



Supervisor End-of-Cycle Notice

End-of- Cycle Discussion

There are several reasons to have a conversation with your employees at the end of the appraisal process. It is the time to look at past contributions and to discuss how to go forward to build on acknowledged successes, how to strengthen areas that may need improvement, and to consider new opportunities that may lead to greater contributions. Beyond the stated reasons for the end-of-cycle discussion, it also serves as the formal acknowledgement that the entire appraisal process has been completed as mandated by the Federal Register (January 8, 1999). It should occur in December or January following the conclusion of the pay pool process, and before the AcqDemo payout, that will take place the first full pay period in 2012 that begins on 1 Jan.

The end of cycle discussion will include:

- **Final Annual Appraisal, factor scores and Overall Contribution Score (OCS)**
- **Contribution Rating Increase (CRI)**
- **Contribution Award (CA)**
- **Areas of success and opportunities for increased contribution**
- **Areas for improvement**

Frequently Asked Questions

1. What documents will supervisors provide employees at the end-of-year discussion?

The CCAS Salary Appraisal Form contains the appraisal results that supervisors will share with employees. Supervisors can print Parts II (Supervisor Assessment) and Part III (Annual Appraisal Self-Assessment) from the Reports module in CAS2Net once the results are confirmed. Part I, which details the scores and compensation, will be given to supervisors. The supervisor will review the results with the employee, and then both the supervisor and the employee will sign the Part I. The supervisor may inform the employee that signing the form does not indicate that they agree with appraisal results; it simply documents that they have reviewed the document with the supervisor. The employee is given the original and the supervisor keeps a copy. Additional local record keeping policies may apply.

2. How should supervisors prepare for the conversation?

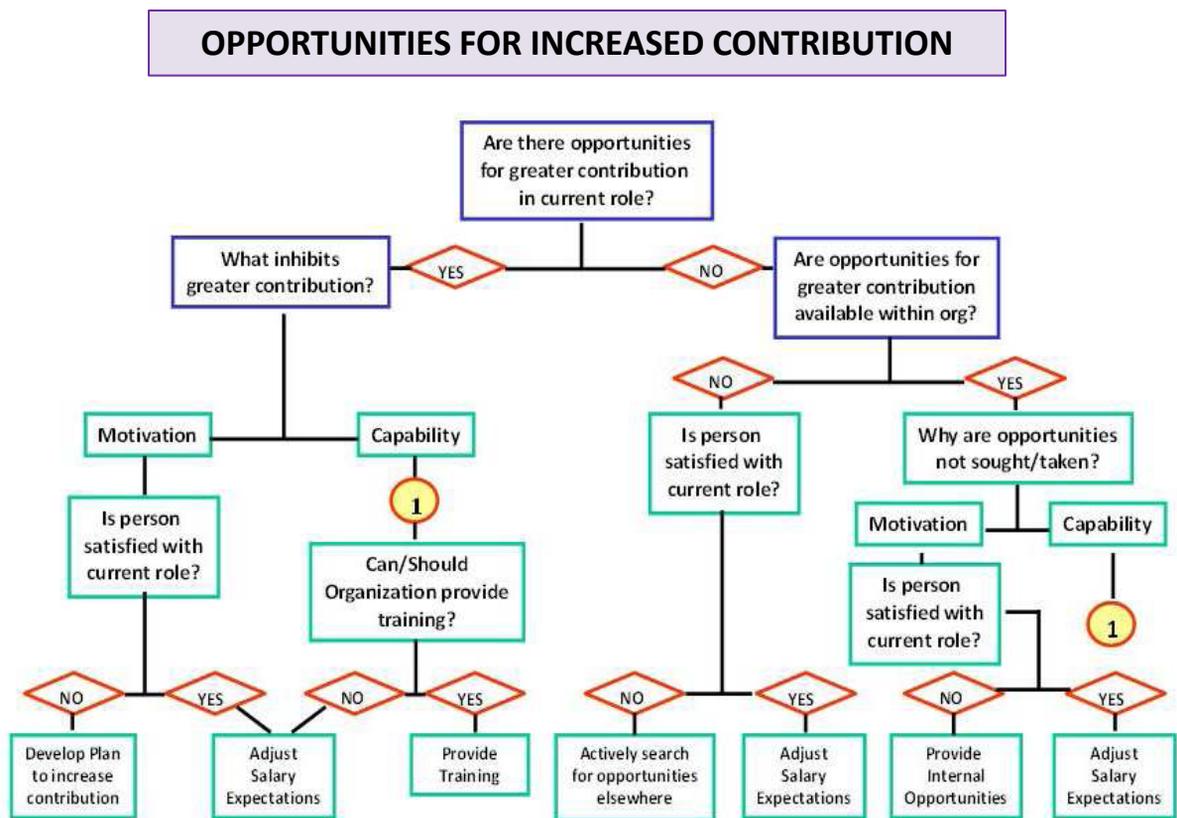
A supervisor will want to appear confident in the message given so it is important for him or her to prepare for the discussion. Planning how to give feedback is key to effective delivery, especially if the OCS is below the expected OCS. In any case, the supervisor should prepare to explain the rationale behind the pay pool panel's decision for the individual factor scores which resulted in the OCS and should never blame the pay pool panel for lowering a recommended score. If the supervisor recognizes there may be some disagreement with an item, then he or she should begin the meeting with an easier item and then move

