

TAPES NEWSLETTER

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SHARE THIS WITH ALL YOUR
ACTIVITIES. THEY WANT THE
INFORMATION!!!

"BUILDING COHESION"

H*A*P*P*Y **** B*I*R*T*H*D*A*Y **** TAPES!!!

Almost one year has passed since TAPES was implemented...a most productive and exciting period. Many, many dedicated folks in the field admirably shouldered the massive responsibility for training on the new system. And those of you who have shared your **GOOD IDEAS** in the Update deserve a round of applause for getting out the word on what's happening at the local level. Without the TAPES HOT LINE callers, there would be no Questions from the Field Section to share with our readers. Your calls are evidence that all levels throughout the Army understand the importance of a quality performance management system and are committed to making TAPES work.

THANKS TO ALL OF YOU.

MIDPOINT FOR GRADES 9-12

LET THE BUYER BEWARE!

The mandatory midpoint counseling session for Ratees in grades 9-12 should have occurred or be scheduled to occur shortly. This is also a good time to revisit the performance plan (make changes if necessary). Unless significant changes are made to the plan, there is no requirement to send it to the Senior Rater.

It's come to our attention that at least one consultant (there may be more) has produced a set of videos and handbooks on TAPES. In previewing this material, we found several flaws and discovered a majority of the information presented is already available in the TAPES user pamphlet and training materials provided to CPOs during train-the-trainer sessions. We certainly don't want to impede free enterprise---but we suggest you check to see what's available on TAPES for **FREE**--before you decide to pay. (Check out our **GOOD IDEAS** section to see what others are doing to implement TAPES.)

RATEE CONTRIBUTIONS

Documenting significant work accomplishments in Section IVc on the Support Form gives the Ratee a unique opportunity to self-evaluate. The information recorded in this section will in many cases find its way into the Rater's comments used to justify the rating.

VALUES - NONNEGOTIABLE

In a decision dated 4 Mar 94 (49 FLRA No. 25), the Federal Labor Relations Authority (FLRA) found Army's ethics and values to be nonnegotiable. This means values remain as a vital part of TAPES. The FLRA found that failure to maintain values as a part of the Army's performance management system would substantively interfere with the reserved management rights under the Federal Service Labor-Management Relations Statute to direct employees and assign work.

USER PAMPHLET REPRINTED

DA Pamphlet 690-400 has been reprinted. The Publications Center-Baltimore is busy mailing copies direct to Civilian Personnel Office (CPO) publications account addresses. Distribution is based upon the results of a previous canvass done by the MACOMs. The few hundred copies remaining on the shelf at Baltimore are only available by request through the PERSCOM TAPES Project Office (DSN 221-8009 or Commercial (703) 325-8009).

CHOICES

We continue to expand the media through which the TAPES Update is available. At the request of several of the MACOM Labor Management/Employee Relations (L/MER) POCs, we've supplied the Update on a WordPerfect 5.1 diskette. The Update is now on the PERSCOM Bulletin Board and we're pursuing adding it to the HQDADSS Bulletin Board and INTERACT. Of course, we'll still continue to send paper copies to all of the Army's operating CPOs for as long as they are needed.

COMING ATTRACTION.....

PERSCOM and DCSPER are producing a video on TAPES. The video is meant to be used for refresher or orientation training. We'll be sending one copy to each operating CPO and MACOM Civilian Personnel Directorate. The video will feature a mock counseling session for the Base System and the development of a Support Form (performance plan) for the Senior System. Target date for delivery to the field is 30 June 94.

DON'T FORGET!!

- The rating period for grades 13 and above ends on **30 June 1994**. To be considered timely, an Evaluation Report with the Support Form attached must be received in the CPO within 45 days of the end of the rating period.
- The performance plan must be in effect at least 120 days (based on the date the Senior Rater initialled) before an Evaluation Report may be completed.
- The performance plan must be annotated with the objective rating level (e.g. E(Excellence), S(Success, etc) recorded next to each rated objective.
- Per para 1-5g of the TAPES regulation (AR 690-400, Chapter 4302), activities may not prescribe a distribution of rating levels. Ratees must be rated against written, communicated performance expectations and not ranked among others.
- Evaluation Report Forms may not be extended by additional pages.
- Bullet comments should support the rating given and clearly document what the Ratee actually accomplished.
- The Senior Executive Service (SES) rating process includes the following unique features: **a. Performance Review Boards (PRBs) to review and advise Senior Raters on ratings and awards proposed by the initial rater and b. SES Ratees may request a higher level review, the results of which must be considered by the PRB and Senior Rater.**
- Use a **xerox** copy of page 1 of the Evaluation Report to nominate and approve non-SES Ratees for performance awards (includes performance based Time Off Awards) and Quality Step Increases (QSIs).
- ~~The Senior Rater profile under TAPES reflects the distribution of ratings given by the Senior Rater to all Ratees at the same grade level for~~

