

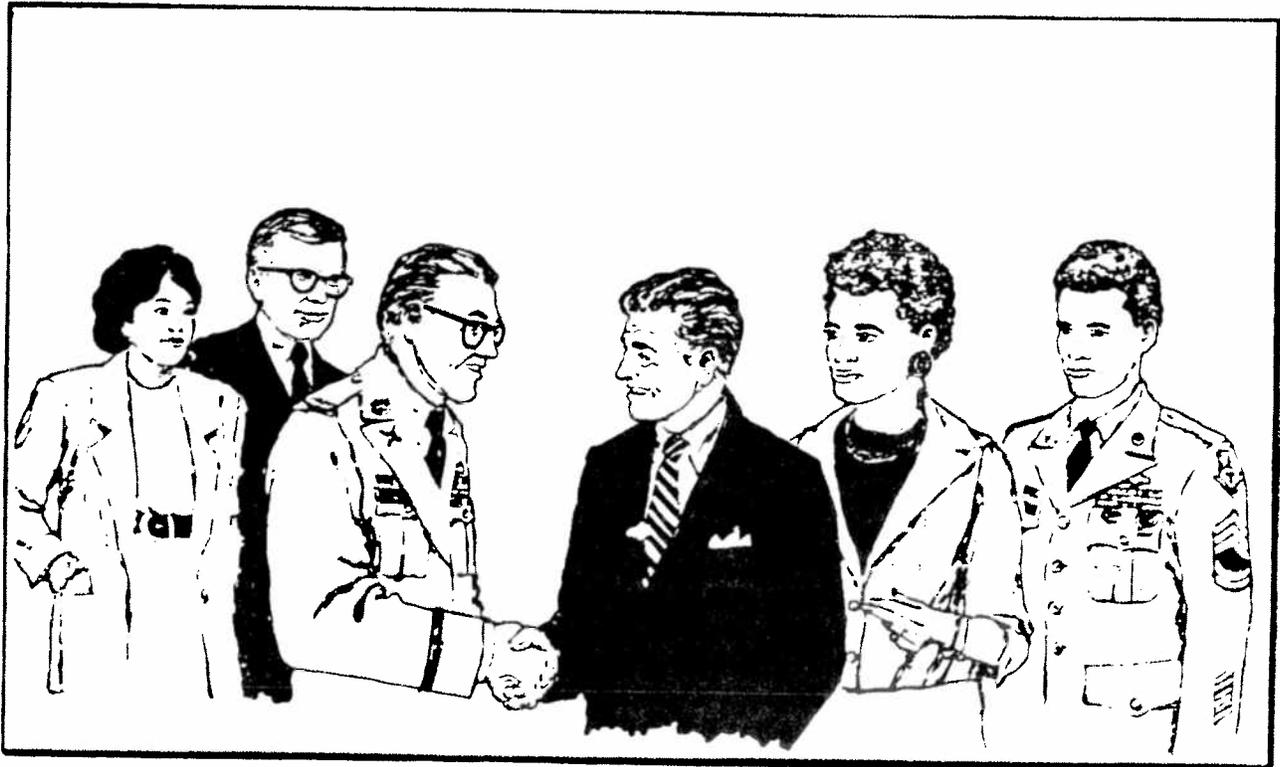
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# TAPES NEWSLETTER

A QUARTERLY PUBLICATION OF THE  
PERSCOM EVALUATION SYSTEMS OFFICE

VOL.2 NO.2

FEBRUARY 1994



"BUILDING COHESION"

Thanks to those of you who took advantage of the response page on the back of the last Update. It's a feature we plan to continue. We encourage all of you to consider communicating with us that way, if you want to see certain topics featured in the newsletter or want to see your questions and **Good Ideas** in print. In this issue we present comments on Values from the field proposed for use in completing an Evaluation Report. We have also printed samples of Values comments that have appeared on military evaluation reports. As you will see, when it comes to Values we are really all speaking the same language.

