

# Lesson 3: HR Implementation in the Federal Government

## Lesson Overview

In this lesson, you will gain a foundational understanding of how key HR functions are implemented in the federal government.

In this lesson, you will learn to:

- Discuss staffing and classification and how they are implemented in the federal government
- Discuss compensations and benefits and how they are applied in the federal government
- Discuss performance management in the federal government

## Staffing

The staffing area, which encompasses hiring personnel, is a critical component in the overall role of HR professionals in the federal government.

There are many laws and regulations that specifically govern staffing. Let's look at an overview of some of these now, as they help frame how staffing is implemented:

### Prohibited Personnel Practices

Remember that prohibited personnel practices (PPPs) are employment-related activities that are banned in the federal workforce because they violate the merit system through some form of employment discrimination, retaliation, improper hiring practices, or failure to adhere to laws, rules, and regulations that concern the merit system principles.

Currently, there are 13 PPPs that specify the actions that federal employees who have personnel authority may not engage in, including:

1. Discrimination
2. Considering inappropriate recommendations
3. Coercing political activity
4. Obstructing competition
5. Influencing withdrawal from competition
6. Granting unfair advantage
7. Nepotism
8. Whistleblower retaliation

9. Other retaliation
10. Other discrimination
11. Violation of veterans' preference laws
12. Violating rules that implement a merit system principle
13. Imposing a nondisclosure agreement that doesn't allow whistleblowing

### Veterans' Preference

Veterans' preference recognizes the economic loss suffered by citizens who have served their country in uniform, restores veterans to a favorable competitive position for government employment, and acknowledges the larger obligation owed to disabled veterans.

Veterans' preference in its present form comes from the Veterans' Preference Act of 1944, as amended, and is now codified in various provisions of title 5, United States Code. In addition to receiving preference for competitive appointments, some noncompetitive appointments are also available to certain veterans.

Eligible veterans (those who are disabled or who served on active duty in the Armed Forces during certain specified time periods—during a war, in military campaigns, or in expeditions for which a campaign badge has been authorized)—are entitled to preference over others in hiring from competitive lists of eligibles and also in retention during reductions in force.

Only veterans discharged or released from active duty in the armed forces under honorable conditions are eligible for veterans' preference. This means veterans must have been discharged under an honorable or general discharge. Veterans' preference also includes spouses, widows, widowers, and parents of deceased or disabled veterans when the veteran cannot use his/her preference.

A "retired member of the armed forces" is not included in the definition of preference eligible unless he or she is a disabled veteran OR retired below the rank of major or its equivalent.

Veterans' preference does not guarantee veterans a job, and it does not apply to internal agency actions such as promotions, transfers, reassignments, or reinstatements.

### Equal Employment Opportunity

The U.S. Equal Employment Opportunity Commission (EEOC) is responsible for enforcing federal laws that make it illegal to discriminate against a job applicant or an employee because of the person's race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older), disability, or genetic information. It is also illegal to discriminate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit.

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Most employers with at least 15 employees are covered by EEO laws (20 employees in age discrimination cases). Most labor unions and employment agencies are also covered.

The laws apply to all types of work situations, including hiring, firing, promotions, harassment, training, wages, and benefits.

### Executive Orders (EOs)

An EO is an instruction that comes directly from the President—rather than an executive agency—that implements or interprets a federal statute. It carries the same weight as a law for executive branch employees.

### The Federal Hiring Process

If you serve in a staffing role as an HR professional in the federal government, you are responsible for carrying out the full range of staffing and recruitment activities for your agency or organization. This includes being extensively involved in the various steps of the federal hiring process.

During the federal hiring process, it is your responsibility as an HR professional to ensure that you are not committing one of the PPPs and to apply the veterans' preference and EEO laws appropriately.

There are seven key steps in the federal hiring process.

#### Key Step #1: Identify Job and Assessment Tools

Tasks in this step include:

- Conduct recruitment consultation (Review hiring authorities/flexibilities)
- Identify associated Position Description (PD)
- Conduct/review Job Analysis to identify competencies/KSAs
- Identify assessment tools to use (e.g., crediting plans)

During this step, selecting assessment tools that evaluate applicants on the basis of job-related qualifications and competencies (rather than on the basis of age, race, or other potentially discriminating factors) is one way that you are implementing HR laws and regulations.

