

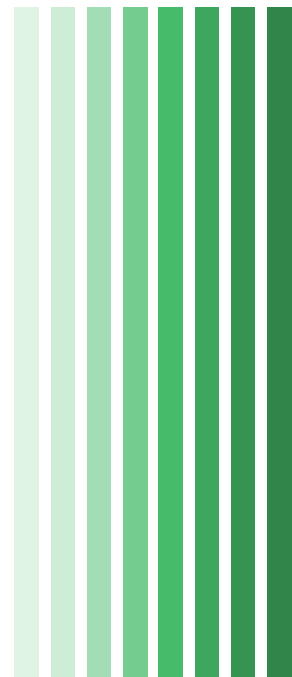
*Performance Evaluation System*

# **Guidelines Covering Pay-for-Performance for EAS Employees**

*Includes:*

- *ACS Attorneys*
- *Area EAS*
- *EAS Postmasters (Including A-E)*
- *Field EAS*
- *Field EEO Operations*
- *HQ/HQ-Related EAS*
- *PPO Managers/Supervisors*
- *Field Sales*

*Version 4, February 2010*



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## ***Overview of this Guide***

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This document provides an overview of the USPS Pay-for-Performance (PFP) Program for EAS employees. It describes the purpose of the program and the major phases of the process. This guide also provides specific information regarding the performance indicators that are used to measure your performance and the performance of other employees who are in the same pay package.

## Overview of the PFP Program

The PFP program focuses on three key elements:

- improving accountability for individual contributions to organizational success
- providing clear expectations and feedback on progress toward target outcomes, and
- rewarding and recognizing exceptional individual performance for achieving challenging objectives.

Employees are evaluated on objective performance indicators and individual performance objectives (core requirements):

- **Objective performance indicators** are established at the corporate and unit levels. They are aligned to improve customer service, generate revenue, manage costs, and enhance a performance-based culture. These indicators are established at the corporate and unit levels and are tracked via the National Performance Assessment System (NPA).
- **Individual performance objectives (core requirements)** are established on the individual level and provide a mechanism for employees to identify their personal contributions to corporate and unit success. Core requirements are established at the beginning of the year during an interactive discussion between an employee and evaluator and are tracked via the Performance Evaluation System (PES).

*(See the section of this document that is customized to your pay package for a detailed description of what combination of objective performance indicators and/or individual performance objectives are used to evaluate you and others who are in the same pay package.)*

For both **objective performance indicators** and **core requirements**, a performance incentive is associated with achieving each level of performance—contributor, high contributor, and exceptional contributor. (Figure A)

In the past, the USPS performance evaluation program was based only on the finish line; only one goal and one incentive existed. Once an employee met a goal, he or she had no incentive to achieve higher

performance. Likewise, an employee far below a goal had no incentive to continue achieving. (Figure B)

The PFP program takes the USPS in a new direction with regard to performance evaluation. PFP allows employees to concentrate on achievements within their control or influence and based on their line-of-sight in the organization. (Figure C)

