

PERFORMANCE MANAGEMENT SYSTEMS

- 1. REASON FOR ISSUE:** To revise Department of Veterans Affairs (VA) procedures regarding performance management systems.
- 2. SUMMARY OF CONTENTS/MAJOR CHANGES:** This handbook contains mandatory VA procedures on performance management. The pages in this issuance replace the corresponding page numbers in VA Handbook 5013. Revised text is contained in [brackets]. These changes will be incorporated into the electronic version of VA Handbook 5013 that is maintained on the [Office of Human Resources Management Web site](#). This revision requires employee performance to be linked to the overall strategic goals of VA.
- 3. RESPONSIBLE OFFICE:** The Employee Relations and Performance Management Service (051), Office of the Deputy Assistant Secretary for Human Resources Management.
- 4. RELATED DIRECTIVE:** VA Directive 5013, Performance Management Systems.
- 5. RESCISSIONS:** None

CERTIFIED BY:

/s/
Stephen W. Warren
Executive in Charge and Chief Information Officer
Office of Information and Technology

**BY DIRECTION OF THE SECRETARY
OF VETERANS AFFAIRS:**

/s/
Gina S. Farrissee
Assistant Secretary for
Human Resources and Administration

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- (4) Each performance plan must include all elements that will be used in assigning a summary level.
- b. Performance plans must contain at least one critical element and one non-critical element that address individual performance.
 - c. Performance plans may include additional elements.
 - d. Performance plans must support [VA's overall strategic goals as well as] organizational goals and objectives and be linked to overall program results.
 - e. The performance plans of supervisors and managers with hiring responsibility must include standards for recruiting and hiring qualified employees; appraising and rewarding employees; and addressing performance and conduct deficiencies.
 - f. The performance plans of supervisors must include a standard requiring them to ensure that subordinates complete all mandatory training on a timely basis.
 - g. Performance plans must include standard(s) that address customer service.
 - h. Performance standards are required to be written only at the Fully Successful achievement level.
 - i. Performance standards must be understandable, challenging, realistic and attainable, and sufficient to permit accurate measurement of the employee's performance. They shall be expressed in terms that promote an understanding of how the employee's individual performance links to [VA's overall strategic goals as well as] organizational [] goals.
 - j. While standards must, to the maximum extent possible, permit appraisals purely on the basis of objective criteria, they are not intended to replace supervisory judgment. A standard shall be sufficiently precise and specific so as to invoke a general consensus as to the meaning and content; however, there is no requirement that standards contain numerical measurements. Raters shall also consider the quality of work, efficiency, productivity, timeliness, and the accomplishment of goals as viable performance measures.
 - k. The appraisal process consists of assigning one achievement level for each element. While each element usually contains three to five performance standards, it is the overall performance for all these standards that establishes the one achievement level for each element. Supervisors may give added weight to some performance standards versus others. Employees shall be made aware of weighting differences up front.
 - l. When a performance plan needs to be changed during the appraisal period due to changes in work assignments, achievement of group or team objectives, or other circumstances that render standards inappropriate, the employee and employee representative shall be involved in revising and/or redefining element(s) and standard(s) by providing input for consideration as appropriate.