

Developing Performance Plans

Performance plans cover the Air Force appraisal period which runs from 1 April to 31 March. The rating official and employee meet at the beginning of each appraisal period to discuss the employee's approved performance elements and standards in the plan. A copy is provided to the employee. Further progress reviews and discussions during the appraisal period keep the performance elements current and allow rating officials to make changes to the performance plan, as appropriate.

Rating officials determine whether training or other developmental opportunities would help an employee perform better on the job. Monitoring performance should help identify remedial or developmental training necessary for an employee to meet a specified performance standard. Rating officials may include training requirements or assignments which focus on improving future performance in a career enhancement plan ([AFI 36-401, Employee Training and Development](#)).

It is the supervisor's responsibility to develop employee performance plans; however, if we are to be effective in our role as an advisor to management, we must understand the process, the difficulty involved in producing an acceptable and adequate plan, and the pitfalls that must be avoided.

First, let us discuss performance plans in general.



A performance plan consists of written performance elements and standards. The Core Personnel Documents (CPD) have the same information but the elements are referred to as major duties.

The work plan is developed by the supervisor and employee as a joint effort if it is not part of the core document. It is a good idea to involve the employee when developing the plan because it provides a better understanding, better acceptance of the plan and how the job fits into the organization.

If the employee does not like the performance plan, the employee can discuss the objections with the supervisor; however, the supervisor's decision is final after review and approval by the reviewing official.

The employee cannot grieve the substance of performance elements and performance standards. However, a Federal Labor Relations Authority (FLRA) decision ([Newark AFB OH 30 FLRA No. 76](#)) ruled that employees are entitled to grieve under the Negotiated Grievance Procedure (NGP) the question of whether a performance standard complies with legal and regulatory requirements before it is applied.

NOTE: Refer to [AFI 36-1203](#). Para 14.5 shows that performance elements and standards are not considered grievable.

Although an employee cannot initiate an appeal to MSPB simply on the substance of performance elements and standards, this can be an issue. In [Evans v. Treasury](#), the

MSPB broadened its policy on what may be considered in Chapter 43 cases. Now, in addition to whether the performance standards were properly established and applied, the Board will also consider the merits of the standards to determine whether the standards enable a supervisor to make an accurate evaluation of job performance.

The reviewing official ensures performance plans are completed and recertified within 30 calendar days of employee's assignment to position or at the beginning of the annual appraisal period; quality control checks appraisal upon completions; approves rating and discusses any rating changes with rating official.

Performance plans must be accomplished and provided to employees normally within 30 days of entering a position and recertified or re-accomplished normally within 30 days of the start of a new rating period.

It is important to review the core personnel document and/or the standard core personnel document performance plans with managers and supervisors. Even though the elements and standards are computer generated, they may need to be modified to accurately or adequately identify the 'performance' aspects of the position. This is particularly true for older core personnel documents (AF1378's).