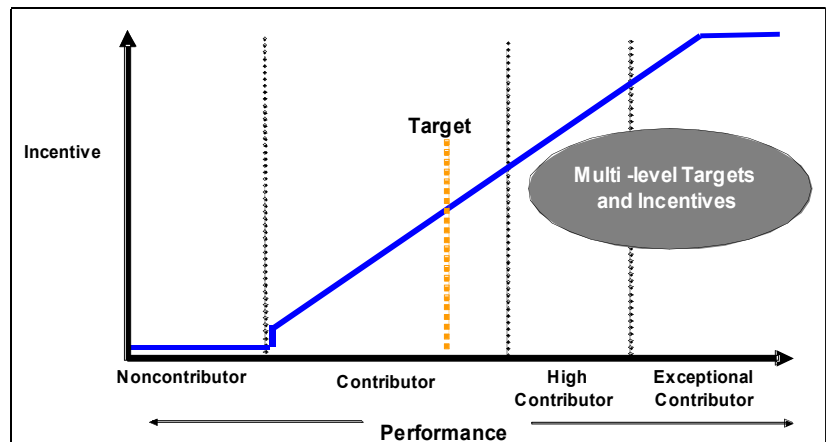


Figure A

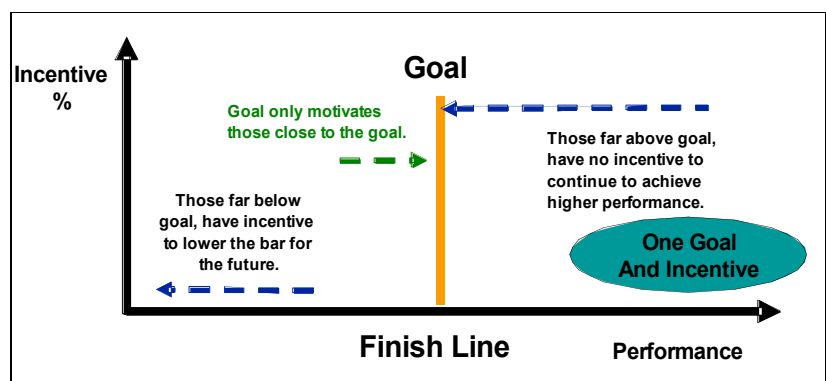


Figure B

Employees know what is expected of them and how their actions impact the organization. The closer an employee is to a target, the more motivated he or she will be to achieve the target. Also, employees who are far above or below a target have incentive to continue improving because their efforts are still recognized. In this way, the PFP program encourages higher performance at every level.

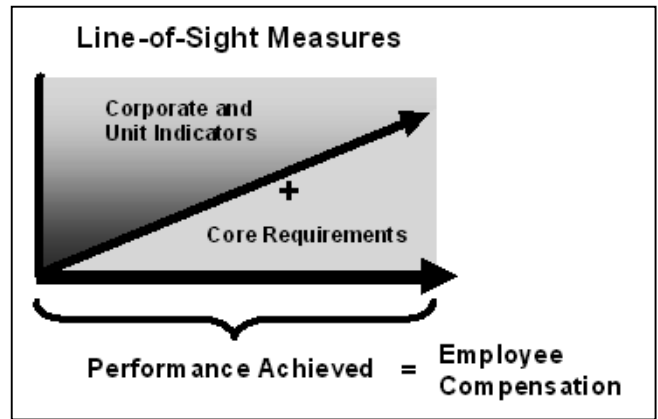


Figure C

# The Performance Evaluation Process

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This section provides an overview of the process, which is comprised of four main phases:

- Objective Setting
- Mid-Year Accomplishments/Review
- End-of-Year Accomplishments/Evaluation, and
- Rating Assignment.

## Objective-Setting

### **Evaluators: Plan your strategy for the fiscal year.**

As a leader of a unit, an evaluator needs to plan what he or she wants the unit to accomplish, deliver, and/or improve. Evaluators must:

- determine what they hope to achieve by the end of the year
- describe how the unit will contribute to organizational success
- define strategies to achieve those desired outcomes, and
- direct the team where to focus for the fiscal year.

### **Evaluators and Employees: Focus on the contributions you can make in your line-of-sight or influence.**

Evaluators and employees should evaluate how their individual actions can make a positive impact on the following areas:

- Generate Revenue
- Reduce Costs
- Achieve Results with Customer-Focused, Performance-Based Culture
- Improve Service

### **Evaluators and Employees: Select core requirements.**

Through an interactive discussion, the evaluator and employee determine which core requirements will be used to track the employee's performance for the year.\* These core requirements should be selected based on the employee's line-of-sight or influence in the organization. The evaluator and employee discuss these core requirements in order to clarify expectations and come to a mutual understanding on what goals the employee should target for the year.

*\* Remember: The number of core requirements an employee selects is based on his or her pay package. The type of core requirements—either narrative core requirements the employee drafts or pre-determined core requirements he or she chooses from a list—is also based on his or her pay package. See the section of this document that is customized to your pay package for a detailed description of what combination of objective performance indicators and individual performance objectives are used to evaluate you and others who are in the same pay package.*

### **Evaluators and Employees: Identify trackable systems and target outcomes for each core requirement.**

The evaluator and employee should consider the following questions:

- At what performance level will the employee achieve his or her core requirements indicators?
- Are his or her targets challenging but achievable?
- Will the employee's performance against these targets achieve a higher corporate success? How will the employee track his or her results?