**MIDPOINT COUNSELING**

Raters of ratees in grades 13 and above should have completed or scheduled a midpoint counseling session. The midpoint offers opportunity for:

- a. discussing accomplishments
- b. planning remaining work
- c. relooking the performance plan
- d. ensuring ratee is on track

**Performance Improvement Plans**

If a ratee is under a Performance Improvement Plan (PIP) at the time TAPES is scheduled to begin, wait until the PIP is completed before starting the ratee under TAPES.

**Performance Plans Required for Long Term Training (LTT)**

Ratees on LTT in academic environments or on work related assignments **should have performance plans** based on their course curriculum or position descriptions (work assignments) respectively. Extending rating periods or entering presumptive Successful ratings for these individuals should be a rare occurrence.

**ALL GONE!**

There are no more TAPES user pamphlets (DA Pamphlet 690-400) on the shelf at Baltimore. PERSCOM is canvassing the MACOMS to assess the need to reprint the pamphlet.

**DON'T FORGET!!**

- The Base System of TAPES began phased implementation **1 January 1994**. Rating cycles are to be locally determined. If rating cycles remain unchanged there is no need for a close out rating. The ratee simply completes the current rating cycle (for which an annual rating is prepared) and begins the next cycle under TAPES. If the rating cycle is changed, a close out rating (annual rating) for ratees whose last rating cycle ended six months or more prior to the beginning of the new rating cycle should be prepared. This rating will be treated like any other annual rating.
- At a minimum, values and what they mean to ratee and rater **must** be discussed during the initial counseling session. Use the guidance on pages 18/19, 40/41, and 50/51 of the user pamphlet to help start the discussion.
- Comments in the Values section of an Evaluation Report **do not factor into the formula for an overall performance rating**.
- Every rater should have a personal copy of the TAPES user pamphlet (DA Pamphlet 690-400) and ratees should be given the opportunity to read the pamphlet to gain a good understanding of their role under TAPES.
- Performance standards provided on DA Forms 7222-1 (Senior System Support Form) and 7223-1 (Base System Counseling Checklist) help measure level of performance. **They do not take the place of establishing specific performance objectives or job related tasks.**
- The TAPES HOT LINE (DSN 221-8009/CML (703) 325-8009 is operational to respond to any questions which could not be resolved at the local level.

**\*\*\*\*VALUES..WE'VE GOT VALUES..WE'VE GOT LOTS AND LOTS OF VALUES\*\*\*\***

HERE'S THE QUESTION WE POSED TO RATERS/RATEES IN THE FIELD:

**Q: IF YOU WERE COMPLETING A TAPES EVALUATION REPORT TODAY, WHAT COMMENTS WOULD YOU PUT IN SECTION V (VALUES)?**

**A: Always gives honest opinion, even if contrary to popular opinion  
Attending night school to improve computer skills  
Never satisfied with status quo - always looking to improve  
Totally reliable, no matter how difficult the project  
Brought mistakes to my attention and never hid problem  
Takes initiative to do what needs to be done without thinking about  
whose "job" it is  
Personal agenda comes second to the agenda of the office  
Inspires others by setting the highest standards of conduct and leading  
by example  
Always ready to rearrange personal schedule to work overtime to meet  
mission requirements  
Judgement and fairness of this individual cannot be equalled  
Expresses opinions without criticism of another person/without making**

it personal  
Displays an active interest in and loyalty to the goals of the organization  
Hard work and honesty is what this individual is all about  
Provides candid but tactful advice to raters, peers and subordinates  
Always mission oriented  
Exhibits a willingness to help and support all team members equally  
Honest opinion always given  
Courage to speak her mind on controversial issues  
Truly concerned about the welfare of staff members  
Puts organizational priorities over his own  
Maintains positive attitude  
Reliable and technically competent  
Has the interest of the customer at heart  
Dedicated employee  
Has unfaltering courage of conviction; right is right, wrong is wrong, regardless of criticism or threat of complaint  
Inspires others by setting the highest standards of conduct and leading by example  
Dedication and devotion to duty set this individual apart from the rest  
Honest and candid in all relationships, never withholding, embellishing or altering information for personal gain

