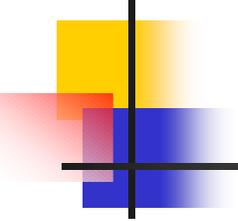


TOTAL ARMY PERFORMANCE EVALUATION SYSTEM (TAPES)

TAPES REGULATIONS:

- **Army Regulation 690 – 400, Chapter 4302**
 - **Change 1, Dated 16 Oct 98**
- **Department of the Army Pamphlet 690 - 400**
 - **<http://www.usapa.army.mil/cpol/>**



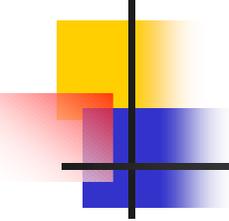
INTERNET INFORMATION

- **TAPES Newsletter**

<http://cpol.army.mil/library/bulletins/tapes/tapes05-1.html>

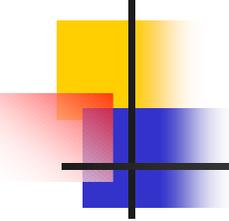
- **HR NEWS LETTER (GRAPEVINE)**

<http://www.spd.usace.army.mil/hr.html>



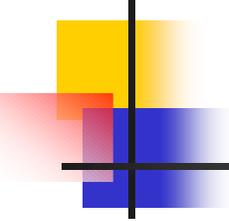
EMPLOYEES RESPONSIBILITY

- **TO LEARN WHAT IS EXPECTED TO PERFORM THE DUTIES OF THEIR POSITION**
- **TO DISCUSS IDEAS ABOUT THE WORK, ARMY VALUES, AND PROFESSIONAL DEVELOPMENT GOALS**
- **TO PERFORM TO THE BEST OF THEIR ABILITIES**
- **TO TAKE AN ACTIVE ROLE IN DEVELOPING THEIR PERFORMANCE PLAN**



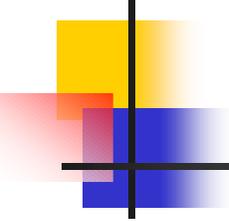
EMPLOYEE'S RESPONSIBILITIES - CONTINUED

- **INFORM SUPERVISOR CHAIN WHEN YOU HAVE:**
 - **QUESTIONS OR NEEDS**
 - **WHEN PROBLEMS OCCUR**
 - **WHEN YOU BELIEVE THE WORK COULD BE DONE BETTER**
- **PROVIDE SUPERVISOR WITH TIMELY FEEDBACK ON YOUR ACCOMPLISHMENTS**



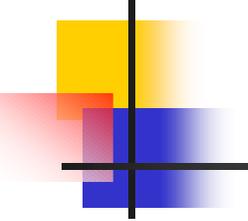
SENIOR SYSTEM

- **RATING CYCLE:**
- **GS/WS – 13's ABOVE** **1 OCT – 30 SEP**
- **GS/WS – 9 THRU 12** **1 Nov to 31 Oct**



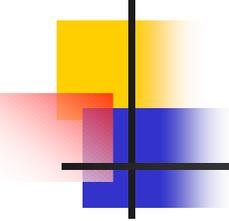
TAPES SUPPORT FORM (DA Form 7222-1)

- **EMPLOYEE MUST HAVE A VALID SUPPORT FORM WITHIN 30 DAYS OF BEGINNING OF RATING PERIOD**
- **EMPLOYEE SUBMITS OBJECTIVES TO SUPERVISOR FOR DISCUSSION**
- **ALL OBJECTIVES ARE CONSIDERED CRITICAL**
- **OBJECTIVES SHOULD INCLUDE MILESTONES, AND OTHER MEASURABLE ASPECTS**