Frequently Asked Questions (cont.)

toward the more challenging item. Consideration should be given to the questions employees may asked. Supervisors minimize the possibility of distractions and interruptions by selecting a location and time convenient to themselves as well as the employee – this sets the stage for a productive discussion.

3. How does a supervisor structure the conversation for increasing an employee's contributions?

The supervisor should discuss opportunities for increased contribution with the employee as results are being reviewed at the end of the cycle. This is critical not only for those employees who may not be contributing at a level consistent with their pay, but also for employees who are excellent contributors and are searching for additional opportunities to excel. The flow chart below is taken from Appendix E in the DoD Operating Procedures and may be used by supervisors to guide the discussion on opportunities for increased contribution.



4. What may an employee grieve and what is the process?

An employee may grieve their OCS. If an employee is covered under a negotiated grievance procedure that includes grievances over appraisal scores, then the employee must resolve a grievance over an appraisal score under that procedure. If the employee is not covered by a bargaining unit, then they should follow these, or other Component/local, procedures:

Frequently Asked Questions (cont.)

- Employee will submit the grievance first to the supervisor, who will submit a recommendation to the pay pool manager for review with the pay pool panel.
- Pay pool panel may accept the supervisor’s recommendation or reach an independent decision. In the event that the pay pool panel’s decision is different from the supervisor’s recommendation, appropriate justification will be provided.
- Pay pool’s decision is final unless the employee requests reconsideration by the next higher official to the pay pool manager. That official would render the final decision on the grievance.

Check with your Component for specific grievance timeline details.

5. What are the supervisor’s responsibilities relative to addressing inadequate contribution?

At the end of the rating period and at any time during the year that an employee’s contributions degrades to one of the following conditions, the supervisor must determine the appropriate course of action to take.

Inadequate Contribution Based on:		
	“A” Region Rail Position	Significantly Low Factor Score
Description	An employee’s OCS falls above the upper rail in the “A” region	An employee’s contribution in any factor is at or less than the mid-point of the next lower broadband level
Decision	1) Take no action but document this decision*, or 2) Place the employee on a Contribution Improvement Plan (CIP)	Must place the employee on a CIP
Elements of a CIP	Specific areas of inadequate contribution, standards for adequate contribution, actions required by the employee, timeline for improvement, assistance from the service or agency, and consequences for failure to improve	
Assistance	Supervisors are advised to contact their HR Specialist	

*Reasons a supervisor may decide not to place an employee on a CIP include:

- Confidence of supervisor that employee will respond to counseling
- The employee is on retained pay and may not have had opportunity to score sufficiently high enough to plot in the “C” region through no fault of their own