NASA Procedural Requirements

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COMPLIANCE IS MANDATORY

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Request Notification of Change (NASA Only)

Subject: NASA Employee Performance Communication System (EPCS) - Change 6 (10/29/10)

Responsible Office: Office of Human Capital Management

Appendix A--Performance Elements and Standards for Supervisory Employees

Element 1. Program/Project/Functional Objective (PPFO)

The Program/Project/Functional Objective (PPFO) element must address the primary work assignment or responsibility of the supervisor and is the critical element that holds the supervisor accountable for achieving measurable results. This element must align with the performance goals and objectives of the supervisor's organization for the appraisal period to which he/she will contribute in order to establish the required alignment to the Agency's Strategic Plan.

The Rating Official must identify the position-specific performance standard(s) for this element, written at the Meets Expectations Level, described in terms of credible measures (i.e., quality, quantity, timeliness, cost-effectiveness) of expected results to be accomplished during the appraisal period. The performance standards must require the employee to consistently and reliably perform all the duties of the position, with no greater level of supervision than is described by the position description, and must be challenging and significant in their expected results.

Element 2. Supervisory Competencies

Supervisory Competencies is, also, a critical element. It identifies those supervisory competencies and standards that demonstrate a commitment to the strategic management of human capital and effective resource management needed to successfully achieve the organization's goals and objectives. Those competencies are: Leading and Managing Change, Leading and Managing People, Achieving Results, Resources Management, and Communications and Teamwork.

These standards are the performance expectations of a supervisory position and should not be modified unless necessary to more accurately reflect the requirements of the position. If it is determined that a performance standard for a specific competency is not applicable to the supervisor's position, it should be so identified during the performance planning stage along with a written justification for its exclusion.

Standards:

a. Leading and Managing Change

- The implementation of changes to the organization and workforce are accomplished with minimal disruption.
- Risk taking, creative thinking, and innovation to identify new work processes to meet performance requirements and to effect change are supported and encouraged.

b. Leading and Managing People

- An inclusive work environment exists:
- That is free of discrimination, harassment, and retaliation of any kind and accessible to qualified individuals with disabilities.
- Where employees are valued and respected for their individual and cultural differences, treat each other with respect, and their talents are used regardless of backgrounds.
- Where commitment to equal opportunity is demonstrated through observable actions.
- Cooperation, collaboration, and teamwork across NASA Centers and functions are actively promoted in the accomplishment of the targeted performance expectations and results.
- The work environment encourages the open and honest exchange of information and the expression of ideas, diverse opinions, and dissenting views while presenting one voice to the public.
- Conflicts are resolved in a positive and constructive manner and complaints of discrimination are resolved, if possible, by engaging in an Alternate Dispute Resolution (ADR) process.
- A work environment exists that recognizes and supports the needs of employees to balance work and personal life.
- Performance plans and appraisals of subordinate staff members are completed by the due date; and at least one critical element for each is clearly traceable to the Agency's goals and objectives (e.g., Strategic Plan, Agency Performance Plan, President's Management Agenda initiatives).
- Performance plans and appraisals of the employees reporting to subordinate managers and supervisors within the employee's organization are completed by the due date; and at least one critical element for each is clearly traceable to the Agency's goals and objectives.
- Feedback on performance is provided to subordinate staff members on a frequent basis. Their performance and that of their employees, if applicable, as an individual or as a member of a team, is recognized with performance awards that are commensurate with the level of performance, responsibility, and progress towards the goals and objectives. The distribution of annual performance awards mirrors the distribution of performance ratings.
- Employees are provided opportunities to excel and are encouraged to expand their knowledge and skills through coaching, mentoring, developmental assignments, and training.
- The performance of subordinate staff members is fairly appraised against Specific, Measurable, Aggressive yet Achievable, Results-oriented, and Time-based (SMART) performance expectations.

c. Achieving Results

- In the pursuit of the accomplishment of the Agency's goals and objectives, the behaviors exhibited exemplify a commitment to NASA's values of safety, teamwork, integrity, and mission success.
- A commitment to the Agency's value - safety - is evidenced by:
- Facilitation and/or conduct and documentation of safety inspections of assigned area(s) of responsibility as required and in accordance with applicable safety and occupational health regulations, policies, and procedures.
- Identification and expeditious action taken to correct unsafe conditions and/or procedures.
- Compliance with applicable safety and occupational health standards, rules, and regulations.
- Short- and long-term organizational goals and objectives are based on the Agency's Strategic Plan and Government-wide initiatives and are realistic, measurable, and results-oriented.
- Work units are organized and staffed with the appropriate technical expertise and the workload is balanced to ensure priorities are achieved.
- Potential or actual problems relating to the achievement of program/project/functional objectives are identified and diagnosed with alternative courses of action identified and brought to the attention of the appropriate management officials in a timely manner.
- Performance results and customer feedback are used to develop and implement initiatives to improve program/project performance, functional support, or service delivery.

d. Resources Management

- Workforce or project teams are deployed to efficiently and effectively accomplish the organization's goals and objectives.
- Current and future workforce or project team needs are assessed based on the organization's goals and objectives.
- Program/project/functional budgets are well-defined and defensible and prepared within external and internal guidelines and by due dates.

- Programs/projects/functions are managed cost-effectively, including contractor costs. Any unutilized funds or cost overruns are identified and immediately brought to the attention of senior management.
- Programs/projects/functional and contractor performance are periodically reviewed to monitor progress against milestones and goals. Any problems or schedule delays are identified and immediately brought to the attention of senior management.
- Information technology is effectively utilized to organize and manage work and resources and to track and assess progress.
- To address skills imbalances and succession needs, highly qualified candidates are recruited and hired; support is provided to ensure successful transition into the Federal service; employees are developed and promoted ensuring adherence to the Merit Systems Principles and equal employment opportunity without regard to race, color, national origin, sex, age, sexual orientation, or religion and by providing, if needed, reasonable accommodation(s) to an otherwise qualified individual with a disability utilizing all available hiring flexibilities.

e. Communications and Teamwork

- Oral and written presentations are effective (e.g., accurate, well organized, and easily understood).
- Information, results, and decisions are communicated in a timely manner.
- Interactions with others demonstrate the ability to listen effectively and to seek the opinions, ideas, and expertise of others.
- Working relationships, both internal and external, are cooperative and demonstrate the ability to be flexible and adaptable, facilitating win-win situations and the open exchange of ideas and opinions from diverse groups.
- Interactions with others demonstrate respect and an understanding of others' needs, establish trust, and foster support, cooperation, and knowledge sharing for the accomplishment of the Agency's goals and objectives.

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