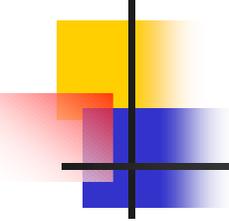
HOW TO WRITE PERFORMANCE OBJECTIVES

- **START WITH AN ACTION VERB**
- **SPECIFY A SINGLE KEY RESULT TO BE ACCOMPLISHED**
- **SPECIFY A TARGET DATE FOR ACCOMPLISHMENT**
- **BE AS MEASURABLE AND VERIFIABLE AS POSSIBLE**
- **RELATE DIRECTLY TO EMPLOYEE'S ROLE AND MISSION**
- **REALISTIC/ATTAINABLE WHILE REPRESENTING A CHALLENGE**



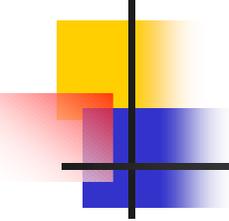
TYPES OF PERFORMANCE OBJECTIVES

- **ROUTINE**
(ADDRESS REPETITIVE COMMONPLACE DUTIES)
- **PROBLEM SOLVING**
(DEALING WITH PROBLEM SITUATIONS)
- **INNOVATIVE**
(CREATE NEW OR IMPROVED METHODS)
- **PERSONAL DEVELOPMENT**
(FURTHER PROFESSIONAL GROWTH)



DA PERFORMANCE STANDARDS

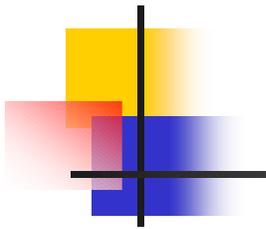
- **TECHNICAL COMPETENCE**
- **INNOVATIVE/INITIATIVE**
- **RESPONSIBILITY/ACCOUNTABILITY**
- **WORKING RELATIONS**
- **COMMUNICATION**
- **FOR SUPERVISORS/MANAGERS: ORG MGMT/LEADERSHIP AND EEO/AA**



INITIAL PERFORMANCE COUNSELING

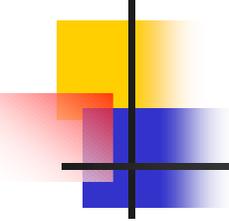
- **COUNSELING MUST BE CONDUCTED WITHIN 30 DAYS OF THE BEGINNING OF THE RATING PERIOD**

- **SUPERVISOR EXPLAINS**
 - **EMPLOYEE'S ROLE IN MISSION**
 - **EXPECTATIONS**
 - **CAREER GOALS**
 - **DA VALUES**
 - **TRAINING NEEDS**



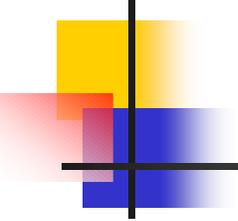
INITIAL COUNSELING - CONTINUED

- **EMPLOYEE AND SUPERVISOR DISCUSS AND AGREE TO PERFORMANCE OBJECTIVES**
- **IF DISAGREEMENT, SUPERVISOR DECIDES**
- **SUPPORT FORM CAN BE SUPPLEMENTED WITH ADDITIONAL SHEETS OF PAPER**
- **DOCUMENT DISCUSSION – PART III**
 - **EMPLOYEE & SUPERVISOR INITIAL/DATE**



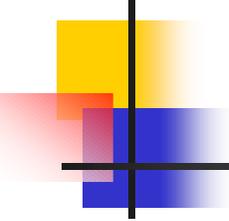
SENIOR RATER

- **SENIOR RATER HAS FINAL APPROVAL**
- **PERFORMANCE PLAN IS NOT VALID UNTIL SENIOR RATER INITIALS AND DATES SUPPORT FORM**
- **WORKING DOCUMENT – OBJECTIVES CAN BE ADDED/DELETED/CHANGED DURING RATING PERIOD**



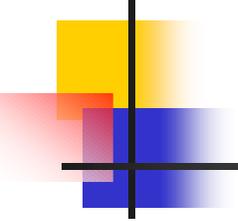
MIDPOINT COUNSELING

- **MANDATORY – DISCUSSION MUST OCCUR IN THE MIDDLE OF THE RATING CYCLE**
- **SUPERVISOR DISCUSSES WITH EMPLOYEE**
 - **OBJECTIVES AND ACCOMPLISHMENTS**
 - **TRAINING COMPLETED OR TO BE SCHEDULED**
 - **DA VALUES**
 - **IDENTIFIES DEFICIENCIES AND DISCUSSES REMEDIES**



