

BENCHMARK PERFORMANCE STANDARDS

The Benchmark Performance Standards were developed to guide raters in evaluating (i.e., selecting the generic level of achievement expressed in percent) and scoring (numerical rating) an employee’s performance for each of the weighted performance elements.

As can be seen in Tables 2 and 3, there are four generic levels available for expressing employee achievement for each performance element: 100%, 70%, 50%, and “unsatisfactory” (<50%). In scoring, the rater first determines the employee’s generic level of achievement for a performance element, uses the BPS (Table 3) to locate

the column corresponding to the weight assigned to that element, and then selects a numerical score from the range of points available within the column that is bounded by the generic level of achievement selected.

If, for example, a performance element (e.g., Technical Competence) with an assigned weight of 40 was evaluated at the full 100% level, the numerical score for the employee would be 40—the full value of the element’s assigned weight. If a score of 36 (corresponds to 90% achievement level) was selected, the rater is indicating that the performance was evaluated as less

than the full 100% level for that element but well above the 70% generic level of achievement.

The BPS is used to evaluate and score each of the performance elements. The sum of the numerical rating score for each performance element is used to determine the employee’s overall rating for the performance appraisal. For example, an appraisal with a numerical sum of 86 would be assigned an overall rating of “Superior.” If any performance element were assigned a numerical score of less than 50% of its assigned weight, however, the assigned overall rating would be “Failure.”

TABLE 2. PERFORMANCE STANDARDS SUMMARY

GENERIC LEVELS OF ACHIEVEMENT	CHARACTERISTICS OF ACHIEVEMENT LEVELS	
100%	<ul style="list-style-type: none"> ✓ Exceptional Initiative ✓ Versatility ✓ Originality ✓ Creativity ✓ Convey Complex Issues ✓ Minimal Supervision ✓ Cooperative ✓ Responsive 	<ul style="list-style-type: none"> ✓ Resolves Conflict ✓ Leadership ✓ Integrity ✓ Competency ✓ Commitment ✓ Candor ✓ Sense of Duty
70%	<ul style="list-style-type: none"> ✓ Elements Attained Effectively and Efficiently ✓ High-Quality Work ✓ High Quantity of Work ✓ Orderly ✓ Timely ✓ Correct ✓ Thorough 	<ul style="list-style-type: none"> ✓ Cost-Effective ✓ Consistently above Average Reliability ✓ Resourceful ✓ Productive Cooperative Efforts ✓ Clear, Precise, Convincing Communications
50%	<ul style="list-style-type: none"> ✓ Elements Accomplished ✓ Mostly Reliable ✓ No Unacceptable Delays 	<ul style="list-style-type: none"> ✓ Minimally Correct ✓ Reasonable Cooperation ✓ Clear and Concise Communications
UNSATISFACTORY* (below 50%)	<ul style="list-style-type: none"> ✓ Failure in Quality ✓ Failure in Completeness ✓ Failure in Quantity ✓ Failure in Timeliness ✓ Products Were Deficient 	<ul style="list-style-type: none"> ✓ Contrary to Direction ✓ Did Not Meet Minimum Specs ✓ Inconsistent ✓ Incomplete ✓ Flawed/Substandard

* If any performance element is assessed at the unsatisfactory level of achievement (numerical score <50% of assigned weight), the overall rating will be “Failure” for the Performance Appraisal.

TABLE 3. BENCHMARK PERFORMANCE STANDARDS

These Benchmark Performance Standards Are Used to Evaluate and Score Performance against the Weighted Performance Elements. This Sheet Must Be Used in Conjunction with Benchmark Job Description and Performance Objectives.