~~the current rating period. It is not a performance/potential ranking profile as utilized in the Officer Evaluation Reporting (OER) System.~~

- Values don't factor into the formulas for determining the overall performance rating, but they offer a wonderful opportunity to recognize Ratee contributions which go beyond simple work output.

- The TAPES HOT LINE DSN 221-8009/CML (703) 325-8009 is operational to respond to any questions which cannot be resolved at the local level.

FIELD QUESTIONS AND ANSWERS:

~~Q: Is there a requirement to complete the Senior Rater Profile on an early Annual rating?~~

~~A: No. (Suggested annotation on report: Early Annual therefore no profile completed.) This rating will be reflected in the Senior Rater's profile when the remainder of the ratings are completed at the end of the rating cycle.~~

~~Q: When a Ratee is evaluated at the end of an extended rating period, where is the Senior Rater Profile recorded?~~

~~A: The rating information must be held and reflected on the Senior Rater's profile for the next rating period.~~

Q: What do I do if part of an objective won't be completed until after the rating period ends?

A: Evaluate the work done to date or wait and rate the objective once completed during the next rating period; whichever is fairest to the Ratee.

Q: Under TAPES, to what extent are (Civilian Personnel Offices (CPOs) expected to audit performance ratings for regulatory compliance?

A: There are not specific requirements for auditing performance ratings; however CPOs may want to institute an audit system to fulfill their responsibility for keeping the commander and equivalent leadership informed of program status and needed program improvements.

Q: Will scanning devices be provided to help CPOs input ratings information into the Army Civilian Personnel System (ACPERS)?

A: Currently, there are no such plans. There are some on-going tests using scanning devices to record information from Official Personnel Folders (OPFs). These early studies show that it's still too soon to adopt this mechanism for the Army's personnel records. (The Functional Automation Division, Civilian Personnel Management Division, PERSCOM is the POC for Army studies in this area.)

Q: Is there a requirement to prepare an Annual rating when the Senior Rater departs within 120 days of the end of the rating period.

A: No. There is a requirement to prepare an Annual rating if the Rater OR Ratee departs within 120 days of the end of the rating period.

Q: Why is a GS-7 in an Upward Mobility Program covered under the Senior System?

A: We found the term "Career Intern" too restrictive; therefore all

trainees in developmental two-grade interval administrative or professional series targeted for graduation at grades 9 and above are to be included in the Senior System regardless of their entry grade level.

EXAMPLES FROM THE FIELD

All across Army early annual Evaluation Reports are being completed. Here's a sampling of what these reports contain:

VALUES/Section V:

Personal commitment is demonstrated by her independent research and checking of information.

Tactful and candid; not afraid to speak out on tough issues.

Always willing to help out wherever needed. No job too small.

Outstanding ability to motivate and support his employees.

Displays an active interest in and loyalty to the goals of the organization.

Shares knowledge and time to help others succeed.

Continued to improve her performance through training and self-development.

Thoroughly committed to job excellence.

Loyalty unquestionable; puts mission accomplishment as JOB ONE.

Consistently puts mission needs at top of priority list.

Never hides problems or issues, but starts working them.

BULLET EXAMPLES/Section VIb

Implemented a standard set of personnel procedures for both geographic locations...a complete success.

Leadership abilities led to her selection as one of fourteen seminar presidents in a class of 198 at Army Management Staff College (AMSC).

Outstanding effort in completing and staffing the first DEA to be processed under the new system. Used as an example for Command.

The District training program improved dramatically during the last year.

Comments from participants in Mr. _____'s reviews are uniformly complimentary.