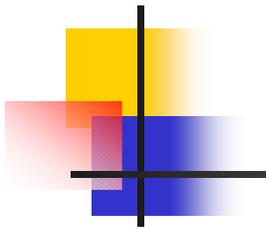
MIDPOINT COUNSELING – CONTINUED

- **SUPERVISOR MAKES NOTES OF DISCUSSION ON SUPPORT FORM**
 - **ADD OBJECTIVES**
 - **CHANGE OBJECTIVES**
 - **ANNOTATE ACCOMPLISHMENT**
- **DOCUMENT DISCUSSION**
 - **EMPLOYEE AND SUPERVISOR DATE/INITIAL**



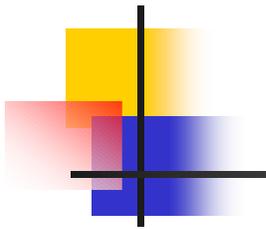
END OF RATING CYCLE

- **EMPLOYEE PROVIDES TIMELY FEEDBACK ON ACCOMPLISHMENTS**
- **IF EMPLOYEE FAILS TO PROVIDE, THE RATING CHAIN WILL COMPLETE EVALUATION WITHOUT IT**



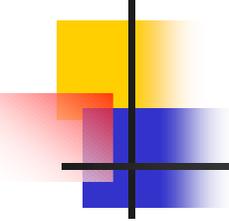
RATING OBJECTIVES

- **SUPERVISOR RATES OBJECTIVES.**
 - **LINE THROUGH OBJECTIVES NOT TO BE RATED AND DATE/INITIAL**
- **"E"=EXCELLENCE – CONSISTENTLY EXCEEDS FREQUENTLY PRODUCES MORE/BETTER**
- **"S"=SUCCESS – USUALLY PERFORMS QUALITY/QUANTITY GENERALLY AT LEVEL**
- **"N"=NEEDS IMPROVEMENT – SOMETIMES PERFORMS**
- **"F"=FAILS – FREQUENTLY FAILS TO PERFORM**



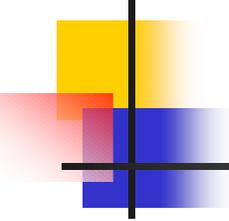
EVALUATION (DA-FORM – 7222 - PART V1a)

- **SUPERVISOR ASSIGNS RATING FOR RATING PERIOD BASED ON RATED OBJECTIVES**
 - **EXCELLENCE 75% OR MORE**
 - **EXCELLENCE 25% - 74%**
 - **ALL SUCCESS OR 1% - 24%**
 - **NEEDS IMPROVEMENT – 1 OR MORE**
 - **FAILS – 1 OR MORE**



DA-7222 PART V1a – CONT'D

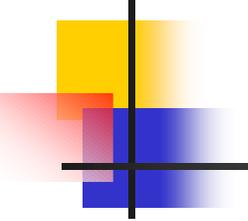
- **REQUIRED OBJECTIVES FOR MANAGER/SUPERVISOR**
 - **EEO/AA**
 - **MANAGEMENT/LEADERSHIP**
- **FOR EXCELLENCE RATING – MUST EXCEED 1 OR BOTH OF THE REQUIRED OBJECTIVES**
- **SUCCESS RATING ONLY IF RATED SUCCESS ON BOTH OBJECTIVES**



BULLET EXAMPLES

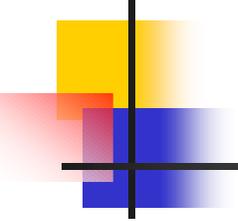
PART V1b

- **BULLETS ARE REQUIRED FOR**
 - **OBJECTIVES RATED EXCELLENCE**
 - **OBJECTIVES RATED BELOW SUCCESS**
- **ENCOURAGED FOR OBJECTIVES RATED SUCCESS**
- **NO MORE THAN 2 LINES PER BULLET**



