

ARTICLE 13

PERFORMANCE MANAGEMENT

13-1 INTRODUCTION

The effectiveness of the performance evaluation system is a combined responsibility of each technician and their supervisor. It is agreed that the technicians job performance will be the sole criteria used in the rating process and the supervisors responsibility is to tender an objective rating. The parties agree that the appraisal process is more than a once a year meeting during which performance over the last year is evaluated. NGB TPR 430 dated 1 October 1997 without the Iowa National Guard Supplement 1 to NGB TPR 430 dated 1 October 1999 is used as the sole guide for this article.

13-2 DEFINITIONS

- a. Appraisal. The continuing process by which the technician is kept informed of how the employee's performance compares against established performance standards and results in a final performance appraisal at the end of the appraisal period.
- b. Appraiser. The individual most responsible for appraising the technician based on pre-established mutually understood performance standards. This party is usually the technician's immediate supervisor.
- c. Overall performance appraisal. The appraisal assigned at the end of the appraisal period that describes the overall performance level of the technician based on the technician's performance standards.
- d. Performance level. A rating will be assigned to each individual performance standard during the performance appraisal that denotes the technician's level of achievement compared to the performance standard.
- e. Performance Standard. A description of the level of achievement; and may include quality, quantity, and timeliness, necessary for fully acceptable performance of duties and responsibilities of the position. These

standards will be established upon job-related items appearing on the individual's position description.

- f. Reviewer. An individual in the technician's chain of command who is the appraiser's immediate supervisor. For appraisals of Meets Standards, the reviewer is also considered to be the approving official.
- g. Unacceptable performance. Performance of a technician that does not meet performance standards.
- h. Critical job element. Any component of a technician's job that is of sufficient importance that performance below the minimum standard established by management requires remedial action and denial of within-grade increase, and may be the basis for removing or reducing the grade level of that technician. Such action may be taken without regard to performance on other components of the job.
- i. Major job element. A major duty or responsibility of the technician's job which, although important, is not considered critical in relation to other aspects of the job.

13-3 APPRAISAL PERIOD

- a. The period of time, normally one year but not less than 120 days, which the technician's performance will be appraised. The annual appraisal period for each technician will be established by the employer. Supervisors will maintain a record of technicians that they supervise which sets forth each technician's name, the technician's anniversary date and the date each technician's evaluation was completed. This record will be open for review upon the request of the technician or the shop steward.
- b. A minimum of 120 days supervision is required before an appraisal can be rendered.
- c. Technicians will receive an appraisal under their old job standard when transferring jobs, at the time of the transfer, provided a minimum of 120 days has elapsed since the previous appraisal.

- d. When a major change (a change in any critical element) to the job standard occurs within 120 days before the anniversary date, the appraisal period shall be extended until all conditions required to render the rating of record are met. The rating shall be prepared promptly when conditions that required the extension are met.
- e. A close-out performance appraisal will be rendered when there is a change in the immediate supervisor, provided that there are less than 120 days remaining within the appraisal period, after the appointment of the new supervisor.

13-4 IDENTIFICATION OF PERFORMANCE STANDARDS AND CRITICAL ELEMENTS

- a. NGB TPR 430 dated 1 October 1997 will be used as a guide in the development of performance standards and identification of critical elements.
- b. At the beginning of the appraisal period, each supervisor will, with technician participation, identify major/critical job element(s) and performance standards. These standards will be in writing and will define the level of performance to achieve a rating of record. Standards will be consistent with the duties and responsibilities contained in the employee's position description. Although technicians will participate in this process, final determinations will be made by the immediate supervisor with the concurrence of the reviewer.
- c. The performance standards may be modified by the supervisor with technician participation at any time during the rating period.
- d. The technician has the right to grieve the content of a performance standard:
 - 1. Which is contrary to appropriate law, rule, or regulation.
 - 2. Which is not consistent with the duties and responsibilities covered in the employee's position description.
- e. A completed copy of the performance standard will be provided to the technician at the beginning of the appraisal period and whenever a revision occurs.

f. Management retains the right to set all performance standards but the parties agree that perfect performance of all duties set forth in the position description is not a reasonable expectation for establishing a performance standard. Therefore performance standards description should be written for the approved requirement(s) and expectation (s) level that must be met to be appraised at a particular level of performance. A performance standard may include, but is not limited to, quality, quantity, timeliness and manner of performance. It should contain all of the written, or performance elements that set forth the expected performance level. It must contain all critical elements and may contain non-critical elements and their performance standards.

13-5 COUNSELING

Supervisors should frequently praise and encourage technicians who are meeting objectives, and assist those who are not. Ongoing counseling of technician's by supervisors is encouraged, particularly when the employee is at risk of not meeting expectations. The technician should be told of a problem as soon as the supervisor is aware of one. The performance counseling will be recorded on NGB Form 904-1 or the electronically generated form as required by NGB TPR 430 dated 1 October 1997. A copy of any written report on counseling sessions will be given the technician involved. As a goal, counseling should be performed quarterly with a minimum of bi-annually.

13-6 THE APPRAISAL

It is the responsibility of the employer to ensure: the timely completion of both the job standard and the performance evaluation; that the evaluated technician receives the original of both documents; and that an accurate copy of each document is promptly forwarded to the HRO for placement in the technician's performance folder.

a. At the end of the appraisal period the supervisor will review the technician's performance appraisal with the technician. The technician may question the appraiser on any aspect of the appraisal.

b. If the technician experiences a problem in receiving a timely performance evaluation or has concern(s) with any

aspect of the performance evaluation process, that technician is entitled to bring the matter to the supervisor's attention, contact the HRO Appraisal POC, or the STEWARD.

c. If an appraisal cannot be performed on time the technician will be notified by the supervisor. This notification will include an explanation for the late appraisal. When the late appraisal is accomplished the actual date will be so noted.

d. When possible the appraisal should be based on verifiable and quantifiable performance.

13-7 ABSENCE TO PERFORM OTHER DUTIES

The time spent away from the technician's assigned duties; i.e. serving as union representatives will not be taken into account when accomplishing a performance appraisal. Performance appraisals should be based solely on performance of the assigned work of their technician position.

13-8 UNACCEPTABLE PERFORMANCE

a. Technicians will be periodically reminded of the critical job elements and expected performance standards of their positions and will be informed when their performance is unacceptable in any element of the job, in accordance with TPR 430 para 7.c. There is also the requirement that Supervisors help their employees improve their performance. Improvement actions can include training, counseling, or closer supervision before moving on to more severe actions. However, if the technician's performance in any critical element continues to be unacceptable, despite efforts by the supervisor or manager to improve performance, the technician and his/her representative will be advised that the technician must be reassigned, reduced in grade (demoted), or removed from employment. Consideration should be given to reassignment to another position for which the supervisor feels the technician is qualified.

b. No action based on unacceptable performance may be taken until critical job elements and performance standards have been identified in writing and the technician has

been given a copy of these standards, and the technician has been given at least 30 days to improve their performance.