GENERIC LEVELS OF ACHIEVEMENT AND CORRESPONDING PERFORMANCE STANDARDS	ASSIGNED ELEMENT WEIGHT AND SCORE										N U M E R I C A L R A T I N G S C O R E
	50	45	40	35	30	25	20	15	10	5	
<p>100% Performance elements were attained demonstrating exceptional initiative, versatility, originality, and creativity. This individual demonstrates the ability to grasp, understand, organize, and convey complex issues to others and carry the job assignment to successful completion with minimum direct supervision. Performance elements were effectively achieved utilizing cooperation, responsiveness, conflict avoidance, or conflict resolution. Written and oral communications were appropriately demonstrated effectively and efficiently. Performance elements were achieved with demonstrated leadership, integrity, competency, commitment, candor, and sense of duty.</p>	49	44	39	34	29						
	48					24					
	47	43	38				19				
	46	42		33	28			14			
	45	41		32					9		
	44		36		27		18				
	43	40		31		22					
	42	39		30	26			17			
	41	38	34								
	40	37		29	25	21					
	39	36		28	24	20	16	12	8	4	
	38	35		28	23						
	37	34		27		19					
	36		30				15				
	35	33		26	22			11			
	34		29			18					
	33	32		25							
<p>70% Performance elements were attained effectively and efficiently with consistently high quality and quantity of work. This individual has demonstrated the ability to complete the job assignments in an efficient, orderly sequence that culminated in results that were timely, correct, thorough, and cost-effective. Performance elements were attained with consistently above-average quality and reliability while effectively utilizing accepted procedures and resolving problems with skill and resourcefulness. Performance elements were attained with consistently productive cooperative efforts and with clear, precise, and convincing written and oral communication.</p>	35		28		21		14		7		
	34		31		24						
	33		30		23	20		10			
	32		29		22		13				
	31		28		22		16				
	30		27		25	19					
	29		27		24	18	15	12	9	6	
	28		26		23					3	
	27		20		17	14					
	26		25				11				
	25		24		19	16					
	24		23		18		13				
<p>50% Performance elements were accomplished, were mostly reliable, and delivered without unacceptable delays. Procedures were minimally correct and problems were dealt with satisfactorily. Attained performance elements, using work methodology that demonstrated a reasonable degree of cooperation with others with clear and concise written and oral communications.</p>	25		20		15		10		5		
<p>UNSATISFACTORY. Performance elements were not successfully completed because of failure in quality, quantity, completeness, responsiveness, or timeliness of work. Performance elements products were deficient because they were contrary to direction or guidelines; did not meet minimum specifications; were inconsistent with organizational procedures; were significantly flawed or substandard in quality; demonstrated insufficient technical knowledge or skill; were incomplete; were unacceptably late; lacked essential cooperative involvement or support; or problems that arose during performance of performance elements activities were not satisfactorily resolved.</p>	24	22	19	17	14	12	9	7	4	2	

[SAMPLE]

PERFORMANCE OBJECTIVES WORKSHEET — Page 1

(For MRMC Demonstration Project Use Only. For use of this form, see Federal Register Vol.63, #41, 3 Mar 98, and MRMC Internal Operating Procedures.)

PERIOD COVERED (YYMMDD)

FROM

TO

NAME
(Last, First, MI)

SOCIAL SECURITY
NUMBER

OCCUPATIONAL
FAMILY/SERIES/BAND

RATER (Type or Print):

SENIOR RATER (Type or Print):

MUTUALLY DEVELOPED PERFORMANCE OBJECTIVES:

PERFORMANCE OBJECTIVES WORKSHEET — Page 2

PERFORMANCE CONFERENCE (All Elements Are Critical and Elements a-e Are Mandatory)	a. Technical Competence	b. Working Relationship	c. Communications	d. Resource Management	e. Customer Relations	f. Mgt/Leadership	g. Supv./EEO	TOTAL POINTS
	CRITICAL ELEMENTS							

WEIGHT RANGE	15-50	5-15	5-15	15-50	10-50	0-50	15-50	TOTAL
WEIGHT ASSIGNED								

PERIOD COVERED (YYMMDD)	RATEE'S NAME (Last, First, MI)	SSN
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AGREEMENT ON ASSIGNED WEIGHTS

	INITIAL	DATE
SENIOR RATER		
RATER		
RATEE		

VERIFICATION OF PERFORMANCE CONFERENCE

	DATES	RATEE'S INITIALS	RATER'S INITIALS
INITIAL			
MIDPOINT			

RATEE _____ Date _____
Signature

RATER _____ Date _____
Signature

PERFORMANCE APPRAISAL Page 1

(For MRMC Demonstration Project use only. For use of this form, use Federal Register Vol 63, #41, 3 Mar 98, and MRMC Internal Operating Procedures.)

PERIOD COVERED (YYMMDD)	FROM:	TO:
NAME (Last, First, MI)	SOCIAL SECURITY NUMBER	OCCUPATIONAL FAMILY/SERIES/BAND

Date Initial Employee/Rater Meeting _____ Date Written Accomplishments to Rater _____

Date Mid-Year Review _____ Date Performance Review Meeting _____
(Discussion of Accomplishments/Performance only)

CRITICAL ELEMENTS

	Weight Range	Weight Assigned	Management's Numerical Rating
Technical Competence	15-50		
Working Relationships	5-15		
Communications	5-15		
Resource Management	15-50		
Customer Relations	10-50		
Management/Leadership	0-50		
Supervisory/EEO	15-50		
TOTAL	100		

	TYPED NAME	SIGNATURE	DATE
Rater			
Senior Rater			
Review Board (optional)			