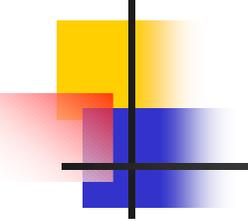
SENIOR RATER – PART VIII

- **REVIEWS RATED OBJECTS/BULLET EXAMPLES**
- **REVIEWS SIGNIFICANT CONTRIBUTIONS**
- **IF CONCURS, ASSIGNS OVERALL RATING**
- **IF DISAGREES, DISCUSSES WITH SUPERVISOR SENIOR RATER HAS FINAL SAY**
- **BULLET EXAMPLES FOR PERFORMANCE/POTENTIAL**



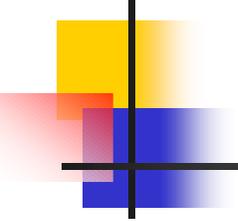
FINAL COUNSELING

- **SUPERVISOR DISCUSS RATING WITH EMPLOYEE**
- **EMPLOYEE LAST TO SIGN RATING.**
- **ORIGINAL ISSUED TO EMPLOYEE**
- **COPY SENT TO CPAC FOR PROCESSING ALONG WITH SUPPORT FORM**
- **ENSURE TIMELY PERFORMANCE AWARDS ARE SUBMITTED**



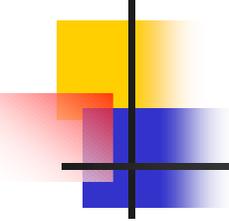
GENERAL INFORMATION

- **PERFORMANCE DISCUSSION WITHIN 30 DAYS:**
 - **START OF THE RATING CYCLE**
 - **NEW EMPLOYEE**
 - **CHANGE IN POSITION**
 - **NEW SUPERVISOR**
- **MUST HAVE VALID PLAN SIGNED BY SENIOR RATER**
- **MUST PERFORM UNDER A PLAN FOR 120-DAYS BEFORE A RATING CAN BE RENDERED**



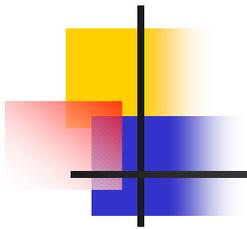
BASE SYSTEM

- **RATING CYCLE**
 - **GS/WG or WL-08 and below**
1 MAY - 30 APR



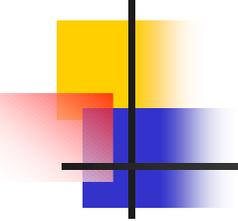
COUNSELING CHECKLIST/RECORD (DA FORM 7223-1)

- **INITIAL FACE-TO-FACE COUNSELING**
 - **WITHIN FIRST 30 DAYS**
 - **SUPERVISOR/EMPLOYEE DISCUSSION**
 - **DA VALUES**
 - **KEY POINTS**
 - **SENIOR RATER REVIEWS CHECKLIST**



DA FORM 7223-2 – CONT'D

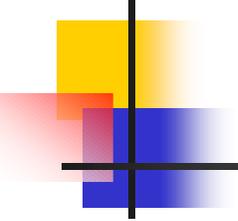
- **MIDPOINT COUNSELING**
 - **MANDATORY**
 - **SUPERVISOR/EMPLOYEE DISCUSSION**
 - **KEY POINTS**
 - **SUPERVISOR/EMPLOYEE INITIAL & DATE**
 - **IF SIGNIFICANT CHANGES, SENIOR RATER REVIEWS**



EVALUATION REPORT (DA FORM 7223)