These questions are answered when the employee and evaluator define target outcomes\* and the systems the employee will use to measure how well he or she meets his or her targets. (Figure D)

\* HQ employees must define targets at the contributor level, while field employees must define targets at the contributor, high contributor, and exceptional contributor performance levels.

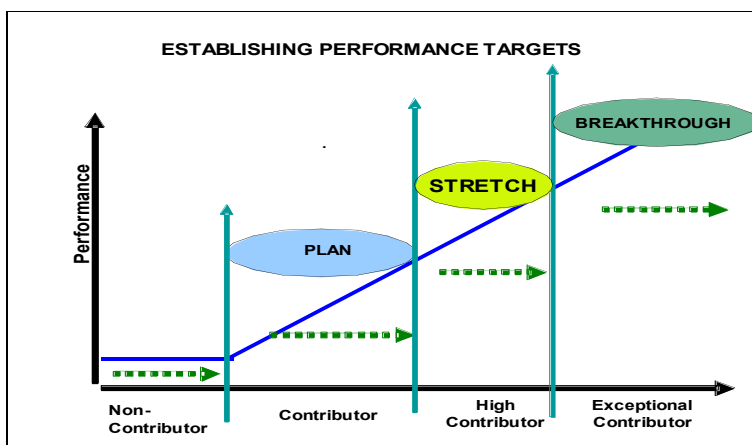


Figure D

When defining target outcomes at the contributor level, remember that this represents a level of performance based on “plan” targets. An employee’s plans should be set above the performance achieved same period last year (SPLY). This level of performance forms the basis upon which to measure achievement of “stretch” targets (high contributor) and “breakthrough” targets (exceptional contributor), as illustrated in Figure D.

**Evaluators and Employees: Review pre-determined behavioral core requirements, if applicable.** Some EAS pay packages have pre-determined behavioral core requirements that employees are automatically assigned. If applicable, evaluators should review these core requirements with employees and ensure that they are familiar with the behavioral benchmarks stated for each level of performance. No numeric targets are ever assigned to these core requirements.

**Employees: Submit the agreed-upon core requirements for formal approval through PES.** After the evaluator and employee discuss the information described above, the employee uses PES to document the core requirements determined, the trackable systems identified, and the target performance outcomes set. (Employees without computer access document this information on a paper form, which is available via the PFP website.) The employee then submits the information to his or her evaluator for formal approval through PES.

**Evaluators: Approve the objectives and targets in PES, or return them to the employee for additional work.** If the employee has accurately documented the objectives and targets discussed, the evaluator approves them via PES. If the employee needs to complete additional work, the evaluator returns them to the employee with instructions regarding what revisions are needed.

### Mid-Year Accomplishments/Review

**Employees: Document your accomplishments in PES.** Employees provide specific examples of achievements toward the core requirements they set at the beginning of the year. Employees submit this information to their evaluators via PES. (Employees without computer access document this information on a paper form, which is available via the PFP website or through their PFP Coordinator.)

**Evaluators: Review the employee’s accomplishments in PES.** An evaluator reviews an employee’s accomplishments in PES. At this time, an evaluator also reviews any objective performance indicators that the employee is being evaluated against. (This information is available on the employee’s mid-year NPA Report Card Detail, which can be obtained from the Postal Service Intranet (Blue) on the NPA website.) An evaluator should review all of this information prior to holding a mid-year performance review discussion with the employee.

**Evaluators: Conduct a mid-year performance review discussion with the employee.**

Evaluators provide feedback concerning the employee's performance, specifically addressing the employee's objective performance indicators and/or core requirements. Evaluators then use PES to enter the date these discussions took place.

Mid-year performance reviews are a critical component of the performance evaluation process and are a key managerial responsibility. Evaluators are held personally accountable for ensuring that these mid-year performance reviews are properly conducted and are completed in a timely fashion.

## **End-of-Year Accomplishments/Evaluation**

**Employees: Document your accomplishments in PES.**

Employees provide specific examples of achievements toward the core requirements they set at the beginning of the year. Employees submit this information to their evaluators via PES. (Employees without computer access document this information on a paper form, which is available via the PFP website or through their PFP Coordinator.)