#### Key Step #2: Recruit and Announce Job

Tasks in this step include:

- Review previous job opportunity announcements (JOA) for same/similar position
- Create/Revise a JOA
- Review JOA
- Post JOA

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During this step, creating a JOA that is thorough, accurate, and not too restrictive promotes competition, which is one example of how you implement HR laws and regulations. Following regulations about posting the job announcement is also important. Many jobs are posted on USAJOBS.gov, but not all are required to be posted.

### Key Step #3: Accept and Review Applications

Tasks in this step include:

- Notify applicant of receipt
- Review for eligibility requirements and clear priority placement lists (e.g., ICTAP/CTAP, citizenship, veterans' preference, age when age restriction is a consideration, status)
- Conduct qualifications review (screen out unqualified candidates)
- Notify applicant of qualifications review findings

Implementing HR laws and regulations in this step and the remaining steps of the federal hiring process takes the form of applying veterans' preference and reviewing the qualifications of applications without committing any of the PPPs and with regard for EEO laws.

### Key Step #4: Assess Applicants

In this step, the task is to rate and rank applications on the basis of the assessment tool(s) used, unless the hiring authority being used does not require assessment of applicants. Additionally, HR Specialists implement the HR laws and regulations by ensuring applicants are evaluated consistently and in accordance with the merit system principles.

### Key Step #5: Certify Eligibles

Tasks in this step include:

- Place eligible candidates in order of selection
- Send list of eligible candidates to manager/selecting official
- Notify applicants
- Interview and make selection
- Audit by HR office (verification)
- Notify applicants

Ensuring that Hiring Managers make legal selections in accordance with veterans' preference and merit system principles is an important part of the HR Specialist's job.

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### Key Step #6: Make Job Offer

Tasks in this step include:

- Negotiate terms (i.e., use compensation flexibilities as needed/appropriate)
- Notify applicants
- Conduct background check

HR Specialists uphold the merit system principles in this step by ensuring background investigations are conducted in accordance with established laws and policies and that pay is set fairly and consistently across the organization.

### Key Step #7: Conduct Onboarding

Once a new employee has been selected, the HR Specialist works with the Hiring Manager to determine the entry on duty date and begin the orientation and onboarding processes.

## Types of Services in the Federal Government

HR laws and regulations that have been discussed throughout this course also establish the types of federal civil services (i.e., categories of jobs) that are available in the federal government. The types of civil service positions are the:

### Competitive Service

The competitive service consists of all civil service positions in the executive branch of the federal government with some exceptions.

### Excepted Service

Appointments to the excepted service are civil service appointments within the federal government that have been excepted from typical competitive hiring processes via statute, Executive Order, or by the U.S. Office of Personnel Management (OPM) action.

Excepted service positions in the executive branch may or may not be subject to the provisions of title 5 U.S.C. There are a number of ways to be appointed to the excepted service such as being appointed under an authority defined by OPM as excepted (e.g., Veterans Recruitment Appointment) or being appointed to a position defined by OPM as excepted (e.g., Attorneys).

Positions in the legislative and judicial branches are in the excepted service unless they are specifically included in the competitive service (e.g., the Government Printing Office, an agency within the legislative branch, has positions in the competitive service).

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### Senior Executive Service

The Senior Executive Service (SES) leads America's workforce. As the keystone of the Civil Service Reform Act of 1978, the SES was established to "...ensure that the executive management of the Government of the United States is responsive to the needs, policies, and goals of the Nation and otherwise is of the highest quality." These leaders possess well-honed executive skills and share a broad perspective on government and a public service commitment that is grounded in the Constitution.

Members of the SES serve in the key positions just below the top Presidential appointees. SES members are the major link between these appointees and the rest of the federal workforce. They operate and oversee nearly every government activity in approximately 75 federal agencies.

OPM manages the overall federal executive personnel program, providing the day-to-day oversight and assistance to agencies as they develop, select, and manage their federal executives.

### Competitive vs. Excepted Services

The major differences between the competitive and excepted services are in the areas of hiring procedures and job protections.

In the competitive service, hiring procedures (including veterans' preference), promotion requirements, and qualification requirements are prescribed by law or by OPM and apply to all agencies.

In the excepted service, only basic requirements are prescribed by law or regulation (e.g., veterans' preference), and each agency develops specific requirements and procedures for its own jobs.

**[Note:** in general, schedules B and D of the excepted service are subject to OPM's qualification requirements.]

The provisions of title 5 governing classification, pay, leave, retirement, insurance, and health benefits apply to both competitive and excepted positions unless the positions are excluded from any of those provisions by statute.