And---in case you were wondering what comments on Values appear on military evaluation reports; here's a sample:

Highly committed to the success of the unit  
Chooses the hard right over the easy wrong  
Places the unit before himself  
Truly a team player and the enhancer, absolute dedication to mission  
Impeccable integrity, respected by all soldiers  
Quick to acquire knowledge and apply it effectively  
A solid performer in high-pressure situations  
Enthusiastically accepts additional responsibilities in support of mission  
Extremely dedicated to the care of his subordinates  
Has moral courage to speak up when things are wrong  
Has an excellent ability to adapt to changing situations  
Sets superb work climate which enables subordinates to maximize their potential  
Knows what is right and does it  
Team player; looks out for others and assists  
Always rises to meet the challenges placed before him  
Forthright in presenting professional views

#### FIELD QUESTIONS AND ANSWERS:

Q: Should ratees on long-term training have a performance plan?  
A: Yes, if at all possible. Either using the course curriculum (in academic environments) or the assigned duties/position descriptions (if in a work environment) a performance plan should be developed in order to evaluate the ratee's accomplishments.

Q: Under, which TAPES system is a GS-7 Upward Mobility Program participant in an administrative 2-grade interval series covered?

A: The Senior System.

Q: A ratee is suspended for poor conduct which also negatively impacted performance. If the performance does not improve, could a negative comment/rating be recorded on the Evaluation Report?

A: Yes, if the performance plan defined a performance expectation in that area. (Keep in mind if performance and conduct continue to deteriorate, a mixed case may ensue.)

Q: Will there be changes to TAPES after the drawdown?

A: Yes. Keep in mind that the original mission was to merge civilian and military evaluation systems. We are in phase I of a two-phased process Phase II will require study of the military systems to determine what is working really well and what adjustments are necessary. The ultimate objective is to have an evaluation system for both components using the same forms and similar procedures. Meanwhile we will continue to study how well TAPES works and make any necessary adjustments.

#### RECURRING ISSUES

##### POSITIONS WHICH REQUIRE DEFINING SPECIFIC PERFORMANCE EXPECTATIONS

The TAPES HOT Line continues to receive calls asking for clarification on whether or not performance objectives need to be established for ratees with responsibilities in such areas as Internal Control, Safety, Security and Equal Employment Opportunity and Affirmative Action (EEO/AA). **The response is yes.** In accordance with para 1-5e of the TAPES regulation (AR 690-400, Chapter 4302), some positions include specific requirements for which clearly defined performance expectations should be developed for each rating period. Among these requirements are EEO/AA and Supervision and Leadership for all supervisors and managers, internal control, individual efforts to eliminate wasteful practices and achieve cost savings in inventory management, discharge of security and other relevant responsibilities of the position. Some have incorrectly interpreted that the performance standards on the Support Form and the Counseling Checklist take the place of defining specific work related objectives or tasks for these areas of special emphasis. Performance standards only provide an instrument of measure. They can not take the place of a clearly defined performance expectation.

#### \*\*\*\*\* GOOD IDEAS \*\*\*\*\*

At the request of LTG Wilson, former Chief of Staff, HQ Army Materiel Command (AMC), representatives from PERSCOM and DCSPER addressed an executive level session and general audience Town Hall on TAPES. The role of TAPES in supporting the total Army culture and current status of the system was covered. The General's stated intent was to insure that command support and an informed work force were the backbone of TAPES successful implementation within HQAMC.

Stuttgart Area CPO conducted "Train the Trainer" sessions to ensure the proper distribution of TAPES information.

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Hoffman CPO's Employee Relations Specialists distribute a list of Action Verbs to help ratees/raters develop performance objectives.

