

UNITED STATES DEPARTMENT OF AGRICULTURE

Farm Service Agency
Washington, DC 20250

Notice PM-2908

For: FFAS Employees, Except Foreign Service Employees

Review of FY 2014 Performance Plans and Mid-Year Performance Progress Reviews

Approved by: Associate Administrator for Operations and Management



1 Mid-Year Performance Progress Reviews

A Purpose

This notice:

- reminds FFAS rating officials, **except** FAS Foreign Service, to complete FY 2014 mid-year performance progress reviews for the following employees:
 - **non-Senior Executive Service (SES)** employees no later than **April 30, 2014, or 90-calendar days after initiating a new performance plan**
 - **SES and Senior Level, Scientific, or Professional (SES/SL/ST)** employees no later than **April 30, 2014**

Notes: The reviews should include evaluating progress toward achieving the Mission Area's and/or Agency's organizational goals, as well as any applicable Secretary's initiatives and/or Civil Rights Performance Plan.

If an employee has **not** been under a performance plan for the minimum 90 calendar days on the issuance date of this notice, conduct and document a mid-year performance progress review after 90 calendar days have elapsed.

- reminds all supervisors, managers, and rating officials to review FY 2014 performance plans, to ensure that required features are present on every plan, including the Inclusion, Performance Management Accountability, and Cultural Transformation (CT) standards metrics for all supervisory plans
- provides guidance to supervisors, managers, and rating officials on EmpowHR, to make any changes and/or corrections to plans before documenting mid-year performance progress reviews and ensure employees are aware of all plan modifications

Disposal Date	Distribution
June 1, 2014	All FSA, FAS, RMA, employees, except Foreign Service employees; State Offices relay to County Offices

1 Mid-Year Performance Progress Reviews (Continued)

A Purpose (Continued)

- informs supervisors, managers, and rating officials that certification of a 100 percent completion rate of mid-year performance progress reviews is **required** by the April 30, 2014, deadline.

B Performance Accountability

Under the Human Capital Accountability Framework, a critical success factor for the Results-Oriented Performance Culture is the effectiveness of the performance appraisal process. The effectiveness of the appraisal process relies heavily on supervisors, managers, and rating officials using performance results to:

- offer feedback,
- identify developmental needs to help improve employee performance, and
- address instances of poor performance.

Supervisory feedback **must**:

- convey how the employee's performance compares with the expectations expressed in the employee's performance plan and
- describe the impact of the employee's performance on achieving work unit, county, State, or Agency goals.

A supervisor's, manager's, or rating official's feedback should take into account the feedback received from internal and external customers.

Note: A 100 percent completion rate of mid-year performance progress reviews is **required** for **all** eligible employees. In addition to the long-standing mandate that supervisors, managers, or rating officials conduct mid-year performance progress reviews, there is a specific measure in the Department's CT FY 2014 Action Plan that the performance plans of all SES, managers, and supervisors include standards that hold the supervisors and managers accountable for the performance management of subordinates. Full compliance with the requirements of DR-4040-430 will be a significant factor in achieving those performance standards, for both first-line supervisors and the managers to whom they report.

The updated DR-4040-430 that was effective October 1, 2013, describes new impacts to supervisors and managers Leadership and Supervision element rating.

Failure to meet the performance management deadlines established by OHRM and/or the respective Agency or staff office should, at a minimum, **preclude an element rating of "Exceeds Fully Successful"**, and failure to meet the requirements in the Performance Management category altogether should **result in an element rating of "Does Not Meet Fully Successful"**.

1 Mid-Year Performance Progress Reviews (Continued)

C Submitting Mid-Year Performance Review Certifications (FSA Only)

Each Deputy Administrator and Division Director must certify that:

- the 100 percent completion rate has been achieved for FY 2014 mid-year performance progress reviews and
- all non-SES/SL/ST managerial and supervisory performance plans cover the requirements for both CT.

FSA Deputy Administrators and Division Directors should forward the completed FY 2014 Mid-Year Performance Review Certification (Exhibit 1) to HRD's Policy and Accountability Branch by either of the following:

- e-mail to **FFASPerformanceManagement@one.usda.gov**
- FAX at 202-205-9068.