**Evaluators: Review the employee's accomplishments in PES.**

An evaluator reviews an employee's accomplishments in PES. At this time, an evaluator also reviews any objective performance indicators that the employee is being evaluated against. (This information is available on the employee's end-of-year NPA Report Card Detail, which can be obtained from the Postal Service Intranet (Blue) on the NPA website.) An evaluator should review all of this information prior to holding an end-of-year performance review discussion with the employee.

**Evaluators: Conduct an end-of-year performance evaluation discussion with the employee.**

Evaluators provide feedback concerning the employee's performance, specifically addressing the employee's objective performance indicators and/or core requirements. Evaluators then use PES to enter the date these discussions took place.

End-of-year performance reviews are a critical component of the performance evaluation process and are a key managerial responsibility. Evaluators are held personally accountable for ensuring that these end-of-year performance reviews are properly conducted and are completed in a timely fashion.

## **Rating Assignment**

**Evaluators: Enter an end-of-year core requirements rating for the employee.**

Evaluators use PES to assign recommended core requirements ratings, based on an employee's performance (his or her contribution toward achieving the core requirements set at the beginning of the year). PES then combines these recommended core requirements ratings with the score an employee received on his or her objective performance indicators (from NPA), if applicable. The combination of these ratings—the employee's "overall performance rating"—is then submitted for higher-level concurrence (when required). Evaluators should not discuss core requirement ratings until all ratings have been finalized and published in PES.

**Higher-Level Evaluators: Provide concurrence on overall performance ratings.**

The next higher-level evaluator accesses PES to review and approve (in cases where required) the overall performance rating recommended for the employee.

**. NOTE: The average of all HQ EAS' overall performance ratings cannot exceed the corporate NPA results.**

# Performance Measures – Information Specific to Your Pay Package

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## General Information

Employees' performance is measured against the following components:

	Corporate/Unit Indicators (NPA)	Core Requirements (PES)
ACS Attorneys	*	✓
Area EAS	✓	✓
EAS Postmasters	✓	✓
Field EAS	✓	✓
EEO Field Operations	✓	✓
HQ/HQ-Related EAS	*	✓
PPO Managers/Supervisors	✓	✓
Field Sales	✓	✓

\* The average of all HQ EAS' (this includes ACS Attorneys) overall performance ratings cannot exceed the corporate NPA results.

**Corporate/unit indicators** are identified in the National Performance Assessment (NPA) system. NPA tracks actual performance against these indicators. NPA is found on the USPS Intranet (Blue) on the NPA website.

**Core requirements** are developed in an interactive discussion between the evaluator and employee at the beginning of the evaluation period and are documented in the Performance Evaluation System (PES). This component provides recognition for an individual's contributions toward raising the organization's performance.

These components are weighted as follows:

	Corporate/Unit Indicators (NPA) Weighting Percentage	Core Requirements (PES) Weighting Percentage
ACS Attorneys	0%	100%
Area EAS	80%	20%
EAS Postmasters	80%	20%
Field EAS	70%	30%
Functional Managers	90%	10%
All other EAS	70%	30%
EEO Field Operations	70%	30%
HQ/HQ-Related EAS	0%	100%
PPO Managers/Supervisors	70%	30%
Field Sales	90%	10%

## Core Requirements (PES)

Employees are rated on the following number/type of core requirements:

	Total Number of Core Requirements	Types of Core Requirements		
		Narrative Measurable	Pre-Determined Measurable	Pre-Determined Behavioral
ACS Attorneys	4	3	--	1
Area EAS	2	2	--	--
EAS Postmasters	2	--	--	2
Field EAS	4	--	3	1
Functional Managers	4	--	3	1
All other EAS	4	--	3	1
EEO Field Operations	4	--	3	1
HQ/HQ-Related EAS	4	3	--	1
PPO Managers/Supervisors	4	--	3	1
Field Sales	4	--	3	1

**Narrative measurable** core requirements are:

- measurable and trackable through an identified data source
- drafted by an employee and his/her evaluator during the objective-setting discussion, and
- entered into PES.

**Pre-determined measurable** core requirements are:

- measurable and trackable through an identified data source
- established at the beginning of the year by HQ and made available to employees/evaluators for review during the objective-setting process, and
- selected from a drop-down menu in PES according to function and job title. \*

\* **Note:** Some specific field EAS job titles have the option to choose “Other” as one of their pre-determined measurable core requirements (accessed through a drop-down menu in PES). If “Other” is chosen, the employee is prompted to enter a description, targets, and a trackable system into PES.