### Hiring Authorities

Agencies may use a variety of hiring authorities (sometimes referred to as appointing authorities or hiring flexibilities) to hire job applicants into the competitive and excepted service. The more common types of hiring authorities available are:

#### Competitive Examining Authority

In the competitive service, individuals must go through a competitive hiring process (i.e., competitive examining) before being appointed.

Competitive examining is the traditional method for making appointments to competitive service positions and requires adherence to title 5's competitive examining requirements. OPM

may delegate authority, by agreement, to an agency to examine for all of its competitive service positions (except Administrative Law Judges). Vacancies filled through the competitive examining process are open to the public.

Competitive examining is generally referred to as delegated examining (DE).

### Merit Promotion

In addition to filling positions from among members of the general public through competitive examining, agencies often reassign or promote a current employee, or transfer an employee from another agency when filling vacant positions. The process of filling positions in this manner is called merit promotion. Procedures for executing the merit promotion process are covered in agency merit promotion plans that are in accordance with 5 CFR 335 and are referenced in agency collective bargaining agreements (negotiated agreements) as applicable.

The Veterans Employment Opportunities Act of 1998 (VEOA) allows eligible veterans to apply for positions announced under merit promotion procedures when the agency is recruiting outside of its own workforce.

### Noncompetitive Appointing Authorities

In addition to the use of delegated examining or merit promotion appointing authorities, an agency might choose to make use of the myriad of special noncompetitive appointing authorities to fill a competitive service job.

Individuals eligible for noncompetitive appointments based on guidelines established in 5 CFR 315 Subpart F include:

- Military Spouses
- Former Peace Corps and AmeriCorps VISTA Volunteers

The 30% Disabled Veterans Appointing Authority allows for a noncompetitive temporary appointment of more than 60 days or a term appointment to any veteran with a disability rating of 30% or more, or with a compensable service-connected disability of 30 percent or more.

### Excepted Appointment Authorities

Agencies are allowed to use several hiring authorities to fill competitive service positions with excepted service appointments. A successful applicant under one of these hiring authorities is hired using an excepted appointment that can later be converted to a competitive service appointment based on the conversion requirements of each program.

- Schedule A, 5 CFR 213 allows for the appointment of people with intellectual, severe physical, or psychiatric disabilities.
- Schedule D, 5 CFR 213 establishes the Pathways Program for hiring of interns, recent graduates, and Presidential Management Fellows.

Additionally, the Veterans Recruitment Authority allows agencies to appoint eligible veterans without competition to positions at any grade level through General Schedule (GS) 11 or the equivalent.

### Excepted Service Appointments

When OPM excepts positions from the competitive service, it places the positions in the excepted service under Schedules A, B, or C in accordance with 5 CFR part 213. These hiring authorities cover political appointments and positions for which the use of traditional competitive hiring processes is not feasible or not practical.

Agencies may also have excepted service positions that are governed by other parts of the United States Code (not title 5), and are therefore not subject to OPM hiring rules. For example:

- Department of Defense (DOD)– titles 10 and 32
- Department of Veterans Affairs (VA) – title 38 (for medical positions)
- Intelligence Community – title 50
- Federal Emergency Management Agency (FEMA) – title 42
- Department of Agriculture (USDA) – titles 16 and 17
- Department of the Interior (DOI) – title 16

Posting on USAJOBS is not required for most excepted service positions. As a result, it is important to look at “careers” or “employment opportunities” sections on individual agency websites for job announcements.

### Direct Hire Authority

Direct hiring authorities are given to federal agencies for filling vacancies when a critical hiring need or severe shortage of candidates exist and allows federal hiring without regard to the provisions of title 5 U.S.C. 3309 through 3318.

**Note:** More information on the use of specific hiring authorities is covered throughout the courses in the OPM Staffing Specialist curriculum.



### Federal Classification Process

Administering federal compensation and benefits is another critical HR function in which you may be involved. In order to understand federal compensation and benefits, it is important to first understand the federal position classification process.

Position classification is the process of determining the appropriate pay plan, title, series, and grade of a position consistent with prevailing laws, standards, and guides. These standards encourage uniformity and equity in the classification of positions by providing an established standard for reference and use in different organizations, locations, or agencies.

A majority of federal positions are classified as General Schedule (GS) or Federal Wage System (FWS) positions. Agencies can also have their own pay systems.

#### General Schedule (GS)

The General Schedule (GS) classification and pay system covers the majority of civilian white-collar federal employees (about 1.5 million worldwide) in professional, technical, administrative, and clerical positions.

