

The background of the entire page is a close-up, slightly blurred image of the United States flag, showing the stars and stripes in a draped, wavy pattern. The colors are vibrant, with deep reds, bright whites, and a dark blue field with white stars.

ILLINOIS NATIONAL GUARD

TPP 904-5

Performance Management

SUPERVISOR'S HANDBOOK

This supercedes Technician Personnel Plan 904, dated 1 October 1996 Chapter 4 Technician Training and Development/Performance Management.

Users of this publication are invited to send comments and suggested improvements, through command channels, to The Adjutant General of Illinois, ATTN: HRO, 1301 N. MacArthur Blvd, Springfield, Illinois 62702-2399

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PERFORMANCE MANAGEMENT

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1-1 PERFORMANCE APPRAISAL:

a. The National Guard's performance appraisal system is the program that provides the very basis for day-to-day personnel management. Performance is the key to almost every other element affecting both the individual and the mission. TPP 430, the Illinois National Guard Performance Appraisal System, provides specific guidance with respect to performance management, establishing standards and evaluating performance.

b. The following administrative instructions are to be used for completion and submission of marginally acceptable, fully acceptable, excellent and outstanding technician performance appraisals. Assignment of unacceptable appraisals must be accomplished in accordance with TPP 430.

(1) Each permanent technician (excluding Merit Pay personnel rated as of 30 June) is required to be rated annually in accordance with the following schedule:

<u>Birth Month:</u>	<u>Appraisal Period Ending:</u>	<u>Appraisal Due in HRO NLT:</u>
January	31 January	10 March
February	28 February	10 April
March	31 March	10 May
April	30 April	10 June
May	31 May	10 July
June	30 June	10 August
July	31 July	10 September
August	31 August	10 October
September	30 September	10 November
October	31 October	10 December
November	30 November	10 January
December	31 December	10 February

(2) Approximately 90 days prior to the due date, Units/Activities will receive a notification for each technician normally due a rating.

(a) Appraiser responsibilities are as follow:

(b) Verify that the technician meets the following criteria at time of appraisal due date:

(c) Served in current position for at least 120 days.

(d) Served under the same supervisor for at least 120 days.

(e) Served under same Performance Standards and Critical Elements for at least 120 days.

(3) If one of the above criteria is absent, the rating must be delayed/extended until all criteria are met. Ratings will be due 40 days thereafter. Extensions must be requested from DMAIL-HRO-TP (Employee Relations).

(4) Prior to discussion with technician, discuss proposed rating with reviewing official.

(5) Notify HRO as to reason for any delay in meeting appraisal due date.

(a) Reviewer responsibilities are as follows:

(1) Insure that the Appraiser has discussed the proposed rating with them prior to receipt.

(2) If an Outstanding rating is proposed, the reviewer should discuss the appraisal with the appropriate Approving Official prior to the time the Appraiser discusses the rating with the technician.

(3) Unacceptable, Marginally Acceptable, Excellent and Outstanding appraisals are then signed and forwarded to the Approving Official as appropriate.

(4) Fully Acceptable appraisals will be signed and distributed as indicated in paragraph (c). They do not require signature of approving official.

(b) Approving Official responsibilities are as follows:

(1) Approve Unacceptable

(2) Marginally Acceptable

(3) Excellent and Outstanding Appraisals.

(c) Distribution of appraisals after signature will be as follows:

(1) Original to HRO

(2) Duplicate to Technician

(3) Triplicate to Supervisor

c. Confidentiality of appraisals should be maintained by appraisers, reviewers and approving officials. When transmitting appraisals for review and/or approval, every effort should be made to insure that they are available only to those needing to see the appraisals. It is suggested that they be hand-carried whenever possible or at least placed in envelopes during transit.

d. Appraisal Scores and Ratings

90-100 Outstanding
70-89 Excellent
40-69 Fully Acceptable
11-39 Marginally Acceptable
01-10 Unacceptable

1-2 INCENTIVE AWARDS: The National Guard Incentive Awards Program is designed to motivate technicians of the National Guard to increase productivity and creativity and to achieve greater efficiency, economy and improvement of operations. It also provides a method for rewarding technician's whose job performance and ideas are substantially above normal

job requirements and performance standards and provides for consideration of performance contributions throughout the National Guard and the Federal Government. The Incentive Awards Program will be endorsed and vigorously supported by all levels of management and will be administered entirely on the basis of merit. TPR 451 and Supplement, National Guard Incentive Awards Program provides specific guidance on awards.

a. Quality Step Increases (QSI) should be used only by management officials as recognition of service that significantly exceeds high quality job performance by General Schedule technicians and supervisors. A QSI is not to be repeated on a purely automatic basis, but should clearly show that the technician's performance is deserving of such recognition. If a technician has received a QSI, the justification for another such increase in the same grade and position must provide specific evidence of increased quality of performance over and beyond that on which the previous increase was warranted.

(1) Eligibility. As a minimum, a period of high quality performance for this award is 12 months in the same job and grade level. To be eligible for a QSI, the technician's overall performance appraisal must have been at the outstanding level or higher with a minimum of 90 performance rating points and with at least 50% of the critical job elements rated at the outstanding level. Such performance must also be expected to continue at the same level of competence.