**Both types of measurable core requirements** are defined by performance indicators, trackable systems used to verify achieved performance, and target outcomes that measure achieved performance:

- **Performance indicator:** Established measure that is documented at the beginning of the year.
- **Trackable system:** System used to demonstrate achieved performance against target outcome.
- **Target outcome:** A defined score to measure achieved performance.

**Pre-determined behavioral** core requirements are:

- developed with pre-determined performance expectations and targets (**numerical targets and trackable systems are not set for behavioral core requirements**)
- established at the beginning of the year by HQ and made available to employees/evaluators for review during the objective-setting process, and
- already populated on the user’s screen in PES to show performance expectations and targets.

**Pre-determined behavioral core requirements** are defined as outlined on the following pages.

**Field EAS, PPO Managers/Supervisors, EEO Field Operations** and Field Sales employees are rated on one behavioral objective as their fourth core requirement:

### **1. Oral Communication Core Requirement**

- **Non-Contributor Level:** Often has difficulty stating ideas and instructions clearly and concisely. Fails to give attention to what others are saying. Demonstrates a lack of sensitivity when communicating with others. Has difficulty in guiding staff in a positive manner. Fails to provide feedback and coaching. Does not provide a satisfactory managerial example while motivating employees to work towards goals and objectives.
- **Contributor Level:** Generally states ideas and instructions clearly and concisely. Gives attention to what others are saying and takes the time to understand points that are being made. Uses appropriate tone and attitude when communicating with others. Provides a satisfactory managerial example while motivating employees to work towards departmental goals and objectives. Provides practical direction to employees and communicates the department's shared vision. Available to help the team accomplish its goals. Assesses individual strengths and weaknesses and suggests methods for improvement. Supports the organizations mandate through support of its goals and values.
- **High Contributor Level:** Consistently states ideas and instructions clearly and concisely. Gives attention to what others are saying and takes the time to understand points that are being made. Works to ensure understanding and asks for or provides clarification when needed. Uses language, examples, and concepts appropriate to the audience. Makes decisions and sets policies on controversial issues and provides innovative direction in resolving problems.
- **Exceptional Contributor Level:** Articulates in a wide range of communication situations with all levels of the organization. Consistently states ideas and instructions clearly and concisely. Gives attention to what others are saying and takes the time to understand points that are being made. Works to ensure understanding and asks for or provides clarification when needed. Uses language, examples, and concepts appropriate to the audience. Provides exceptional leadership in planning organizing, maintaining, controlling and maximizing operations. Extends the opportunity for growth and development to all staff.

**EAS Postmasters** are rated on two pre-determined behavioral core requirements. Employees provide a narrative at the beginning of the fiscal year in PES describing actions they plan to take to achieve these objectives.

### 1. Leadership and Communication Core Requirement

- **Non-Contributor Level:** Has difficulty in guiding staff in a positive manner. Inconsistent in providing a satisfactory managerial example while motivating employees to work toward goals and objectives. Occasionally inflexible when managing changing conditions in the organization.
- **Contributor Level:** Provides a satisfactory managerial example while motivating employees to work toward the post office's goals and objectives. Provides practical direction to employees and clearly communicates the post office's shared vision. Flexible when dealing with and managing changing conditions in the organization. Consistently available to help the team to accomplish their goal(s). Assesses individuals' strengths and weaknesses and suggests methods for improvement. Supports the organization's mandate through support of its goals and values.
- **High Contributor Level:** Makes decisions and sets policy on controversial issues and provides innovative direction in resolving problems.
- **Exceptional Contributor Level:** Provides exceptional leadership in planning, organizing, maintaining, controlling and maximizing operations. Extends the opportunity for growth and development to all staff.