GS classification standards, qualifications, pay structure, and related human resources policies (e.g., general staffing and pay administration policies) are administered by OPM on a government-wide basis. Each agency classifies its GS positions and appoints and pays its GS employees filling those positions following statutory and OPM guidelines.

The General Schedule has 15 grades--GS-1 (lowest) to GS-15 (highest). Agencies establish (classify) the grade of each job based on the level of difficulty, responsibility, and qualifications required.

Each grade has 10 step rates (steps 1-10) that are each worth approximately 3 percent of the employee's salary. Within-grade step increases are based on an acceptable level of performance and longevity (waiting periods of 1 year at steps 1-3, 2 years at steps 4-6, and 3 years at steps 7-9). It normally takes 18 years to advance from step 1 to step 10 within a single GS grade if an employee remains in that single grade. However, employees with outstanding (or equivalent) performance ratings may be considered for additional, quality step increases (maximum of one per year).

A new GS employee is usually hired at step one of the applicable GS grade. However, in special circumstances, agencies may authorize a higher step rate for a newly appointed federal employee based on a special need of the agency or superior qualifications of the prospective employee. Current federal employees who move to a GS position and are not considered newly appointed may have pay set above step 1 based only on a previous federal civilian rate of pay (i.e., maximum payable rate rule) under the gaining agency's policies.

GS employees may advance to higher grades by promotion at certain intervals (generally after at least a year), as determined by OPM regulations and qualification standards and agency policies, up to the full promotion potential advertised in the job announcement. After that, competition under merit system principles is necessary to advance to a higher GS grade. Generally, a GS promotion increase is equal to at least two steps at the GS grade immediately before promotion to the higher GS grade.

### Federal Wage System (FWS)

The Federal Wage System (FWS) is a uniform pay-setting system that covers federal appropriated fund and nonappropriated fund blue-collar employees who are paid by the hour.

The system's goal is to make sure that federal trade, craft, and laboring employees within a local wage area who perform the same duties receive the same rate of pay. The FWS includes 130 appropriated fund and 118 nonappropriated fund local wage areas.

Successful labor-management partnership is the hallmark of the FWS, with labor organizations involved in all phases of administering the pay system.

### Federal Pay Structure

The federal pay structure is based on the classification categories, GS and FWS. Additionally, special rates for GS positions may be approved by OPM.

#### General Schedule (GS)

The GS base pay schedule has 15 grades and 10 steps in each grade covering more than 400 occupations. Pay varies by geographic location, and most GS employees are also entitled to locality pay. Locality pay is a geographic-based percentage rate that reflects pay levels for non-federal workers in certain geographic areas as determined by surveys conducted by the U.S. Bureau of Labor Statistics. There are currently 47 locality pay areas, which cover the lower 48 States and Washington, DC, plus Alaska, Hawaii, and the U.S. territories and possessions. Forty-four of the locality pay areas cover large metropolitan areas (e.g., Los Angeles, New York, Washington, DC), two cover entire States—Alaska and Hawaii, and the remainder of the United States and its territories and possessions are included in the catch-all Rest of U.S. (RUS) locality pay area. GS employees in foreign areas are not eligible for locality pay.

The GS base pay schedule is usually adjusted annually each January with an across-the-board pay increase based on nationwide changes in the cost of wages and salaries of private industry workers. The President and Congress may make changes in the otherwise applicable across-the-board and locality pay adjustments.

#### Federal Wage System (FWS)

The FWS pay schedule includes 130 appropriated fund and 118 non-appropriated fund local wage areas. Under the FWS, pay is based on what private industry is paying for comparable levels of work in the applicable local wage area. For each wage area, OPM identifies a lead agency, which is responsible for conducting wage surveys, analyzing data, and issuing wage schedules under the policies and procedures prescribed by OPM. Under this uniform pay system, an FWS employee's pay will be:

- The same as the pay of other federal jobs like his or hers in that wage area
- In line with pay for private sector jobs like his or hers in that wage area

### Special Rates Request

OPM may establish higher rates of basic pay (special rates) for a group or category of GS positions in one or more geographic areas to address existing or likely significant handicaps in recruiting or retaining well-qualified employees. OPM may establish special rates for nearly any category of employee (i.e., by series, specialty, grade-level, and/or geographic area) to address staffing problems caused by any of the following:

- Significantly higher non-federal pay rates than those payable by the federal government within the area, location, or occupational group involved
- The remoteness of the area or location involved
- The undesirability of the working conditions or nature of the work involved
- Any other circumstances OPM considers appropriate

### Federal Benefits

As an HR professional in the federal government, you may be responsible for administering federal benefits packages. Federal employees may be eligible to enroll in health, dental, vision and life insurance, flexible spending accounts, and apply for long-term care insurance.