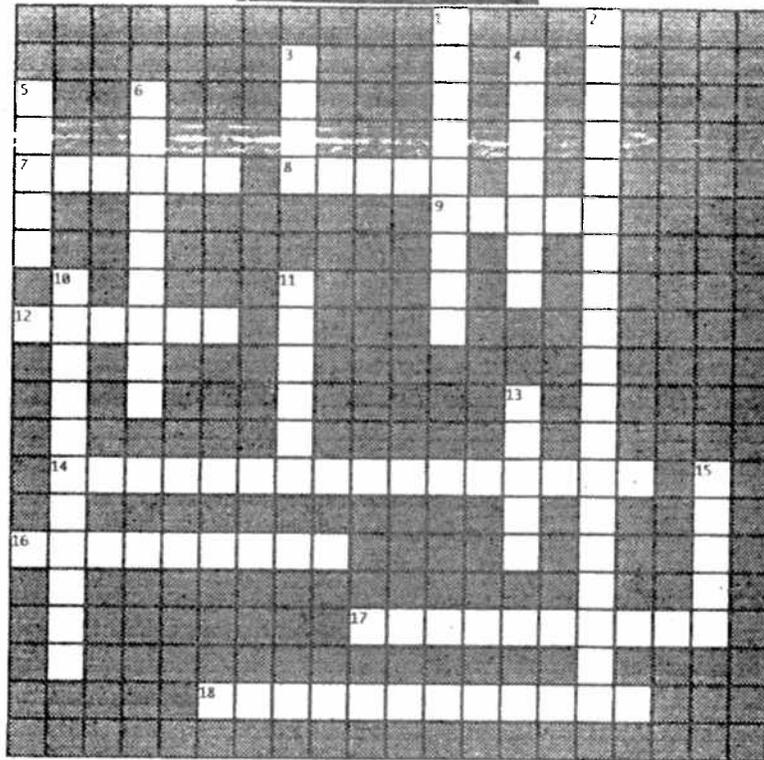
Linda Van Noy Stamp of Ft Bragg mixes business and pleasure with a TAPES crossword puzzle. (See page 7.)

If we missed out on printing your GOOD IDEA, please let us know and we'll share it in the next Update.

SOME ACTION VERBS TO HELP YOU WRITE YOUR PERFORMANCE OBJECTIVES

<u>DECISION MAKING</u>	<u>MANAGEMENT</u>	<u>CHANGE</u>	<u>PLANNING &amp; CONTROL</u>
Approve	Execute	Modify	Plan
Require	Approve	Upgrade	Forecast
Decide	Direct	Create	Assume
Test	Organize	Stimulate	Allocate
Accept	Meet	Improve	Schedule
Authorize	Establish	Compare	Control
Terminate	Manage	Design	Measure
Render	Anticipate	Make	Progress
Consider	Evaluate	Activate	Formulate
Solve	Plan	Establish	Acquire
	Adjudicate		Extend
	Analyze		Monitor
<u>COMMUNICATION</u>	<u>RESEARCH &amp; DEVELOPMENT</u>	<u>ADMINISTRATION</u>	<u>HELPING</u>
Write	Identify	Purchase	Assist
Inform	Evaluate	Requisition	Arrange
Declare	Determine	Reject	Give
Interpret	Review	Store	Guide
Contact	Analyze	Administer	Counsel
Issue	Research	Supply	Serve
Testify	Define	Procure	Contribute
Display	Develop	Secure	Initiate
Critique	Prepare	Engage	Solve
Brief	Recommend	Process	Motivate
	Submit	Insure	
	Propose	Reclaim	
	Investigate		
	Compile		
<u>AUDITING</u>	<u>SUPERVISION</u>	<u>EXTERNAL ACTIVITY</u>	<u>PERSONNEL</u>
Review	Adhere	Negotiate	Train
Analyze	Supervise	Represent	Select
Report	Request	Cooperate	Interview
Conclude	Exercise	Coordinate	Promote
Change	Participate	Publicize	Demote
Recommend	Maintain	Strengthen	Remove
Guide	Delegate		Transfer
Assist	Encourage		Handle
Evaluate	Counsel		Employ
Compare	Assess		Appraise
Assemble	Develop		Recruit
	Report		Screen
	Foster		Discharge
	Demonstrate		Seek
	Meet		
	Assign		
	Motivate		