### 2. Fiscal Management Core Requirement

- **Non-Contributor Level:** Inconsistent in using resources efficiently to accomplish organizational goals. Inconsistent in using or shifting resources to meet objectives. Maintains less than acceptable fiscal responsibility while seeking ways to reduce costs.
- **Contributor Level:** Makes effective use of available resources (employee's time and materials) to accomplish organizational goals. Maintains fiscal responsibility while seeking for way to reduce cost. Consistently uses and allocates resources to meet objectives.
- **High Contributor Level:** Often gains greater use of available resources than expected.
- **Exceptional Contributor Level:** Frequently and effectively uses limited resources to gain maximum results. Highly innovative and successful in identifying alternative resources to accomplish objectives.

**HQ/HQ-Related EAS and ACS Attorneys** are rated on one behavioral objective as their fourth core requirement. This “Core Performance Dimensions” is made up of four components. During the objective-setting process, evaluators and employees may select all or some of these components on which to evaluate the employee.

### 1. Problem Solving

- **Contributor:** Identifies/researches problems to generate and evaluate one or more solutions.
- **High Contributor:** Considers direct and indirect effects in evaluating potential solutions.
- **Exceptional Contributor:** Seizes the opportunity for making long-term improvement through solving complex problems.

### 2. Planning & Organizing

- **Contributor:** Uses resources (time, funding, employees, technology) to meet work-related objectives. Develops sound, realistic plans. Prioritizes work. Coordinates activities with stakeholders to meet goals and objectives. Monitors and tracks progress on a regular basis.
- **High Contributor:** Frequently shifts resources to meet or exceed work-related objectives. Often gets more out of available resources than expected. Incorporates strategies to handle potential challenges or obstacles in planning. Adjusts plans based on progress. Uses minimal resources to produce high performance results.
- **Exceptional Contributor:** Uses and shifts resources to meet or exceed work related objectives. Is innovative in obtaining alternate resources or minimizing work. Develops thorough plans with strategies for handling potential challenges and/or competing priorities. Coordinates activities with involved individuals or groups considering impact on plan and on other parties.

### 3. Customer Focus (Internal & External)

- **Contributor:** Provides accurate and timely internal/external customer service. Meets customer expectations.
- **High Contributor:** Consistently meets and sometimes exceeds customer expectations. Uses feedback to improve service.
- **Exceptional Contributor:** Consistently exceeds internal/external customer’s expectations by anticipating needs and proactively making recommendations. Actively seeks feedback for continuous improvement.

### 4. Communication

- **Contributor:** Demonstrates oral and written communication on the job. Presents information logically and in an organized fashion – is clear and concise.
- **High Contributor:** Considers audience, communicates effectively orally and in writing. Facilitates successful, two-way communication, integrating information and adding value.
- **Exceptional Contributor:** Interprets and communicates complex information orally and in writing, targeting message to a diverse audience. Expresses ideas effectively regardless of group size or organizational level of audience.

## Corporate/Unit Indicators (NPA)

*Remember: HQ/HQ-Related EAS and ACS Attorneys **are not rated on** corporate/unit indicators, however the average ratings of HQ/HQ-Related EAS and ACS Attorneys are linked to the national (corporate) NPA results. Information in this section does **not** apply to these groups.*

Corporate/unit indicators **do impact** Area EAS, EAS Postmasters, Field EAS, EEO Field Operations, PPO Managers/Supervisors, and Field Sales. For these employees, corporate/unit indicators are defined by three components: weighting, target outcomes, and thresholds.

- Each indicator is **weighted** as a percentage toward the composite summary, based on the employee's position and line of sight.
- **Target outcomes** are linked to a numerical rating in a 15-point matrix. The higher or better the target, the higher the numerical rating.
- Each target outcome has a **threshold**. Actual performance must reach the threshold (the lowest score that can be achieved to reach a specific matrix rank) in order to receive that numeric rating.

Corporate and unit indicators, specific thresholds, targets, and weights applicable to these employees can be found under NPA on the USPS Intranet (Blue) on the NPA website.

Corporate and unit target outcomes are measured in NPA with the overall weight for both corporate and unit indicators set to 100% to determine the corporate and unit summaries. Once these summaries are determined, NPA then multiplies each by the overall corporate and unit weights that have been set for each of these pay packages.

Corporate and unit summaries are combined for each of these pay packages. This results in the employees "composite summary." The composite summary represents a percentage of the overall performance rating for the employee.