Developed strategy to resolve long standing issues related to engineering support charges in CAWCF and impact on all services.

Developed coordinated methodology for spreading TAA-91 military reduction-approved by ESC without change.

Outstanding contributor to the Engineer and Scientist Exchange Program. Authored the minority report.

BULLET COMMENTS (Performance/Potential)/Section VIII

She should attend next Personnel Management for Executives (PME) Course.

A dedicated, loyal employee who always produces an on-time, quality product.

Strong team player/leader - potential to be a supervisor.

Excellent program analysis skills.

Always a top-notch performer. You can count on well-researched, credible results submitted on time.

Demonstrates potential for promotion and leadership position.

Actively seeks tough, responsible challenges.

Strong potential to attend AMSC and continued development in progressively higher positions of leadership.

Vast technical and international experiences are invaluable when dealing with allies.

A broad range of duty assignments in this organization should further his background and promotion potential.

Absolutely dedicated to his people. They are trained, understand their responsibilities, and display loyalty to him and the mission.

******* GOOD IDEAS *******

Lois Argo, Support Services Specialist at the US Army Recruiting Battalion, Nashville, provided each of her supervisors with a 3-ring binder on TAPES with sections for ready reference. She also encourages them to file the TAPES Update in this binder.

Management and the Union at Watervliet Arsenal worked together to develop a Base System Handbook.

A Breakfast with Managers Forum is used by the Seoul CPO to get out the latest information on TAPES and to answer questions.

The Management-Employee Relations Branch at Little Rock District, Corps of Engineers includes helpful information for Supervisors in a quarterly publication called the Supervisor's Human Resource Update.

The CPO at Rock Island Arsenal held several "Brainstorming" sessions devoted solely to the development of effective managerial objectives. The CPO reports that this customer service initiative paid dividends in the form of: a. mission oriented objectives and responsibilities, b. a better understanding of the functions of our customers, and c. a closer working relationship between management and the servicing Employee Relations Specialist.

The Directorate of Civilian Personnel at US Army Garrison-Panama developed training packages and trained over 100 TAPES facilitators. (This office is commended for continuing to make their videos on the Base and Senior systems available to other CPOs upon request.)

Fort Bragg has card carrying (literally) TAPES trainers! These individuals represent various activities on the installation and along with their training materials carry a beautifully designed card which identifies them as an activity trainer certified by the Fort Bragg TAPES Program Manager.

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

????? TEST YOUR KNOWLEDGE OF TAPES ?????

(Read each statement and determine whether it is True (T) or False (F).)

1. The Senior Rater must review the performance plan at the beginning of the rating period and again at the midpoint. F
2. The performance standards on the back of the Support Form (DA Form 7222-1) take the place of developing specific performance objectives in such areas as EEO/Affirmative Action, internal control, and safety/security. F
3. Special ratings are forwarded to the Civilian Personnel Office (CPO). F
4. Values must be discussed during the initial counseling session. T
5. Ratees receiving Successful Level 1 ratings must receive a performance award. F
6. You need an awards budget in order to recognize top level performance. F
7. A performance plan must be in effect for at least 120 days before an Evaluation Report can be completed. T
8. The performance plan must be attached to the Evaluation Report. T
9. The CPO is responsible for ensuring Evaluation Reports are done on time. F
10. Writing positive comments on an Evaluation Report about how a Ratee showed adherence to the DA Values will help reinforce the Ratee's commitment. T

(Answers found on page 9)

N E W S B R E A K S

Army-wide Electronic Forms Policy. By message DTG 2917017 Apr 94).
subject: Clarification of Electronic Forms Policy, US Army Publications
and Printing Command (USAPPC) expands the Army policy on Electronic Forms
(E-Forms) to include E-Forms generated by various forms software packages.
The message was transmitted to all MACOM Headquarters and contains
implementing instructions for the new policy. (Currently, the only
authorized way to produce the TAPES forms electronically is via the E-Forms
templates issued from USAPPC). The revised policy broadens the options for
utilizing E-Forms in various software formats. Check with your Information
Manager for additional guidance.

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:

Answers to Test your Knowledge. 1.F, 2.F, 3.F, 4.T, 5.F, 6.F, 7.T, 8.T,
9.F, 10.T