Note: Exhibit 1 is **not** required for **FAS and RMA**.

DAFO Only: State Offices should monitor the completion of FY 2014 mid-year performance progress reviews of Federal and county employees. SED's should forward Exhibit 1 to DAFO certifying that the State has attained 100 percent compliance. Send to Patricia Morris by either of the following:

- e-mail to **patricia.morris@wdc.usda.gov**
- FAX at 202-690-3309.

DAFO should then provide HRD a status report of all State Offices by **April 30, 2014**.

D Forum for Discussion

The mid-year performance progress review provides a forum for supervisors, managers, rating officials, and employees to:

- review and discuss performance elements and standards, and make any necessary changes;
- gauge and discuss the employee's progress in meeting the performance expectations needed to achieve or surpass "Fully Successful" level of performance; that is, "**Are we achieving expected results?**";
- provide an avenue for employees to understand where and how to improve performance; and
- revisit or develop Individual Development Plans.

2 Responsibilities

A Supervisors, Managers, and Rating Officials Responsibilities

Supervisors, managers, and rating officials are responsible for the following:

- monitoring performance during the rating period;
- providing timely feedback to employees on their performance;
- reviewing employee elements and standards and revise, if needed;
- providing training and developmental opportunities, if available;
- conducting at least 1 progress review at the midpoint of the appraisal cycle for each employee;
- ensuring that performance plans are established for new or transferred employees and conducting a timely progress review that allows for at minimum 90 calendar days of performance, in cases where the plan was established months after the start of the performance cycle;
- informing the employee of their level of performance as it relates to their performance elements and standards;
- ensuring that 100 percent completion rate of mid-year performance progress reviews is achieved for employees; and
- ensuring adherence to applicable Union Collective Bargaining Agreements.

B Reviewing Official Responsibilities

Reviewing officials are responsible for the following:

- ensuring that supervisors, managers, and rating officials carry out their performance management responsibilities;
- assessing the supervisor's, manager's, or rating official's performance in fulfilling these responsibilities; and
- certifying that 100 percent completion rate of mid-year progress reviews is achieved.

C Employee Responsibilities

Employees are responsible for the following:

- participating in discussions and documentation of their progress reviews;

2 Responsibilities (Continued)

C Employee Responsibilities (Continued)

- ensuring that they have a clear understanding of their performance expectations and how performance relates to the mission of the organization, and requesting clarification if necessary;
- reviewing and concurring the mid-year performance rating in EmpowHR;
- seeking timely performance feedback from their rating official and internal and external customers, as appropriate;
- taking personal responsibility for their own training and development; and
- reviewing employee responsibilities and conduct requirements at <http://www.fsa.usda.gov/FSA/hrdapp?area=home&subject=labr&topic=erc>.

3 Conducting Performance Reviews

A Mid-Year Performance Progress Reviews

Supervisors, managers, and rating officials should prepare for the mid-year performance progress review process by preparing talking points that are applicable to each individual employee and gathering any samples or highlighting examples of work products in need of improvement. Supervisors, managers, and rating officials shall schedule individual meetings with each employee under his or her supervision to conduct mid-year performance progress review discussions. See Exhibits 2 through 4 for additional guidance for supervisors, managers, and rating officials on preparing for and conducting the mid-year performance progress reviews and offering feedback to employees. All **non-SES employee** mid-year performance progress reviews should be completed no later than **April 30, 2014**. All **SES/SL/ST** mid-year performance progress reviews should be completed no later than **April 30, 2014**.

Notes: If an employee has not been under a performance plan for the required minimum 90 calendar days on the issuance date of this notice, the supervisor, manager, or rating official should conduct and document the mid-year performance progress review after the required 90 calendar days have elapsed.

HRD will conduct audits to ensure that:

- all mid-year performance progress reviews are completed by the **April 30, 2014**, deadline;
- a 100 percent completion rate has been attained by **April 30, 2014**;
- performance plans have required features; and
- delinquent compliance is communicated to FFAS leadership.