## Overall Performance Rating

Employees receive ratings as follows:

	<b>Corporate/Unit Indicators (NPA)</b>	<b>Core Requirements (PES)</b>
<b>ACS Attorneys</b>	The average of all HQ EAS' overall performance ratings cannot exceed the corporate NPA results.	An employee receives a single numeric rating based on his/her progress toward achieving the four core requirements set at the beginning of the year.  The single rating is weighted at 100%.
<b>Area EAS</b>	An employee's composite summary is imported into PES from NPA for this portion of the process.  Corporate/unit indicators are weighted at 80%.	An employee receives a numeric rating for each of his/her two core requirements based on his/her progress toward achieving the targets set at the beginning of the year.  Each rating is weighted at 10%, for a total of 20%.
<b>EAS Postmasters</b>	An employee's composite summary is imported into PES from NPA for this portion of the process.  Corporate/unit indicators are weighted at 80%.	An employee receives a numeric rating for each of his/her two core requirements based on his/her progress toward achieving the targets set at the beginning of the year.  Each rating is weighted at 10%, for a total of 20%.
<b>Field EAS Functional Managers</b>	An employee's composite summary is imported into PES from NPA for this portion of the process.  Corporate/unit indicators are weighted at 90%.	An employee receives a numeric rating for each of his/her four core requirements based on his/her progress toward achieving the targets set at the beginning of the year.  The three narrative ratings are weighted at 2.75% each, and the pre-determined behavioral objective is weighted at 1.75%. This totals 10%.
<b>All other Field EAS</b>	An employee's composite summary is imported into PES from NPA for this portion of the process.  Corporate/unit indicators are weighted at 70%.	An employee receives a numeric rating for each of his/her four core requirements based on his/her progress toward achieving the targets set at the beginning of the year.  The three narrative ratings are weighted at 8% each, and the pre-determined behavioral objective is weighted at 6%. This totals 30%.
<b>EEO Field Operations</b>	An employee's composite summary is imported into PES from NPA for this portion of the process.  Corporate/unit indicators are weighted at 70%.	An employee receives a numeric rating for each of his/her four core requirements based on his/her progress toward achieving the targets set at the beginning of the year.  The three pre-determined behavioral objectives ratings are weighted at 8% each, and the behavioral objective is weighted at 6%. This totals 30%.
<b>HQ/HQ-Related EAS</b>	The average of all HQ EAS' overall performance ratings cannot exceed the corporate NPA results.	An employee receives a single numeric rating based on his/her progress toward achieving the four core requirements set at the beginning of the year.  The single rating is weighted at 100%.

<b>PPO Managers/ Supervisors</b>	An employee's composite summary is imported into PES from NPA for this portion of the process.  Corporate/unit indicators are weighted at 70%.	An employee receives a numeric rating for each of his/her four core requirements based on his/her progress toward achieving the targets set at the beginning of the year.  The three narrative ratings are weighted at 8% each, and the pre-determined behavioral objective is weighted at 6%. This totals 30%.
<b>Field Sales</b>	An employee's composite summary is imported into PES from NPA for this portion of the process.  Corporate/unit indicators are weighted at 90%.	An employee receives a numeric rating for each of his/her four core requirements based on his/her progress toward achieving the targets set at the beginning of the year.  The three narrative ratings are weighted at 2.75% each, and the pre-determined behavioral objective is weighted at 1.75%. This totals 10%.

With regard to the assignment of core requirements ratings, evaluators assign ratings based on the following matrix:

### Contribution Levels Under the 15-Point Matrix

Non-Contributor	Contributor		High Contributor	Exceptional Contributor
3	6	9	12	15
2	5	8	11	14
1	4	7	10	13

To determine an employee's overall performance rating, the aggregate results of the evaluation process—including core requirements ratings and corporate/unit indicators—are used to determine **one numeric rating**. The following examples illustrate how this calculation process is carried out.

#### Example (HQ/HQ Related EAS and ACS Attorney )

- A HQ/HQ Related EAS or ACS Attorney employee sets four core requirements at the beginning of the year.
- He or she is **not** measured on corporate/unit indicators (NPA) (however the average ratings of HQ/HQ-Related EAS and ACS Attorneys are linked to the national (corporate) NPA results).
- At the end of the year, the employee receives a single core requirements rating of 6 (via PES).