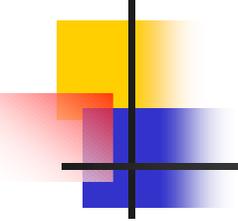
- **DA VALUES**

- **RATING RESPONSIBILITIES**
 - **EXCELLENCE**
 - **SUCCESS**
 - **NEEDS IMPROVEMENT**
 - **FAILS**



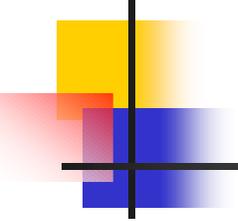
DA FORM 7223 – CONT'D

- **BULLET EXAMPLES**
 - **SUPERVISOR WRITES**
 - **REQUIRED BULLETS FOR "EXCELLENCE" AND BELOW SUCCESS**
 - **BULLETS ENCOURAGED FOR SUCCESS**



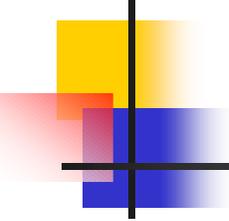
DA FORM 7223 – CONT'D

- **SENIOR RATER REVIEW**
 - **IF CONCURS ASSIGNS OVERALL RATING**
 - **LEVEL 1 = RATED EXCELLENCE IN 3 OR MORE**
 - **LEVEL 2 = RATED EXCELLENCE IN 1 OR 2**
 - **LEVEL 3 = RATED ALL SUCCESS**
 - **LEVEL 4 = RATED NEEDS IMPROVEMENT IN 1 OR MORE**
 - **LEVEL 5 = RATED FAILS IN 1 OR MORE**
 - **MAKES BULLET COMMENTS**



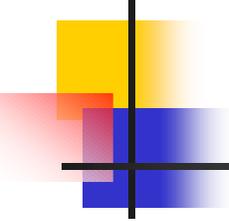
DA FORM 7223 – CONT'D

- **FINAL PERFORMANCE COUNSELING**
 - **SUPERVISOR/ EMPLOYEE DISCUSSION**
 - **EMPLOYEE SIGNS AND DATES**
 - **SIGNING DOES NOT MEAN AGREES**



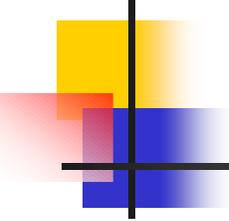
NEEDS IMPROVEMENT

- **COUNSEL EARLY AND FREQUENTLY**
- **DOCUMENT DISCUSSIONS AND CLARIFY OBJECTIVES AND EXPECTATIONS**
- **KEEP COPIES OF WORK PRODUCTS**
- **HELP EMPLOYEE WORK TOWARD SUCCESS LEVEL OF ACHIEVEMENT**



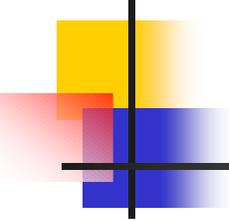
NEEDS IMPROVEMENT - CONTINUED

- **IF PERFORMANCE HAS DROPPED BELOW LEVEL 3 MUST NOTIFY CPAC 90 DAYS PRIOR TO WGI DUE DATE**
- **FORMAL LETTER ISSUED TO EMPLOYEE EXPLAINING REASONS FOR DENIAL**
- **APPEAL RIGHTS TO MSPB**
 - **IMPORTANT – DOCUMENTATION/COUNSELING IS ESSENTIAL TO SUPPORT THE DENIAL**



FAIL PERFORMANCE LEVEL 5

- **SAME COUNSELING PROCESS FOR NEEDS IMPROVEMENT (CHART 21)**
- **FORMAL LETTER ISSUED ADDRESSING DEFICIENCIES AND EXPECTATIONS**
- **120-DAY OPPORTUNITY TO IMPROVE**
- **MORE DIRECT GUIDANCE PROVIDED**
- **DOCUMENTATION GATHERED DURING PIP**



PERFORMANCE IMPROVEMENT PERIOD - PIP

- **CONSEQUENCES FOR POOR PERFORMANCE**
 - **CHANGE TO LOWER GRADE**
 - **REASSIGNMENT**
 - **REMOVAL**

- **APPEAL RIGHTS**
 - **MSPB**
 - **GRIEVANCE**
 - **EEO**