OVERALL RATING	TYPE OF RATING	CPAC
(85-100) <input type="checkbox"/> Superior – A	<input type="checkbox"/> Special	Number of Shares Recommended _____
(70-84) <input type="checkbox"/> Exceptional – B	<input type="checkbox"/> Annual	Total Dollar Value of Shares _____
(50-69) <input type="checkbox"/> Successful – C	<input type="checkbox"/> Corrected	Bonus (Lump Sum) _____
(0-49) <input type="checkbox"/> Failure – F		Base Pay Increase _____

Date Evaluation Feedback Meeting _____
(Employee notified of Management's rating)

EMPLOYEE SIGNATURE* _____ DATE _____

* Signature does not constitute agreement or disagreement with the evaluation of the Rater and Senior Rater but merely verifies administrative data receipt.

Rater Comments (Mandatory for F Appraisal, Optional for all other Ratings)

Senior Rater Comments (Optional)

Review Board Comments (Optional)

INSTRUCTIONS FOR COMPLETION OF PERFORMANCE APPRAISAL FORM

PERIOD COVERED: Date of rating period or date employee entered on duty. Employee must have a minimum of 60 days under approved objectives in order to receive an annual appraisal.

NAME: Name of employee

SOCIAL SECURITY NUMBER: Social Security Number of employee

OCCUPATIONAL FAMILY/SERIES/PAYBAND: Enter Employee's Occupational Family, Occupational Series, Lab Demo Pay Band (Example: DJ-343-III).

DATE INITIAL EMPLOYEE/RATER MEETING: Enter date employee and rater met to discuss performance objectives for rating period. This date must be NLT 30 days from beginning of rating period or 30 days from EOD date of a new employee.

DATE MID-YEAR REVIEW: Enter date Mid-Year Review conducted.

DATE WRITTEN ACCOMPLISHMENTS TO RATER: Enter date employee provided written accomplishments to rater.

DATE PERFORMANCE REVIEW MEETING: Enter date employee/rater discussed accomplishments. This meeting is to discuss employee's accomplishments and performance. Under no circumstances is the proposed rating to be discussed with the employee at this time.

WEIGHT ASSIGNED: Enter the weight assigned for each element being rated. The first five elements are mandatory and must be weighted for each employee being rated. Supervisor employees must also be rated on the Management/Leadership and/or Supervisory/EEO elements. The assigned weight of each element must be in multiples of five, between the specified weight range. The total assigned weights must equate to 100.

MANAGEMENT'S NUMERICAL RATING: Before completing the numerical and overall rating sections on page 1, the Rater must consult with the Senior Rater, and the Senior Rater must consult with the appropriate Review Board (if one exists for the Pay Pool). After these management officials have determined the appropriate characterization for the annual rating, the Rater will insert the official management rating (numerical and overall) scores on page 1. The scores on page 1 are the rating of management and may not necessarily coincide with the opinion of the Rater. (e.g., If a Senior Rater nonconcurs with a Rater's proposed score, and the Review Board agrees with the Senior Rater, the Rater will record the Senior Rater's numerical and overall ratings on page 1 of the evaluation form.) Management must be prepared to substantiate the propriety of its evaluation in the event of a grievance. Enter numeric rating for each element rated, and the total. Total may not exceed 100. An element rating of less than 50% of the weight assigned will result in an overall "F" rating.

RATER/SENIOR RATER/REVIEW BOARD: Sign and date.

OVERALL RATING: Check the block that corresponds to the total numeric rating.

TYPE OF RATING: Check the block that corresponds to the type of rating being prepared.

CPAC: The number of shares, total dollar value of shares, bonus, and base pay increase sections will be completed by the CPAC.

DATE EVALUATION FEEDBACK MEETING: Enter date final evaluation is discussed with employee. At this meeting, the supervisor actually provides the employee with the appraisal of the employee's performance on the performance objectives, and the scores and ratings on the performance elements.

EMPLOYEE SIGNATURE: Employee signs and dates appraisal at the conclusion of the evaluation feedback meeting.



RATER'S CHECKLIST

- 1. **Performance Objectives and Performance Element Weights Documented (USAMRMC Form 70-R-E)**
- 2. **Mid-Year Review Conducted and Documented**
- 3. **Written Accomplishments Requested**
- 4. **Written Accomplishments Received and Reviewed**
- 5. **Performance Review Meeting Held**
- 6. **Rater Completes Performance Appraisal (USAMRMC Form 71-R-E) and Assigns Rating**
- 7. **Senior Rater Reviews and Initials Appraisal, and May Provide Comments**
- 8. **Performance Evaluation Feedback Meeting Held**
- 9. **Document Performance Objectives and Element Weights for Next Rating Cycle**
- 10. **Forward Completed Appraisal to Pay Pool Manager**