(2) A QSI is not appropriate when a technician is about to receive or has just received a promotion. In cases where a promotion action is pending prior to final action on a QSI, the QSI will be held in abeyance pending the outcome of the promotion. If the promotion is disallowed, the QSI should continue to be processed.

(3) A QSI may not be granted when it is based in whole or in part upon a specific act or any period of service that served as the basis for a previous award.

(4) Periods of extended absence (i.e. in excess of 30 days) cannot be counted when determining the period of service to be recognized.

(5) Normally, technicians may only be awarded a QSI once every 3 years. Any exceptions must be warranted and justified by management.

b. A Sustained Superior Performance (SSP) is a monetary award in recognition of significant superior performance of duties and responsibilities that clearly exceed the technician's assigned position requirements.

(1) Eligibility. The technician's most recent overall performance appraisal must be at the excellent or higher level and have a minimum of 80 performance rating points. Sustained superior performance on which the award is based must have been maintained for at least 6 months and in the same job and grade level, unless the technician was demoted during the period for reasons other than cause. Award eligibility will not be affected by position changes occurring after the period covered by the recommendation. However, an SSP is not appropriate if a technician is about to receive or has recently received a promotion.

(2) Nominations must be submitted to the program manager within 30 calendar days after completion of the period of service to be recognized. A technician's current performance appraisal will be used as justification in support of a nomination, provided it is not more than 60 days old. If the technician's performance appraisal is more than 60 days old, a new performance appraisal must be completed before being considered for an SSP.

c. The NGB Form 32 is used for submitting nominations for Sustained Superior Performance (SSP), Quality Step Increase (QSI) and Golden Eagle Awards.

d. Only the original NGB Form 32 is necessary for processing. The Approving Official (block 10) for the NGB Form 32 is the Command Administrative Officer, United States Property and Fiscal Officer, or the Human Resource Officer as appropriate for ARNG and the Base Commander or Assistant Adjutant General for Air as appropriate for ANG technicians. The Adjutant General has final approval authority.

e. When the performance appraisal (NGB Form 430-1) is used as the justification for the awards, a copy of the appraisal and the standards must be submitted along with the NGB Form 32. Supervisors may submit the award recommendations at the same time as the performance appraisal, which allows the approving official to consider both actions simultaneously (in this case, please insure a separate copy of the appraisal is submitted with the award).

1-3 GOLDEN EAGLE AWARDS:

a. The Golden Eagle Award Program is a "Special Act of Service" recognition designed to improve workforce motivation and effectiveness. Unlike other incentive awards, Golden Eagle Awards are on-the-spot awards designed to recognize and quickly reward one-time and short-term efforts by technicians that result in service of an exceptionally high quality or quantity. Golden Eagle Awards are not intended to replace existing incentive and performance awards nor should they be used when monetary awards of greater value are merited.

b. Eligibility - All permanent excepted and competitive technicians employed by the Illinois National Guard and all temporary indefinite and temporary technicians approved for 120 days or more are eligible to receive Golden Eagle Awards. No technician may receive more than three within a Fiscal Year.

c. Amount of the Award - Golden Eagle Awards may range from a net amount of \$100.00 to \$250.00 in increments of \$50.00.

d. Recommendation and Justification of Award - Supervisors should make recommendation as soon as practicable but no later than 30 days following the special act or service to be recognized. NGB Form 32, Recommendation for Incentive Award will be used for recommending technicians for Golden Eagle Awards. Written justification for the award should be brief (normally no more than one paragraph) and must be attached to the NGB Form 32 when forwarded to the approving official.

1-4 TIME OFF AWARDS:

a. Time Off Awards are excused absences granted to technicians without charge to leave or loss of pay. A Time Off Award may be granted in

recognition of a special act/service or other personal effort that may or may not be within the technician's normal job requirements. The contribution or achievement for which the technician is granted a Time Off Award may not be used as the basis for any other incentive award (i.e. Sustained Superior Performance Award, Quality Step Increase or Golden Eagle Award).

Eligibility

b. All permanent excepted and competitive technicians employed by the Illinois National Guard and all temporary indefinite and temporary technicians appointed for 120 days or more are eligible to receive Time Off Awards.

c. Full-time technicians may be granted up to a total of 80 hours of time off during a leave year. Time off may be granted in amounts of up to no more than 40 hours for a single contribution.

d. Supervisors may grant a Time Off Award for a maximum period of nine hours. Time Off Awards recommended by the supervisor in amounts of 10 to 40 hours must be approved by the Chief of Staff or the Air Commander.

Documentation

e. A SF 52, Request for Personnel Action, will be used to document each approval of a Time Off Award. The number of hours granted would be shown in block 20 (salary/award) of the SF 52. Part D on the reverse side of the SF 52 must contain a brief justification for the award (If an appraisal is the justification, Part D must clarify this in addition to listing the appraisal score and date, and a copy of the appraisal must be attached to the SF 52).

Scheduling and Use of Time Off Awards -

f. Time Off Awards must be scheduled and used within one year from approval date. There are no provisions to reinstate Time Off Awards.

g. Scheduling is subject to supervisor's approval

h. A Time Off Award shall not convert to a cash payment under any circumstances.