Indicator	Rating Value	Weight	Score
<b>Composite Summary (NPA)</b>	N/A	N/A	N/A
<b>Core Requirements Rating (PES)</b>	6	100%	6
<b>Overall Performance Rating</b>			6 Rounded to nearest whole number = 6

### Example (Area EAS)

- An Area EAS employee sets two core requirements at the beginning of the year.
- He or she is measured on corporate/unit indicators (NPA).
- At the end of the year, the employee receives a composite summary of 6.25 (via NPA).
- At the end of the year, the employee receives two core requirements ratings—one of a 5 and one of a 6 (via PES).

Indicator	Rating Value	Weight	Score
<b>Composite Summary (NPA)</b>	6.25	80%	5.00
<b>Core Requirements Rating (PES)</b>	5	10%	0.50
	6	10%	0.60
<b>Overall Performance Rating</b>			6.10 Rounded to nearest whole number = 6

### Example (EAS Postmasters)

- An EAS Postmaster sets two core requirements at the beginning of the year.
- He or she is measured on corporate/unit indicators (NPA).
- At the end of the year, the employee receives a composite summary of 6.85 (via NPA).
- At the end of the year, the employee receives two core requirements ratings—one of an 5 and one of a 6 (via PES).
- 

Indicator	Rating Value	Weight	Score
<b>Composite Summary (NPA)</b>	6.85	80%	5.48
<b>Core Requirements Rating (PES)</b>	5	10%	0.50
	6	10%	0.60
<b>Overall Performance Rating</b>			6.58 Rounded to nearest whole number = 7

### Example (Field EAS Functional Manager and Field Sales)

- A Field EAS Functional Manager or Field Sales sets four core requirements at the beginning of the year.
- He or she is measured on corporate/unit indicators (NPA).
- At the end of the year, the employee receives a composite summary of 4.25 (via NPA).
- At the end of the year, the employee receives a four core requirements ratings—one of 6, another of 6, one of 5, and one of 7 (via PES).

Indicator	Rating Value	Weight	Score
<b>Composite Summary (NPA)</b>	4.25	90%	3.82
<b>Core Requirements Rating (PES)</b>	6	2.75%	.165
	6	2.75%	.165
	5	2.75%	.138
	7	1.75%	.123
<b>Overall Performance Rating</b>			4.41 Rounded to nearest whole number = 4

**Example (Field EAS, EEO Field Operations, and PPO Managers/Supervisors)**

- An employee sets four core requirements at the beginning of the year.
- He or she is measured on corporate/unit indicators (NPA).
- At the end of the year, the employee receives a composite summary of 5.65 (via NPA).
- At the end of the year, the employee receives a four core requirements ratings—one of 6, another of 8, one of 11, and one of 9 (via PES).

Indicator	Rating Value	Weight	Score
<b>Composite Summary (NPA)</b>	5.65	70%	3.95
<b>Core Requirements Rating (PES)</b>	6	8%	.48
	8	8%	.64
	11	8%	.88
	9	6%	.54
<b>Overall Performance Rating</b>			6.49 Rounded to nearest whole number = 6

**Salary Increases**

An EAS employee’s overall performance rating is used to determine the level of compensation payable, based on a 15-point matrix, as shown below:

**Overall Performance Ratings/Salary Increases Under the 15-Point Matrix**

Non-Contributor	Contributor		High Contributor	Exceptional Contributor
3 0.0%	6 3.5%	9 6.5%	12 9.5%	15 12.0%
2 0.0%	5 3.0%	8 5.75%	11 8.75%	14 11.0%
1 0.0%	4 2.5%	7 5.0%	10 8.0%	13 10.25%

**\*NOTE: Attorneys and Headquarters Pay Band positions have different PFP pay rules. See your manager for details.**

**Lump Sum Payments**

All percentages are paid as salary increases, if there is room within the employee’s salary structure.

If the employee’s award amount is limited by his or her salary structure, then the award will be converted to a lump sum payment.

## Resources

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Please check the PFP website periodically for the latest policies and information on the Pay-for-Performance process.

You can access the PFP website :

- Go to the Blue page and click on **Pay-for-Performance**.

The site includes general information on the program, as well as information customized to your role as an employee and/or an evaluator. The site also includes a series of quick-start guides that provide detailed instructions on the use of PES.