# TAPES



## Across

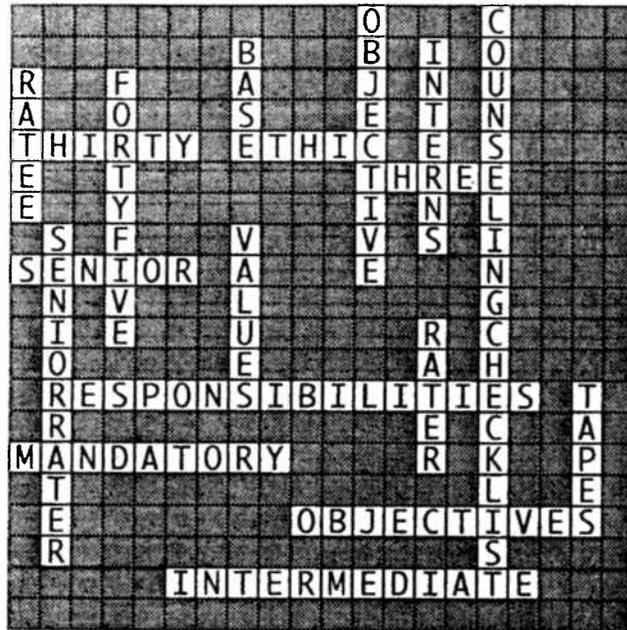
7. Initial counseling should occur within \_\_\_\_ days of new rating cycle.
8. Loyalty, duty, selfless service, integrity are the Army \_\_\_\_\_.
9. There are \_\_\_\_ levels of "Successful" under the TAPES rating scheme.
12. This system applies to all GS/GM/WS-13's and above & GS/WS 09-12.
14. Major job elements for employees covered by the Base System.
16. Completing the DA Values Section of the Evaluation is encouraged not \_\_\_\_\_.
17. Major goals to be achieved during the rating cycle.
18. Rater occupying a supvy position between the Rater and Senior Rater.

## Down

1. \_\_\_\_\_ ratings (e.g. Excellence) are assigned under the Senior System.
2. Serves as the Performance Plan for employees under the Base System.
3. This system covers all WG/WL positions and GS/WS 08's and below.
4. The Senior System covers 09's and above and Career \_\_\_\_\_.
5. The employee who is being rated.
6. Appraisals are due within \_\_\_\_ days after the end of the rating cycle.
10. This profile shows the distribution of Ratings for employees.
11. Commitment, competence, candor and courage are Army \_\_\_\_\_.
13. The individual who establishes performance expectations.
15. Total Army Performance Evaluation System.

LVNS

Answers: TAPES



**FOR FURTHER INFORMATION**

Contact the Evaluation Systems Office, PERSCOM, DSN 221-9659  
/9660 or CML (703) 325-9659/9660. FAX DSN 221-0742/  
CML (703) 325-0742.

**PLEASE PROVIDE US WITH YOUR FEEDBACK  
AND ESPECIALLY YOUR GOOD IDEAS  
SO WE CAN SHARE THEM ACROSS THE ARMY**

\*The views and opinions expressed herein are those of the  
author(s) and are not necessarily those of the Department of  
the Army, USA PERSCOM or any other agency of the  
U.S. Government\*.

**(FOLD AND MAIL)**

**Here's what we're doing at my activity to implement TAPES:**

**Please answer this question in the next UPDATE:**

**Comments:**