#### Health

The Federal Employees Health Benefits (FEHB) Program is governed by 5 U.S.C. Chapter 89 and regulated by Title 5, Chapter 1, Parts 890-891 of the CFR. Under the FEHB, federal employees, retirees, and their survivors enjoy the widest selection of health plans in the country. The FEHB program consists of different types of plans:

- Fee-for-Service with a Preferred Provider Organization
- Health Maintenance Organizations
- Point of Service
- High Deductible Health Plans
- Consumer Driven Health Plans

#### Dental and Vision

The Federal Employee Dental and Vision Benefits Enhancement Act of 2004 provided OPM the opportunity to establish arrangements under which supplemental dental and vision benefits are made available to federal employees, retirees, and their dependents. As a result of this Act, the Federal Employees Dental/Vision Program (FEDVIP) was established. Through FEDVIP, eligible employees and annuitants can choose from a number of nationwide and regional dental and vision plans that provide additional coverage beyond coverage offered by most health plans.

### Life

The Federal Employees' Group Life Insurance (FEGLI) is the largest group life insurance program in the world, covering over 4 million employees, retirees, and family members. FEGLI provides group term life insurance consisting of basic life insurance coverage and three options providing additional coverage.

### Flexible Spending Accounts

The Federal Flexible Spending Account Program (FSAFEDS) allows eligible employees to set aside money for health care and dependent care expenses. The money contributed to FSAFEDS accounts is set aside before taxes are deducted, which typically provides a savings on federal taxes. The Health Care or Limited Expense Health Care Flexible Spending Account (FSA) can be used by enrollees to pay for items that aren't covered by their FEHB plan, FEDVIP plan, or other health insurance coverage. The Dependent Care FSA allows enrollees to set aside money to pay for expenses related to the care of young children or elder care.

### Long Term Care

The Federal Long Term Care Insurance Program (FLTCIP) provides long-term care insurance to help pay for costs of care when enrollees need help with activities they perform every day or have a severe cognitive impairment (e.g., Alzheimer's disease). Most federal and U.S. Postal Service employees and annuitants, active and retired members of the uniformed services, and their qualified relatives are eligible to apply for insurance coverage under FLTCIP.

### Agency Specific Benefits

Some benefits are agency-specific, including:

- Tuition reimbursement
- Childcare subsidies
- Transit subsidies
- Student loan repayments
- Employee fitness or wellness programs
- Employee Assistance Programs (EAP) that include services such as training on how to deal with finances, how to deal with stress, etc.
- Ability to telework
- On-site day care facility

### Performance Management Process

Overseeing the performance management process is a key function of HR professionals across the federal government. HR professionals serve as consultants to supervisors and employees throughout this process.

According to *A Handbook for Measuring Employee Performance*, performance management is the systematic process of planning, monitoring, developing, rating, and rewarding. Select each step to learn more.

#### Planning

Planning involves setting performance expectations and goals for groups and individuals to channel their efforts toward achieving organizational objectives. Regulatory requirements for planning employees' performance include establishing the elements and standards of their performance appraisal plans. These elements and standards should be measurable, understandable, verifiable, equitable, and achievable. Supervisors should ensure that performance goals align to the agency's strategic goals and operational plans and consult with his/her employees when creating these goals. It is in this planning stage that the supervisor has an opportunity to explain to employees how their performance directly affects how the agency and work unit will achieve their goals.

#### Monitoring

Monitoring involves consistently measuring performance and providing ongoing feedback to employees and work groups on their progress toward reaching their goals. Regulatory requirements for monitoring performance include conducting progress reviews with employees where their performance is compared against their elements and standards. Supervisors should monitor employee progress, not only when there is a progress review due, but on a continuous basis throughout the appraisal period. Monitoring gives the supervisor an opportunity to make a course correction or adjust a timeline if it is needed so that employees will produce the desired outcome of successfully achieving the agency's or work unit's goals. It also provides the opportunity for the supervisor to make employees aware of their progress, whether favorable or unacceptable. Should the supervisor determine the employee has unacceptable performance on any critical element, monitoring performance enables the supervisor to identify the problem early and get an opportunity period in place well before the rating of record is due.

#### Developing

Developing involves increasing employees' capacity to perform through training, giving assignments that introduce new skills or higher levels of responsibility, improving work processes, or other methods. Providing employees with training and developmental opportunities encourages good performance, strengthens job-related skills and competencies, and helps employees keep up with changes in the workplace. Supervisors should be able to determine from continuous monitoring whether employees need additional development to achieve their assigned responsibilities. It is important to remember that employee development

includes not only remediation but enhancing good performance as well. Types of development may include:

- Formal training (classroom)
- Informal training (online)
- Coaching or mentoring
- New work assignments (additional responsibilities)
- Details (within current agency or to an outside agency)

### Rating

Rating involves evaluating employee or group performance against the elements and standards in an employee's performance plan and assigning a summary rating of record. The rating of record is assigned according to procedures included in the organization's appraisal program and is based on work performed during an entire appraisal period. The rating of record has a bearing on other personnel actions, such as within-grade pay increases and determining additional retention service credit in a reduction in force. During the rating process, supervisors use the knowledge gained from monitoring the employee's performance during the appraisal period and compare that performance against the employee's elements and standards to determine the appropriate rating. The final rating should not be a surprise to the employee, particularly when the supervisor and the employee have had numerous performance discussions during the rating period.

### Rewarding

Rewarding involves recognizing employees, individually and as members of groups, for their performance and acknowledging their contributions to the agency's mission. Good performance is recognized without waiting for nominations for formal awards to be solicited. As such, recognition is an ongoing, natural part of day-to-day experience. In addition, awards regulations provide a broad range of forms that more formal rewards can take, such as cash, time off, and many nonmonetary items. Supervisors must make meaningful distinctions when granting awards. Award amounts should be clearly distinguishable between different performance levels that are fully successful or above.

### FCAT-M Performance Management Competencies

The Federal Competency Assessment Tool-Management (FCAT-M) is a web-based instrument for assessing the skill levels of managers, supervisors, team leaders, and others in key leadership and performance management competencies.

These competencies include:

#### Performance Coaching and Feedback

Performance coaching and feedback help managers and executives support a high-performance culture.

The purposes of performance coaching and feedback are to help managers improve the productivity of their employees, to develop and improve an employee's capability to perform, and to correct poor performance.

The relationship between managers and their employees is initiated by performance-related conversations that are continued through the duration of the working partnership.

Effective application of performance coaching and feedback will result in better achievement of agency strategic goals, as well as professional growth for both managers and employees.

As an HR professional, you serve a key role in this competency by providing resources to managers and supervisors to help them improve their performance coaching and feedback skills.

#### Facilitating Performance

Facilitating performance is a key competency for supervisors to master. This competency ultimately helps contribute to meeting and exceeding organizational goals and objectives.

Facilitating performance is described as initiating and guiding the efforts of self and subordinates toward performance goals through ongoing support, removal of performance obstacles, managing consequences, and holding employees accountable.

You can advise, in your HR role, managers and supervisors in identifying solutions for removing performance obstacles and in using appropriate methods for ensuring employee accountability and managing consequences.

#### Differentiating Performance

Rating employee performance is one of the key components in the performance management process. Supervisors must develop and demonstrate the ability to make fair assessments of their subordinates' performance.

According to the FCAT- M, the assessments should be based on "observable behaviors, performance feedback, and demonstrated results."

Supervisors must learn how to establish performance plans with measurable results that are conducive to differentiating performance.

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As an HR professional, you can assist supervisors in developing performance plans and in understanding how to measure results objectively.

### Building Performance Culture

As part of our federal civilian workforce, managers are held accountable for accomplishing work-unit goals and objectives and effectively contributing to the agency's mission.

Today's federal manager must possess the skills and competencies necessary to create a work environment that fosters and rewards teamwork, promotes diversity, encourages employees to share knowledge and resources, and promotes results-focused accomplishments. In a performance-focused organization, the manager also deals effectively with poor performers and rewards high-performing employees.

As a consultant to managers in your capacity as an HR professional, you can guide them to resources for increasing their competency and skills in this area.

### Lesson Summary

Congratulations, you have completed Lesson 3: HR Implementation in the Federal Government.

In this lesson, you learned how key HR functions are implemented in the federal government.

Now that you have completed this lesson, you should be able to:

- Discuss the staffing and classification process and how they are implemented in the federal government
- Discuss compensations and benefits and how they are applied in the federal government
- Discuss performance management in the federal government