3 Conducting Performance Reviews (Continued)

B Review of FY 2014 Performance Plans

It is strongly recommended that supervisors, managers, and rating officials review FY 2014 performance plans at this time and ensure that the following required features are present on each and every performance plan:

- EEO/CR element;
- customer service element;
- 1 to 3 additional performance elements, each with a results statement;
- cascading alignment statement, for at least 1 critical, that shows clear linkage to strategic plan;
- results statement for each element;
- PII and Safety and Health standards;
- at least 3 standards for each element;
- standards established at the “Fully Successful” level; and
- inclusion of Performance Management Accountability and CT standards for all supervisors, managers, and rating official in subparagraph C.

C CT Metrics for Performance Plans

The FY 2014 Cultural Transformation Milestones and Metrics Progress Card includes the following 2 effectiveness measures specific to performance plans.

- Performance plans of all SES, managers, supervisors, and rating officials will include a performance element that holds them accountable for the performance management of subordinates. This includes establishing performance plans on a timely basis, conducting mid-year performance progress reviews, and completing an annual evaluation within the established timeframes for all eligible employees.
- Performance plans of all SES, managers, supervisors, and rating officials will include CT initiatives (for example, CT Milestones and Metrics) and ensure the same for other staff and applicable employees in that organization to include how they will be evaluated on those measurements.

Managers should ensure and certify that all non-SES/SL/ST managerial and supervisory performance plans cover the requirements for both CT measures.

3 Conducting Performance Reviews (Continued)

D Special Note About Changes to Performance Plans (FSA and RMA Only)

If a manager, supervisor, or rating official needs to or plans to make any changes to a FY 2014 Performance Plan, the changes **must** be made to the performance plan in EmpowHR **before** initiating the progress review in EmpowHR (**FSA and RMA only**).

After a mid-year performance progress review is entered against the FY 2014 Performance Plan, manager, supervisor, or rating official will **not** be able to add or subtract elements of the FY 2014 Performance Plan. Performance plans in EmpowHR become “locked” after any type of review (progress or summary rating) is approved and concurred. Therefore, make all required revisions to the FY 2014 Performance Plans **before** saving a mid-year performance progress review in EmpowHR.

Note: For FAS only, any changes to the FY 2014 Performance Plan **must** be documented on the original AD-435A and AD-435B.

A mid-year performance progress review should be conducted for any elements and standards that are currently in place and did not change or were not added within the past 90 calendar days. If a manager, supervisor, or rating official makes changes to the performance objectives or corresponding standards within an element, employees must be given the opportunity to perform under the modified standards for at least 90 calendar days before they can be rated against the modification. The 90-calendar-day period does **not** apply if changes were made in alignment and linkage to enhance the existing performance plan and with no changes to the existing performance elements. Changes can be made to the performance standards for this performance appraisal period until June 30, 2014, for employees to receive their summary rating for the performance appraisal period ending September 30, 2014. The employee **must** be informed of all revisions made to the employee’s performance plan.

E Other Special Circumstances

If there has been a change in manager, supervisor, or rating official since the performance plan was established, the new manager, supervisor, or rating official shall **not** conduct the performance review until at least 90 calendar days have passed. If there has been no rating official for at least 90 calendar days, the reviewing official shall conduct the review.

Departing supervisors or managers: Supervisors or managers changing positions or leaving the Agency shall conduct mid-year performance progress reviews for all of their eligible employees and document the mid-year performance progress reviews in EmpowHR **before** departure.

New supervisors or managers (replacing the departing supervisor or manager): New supervisors or managers shall conduct an additional performance review for eligible employees after the employee has been under their supervision for 90 calendar days. This additional mid-year performance progress reviews shall be documented using the paper process **only**. EmpowHR does **not** allow or permit documenting 2 mid-year performance progress reviews for an employee. The new supervisor or manager shall retain a hard copy of the new mid-year performance progress review.

3 Conducting Performance Reviews (Continued)

E Other Special Circumstances (Continued)


Employees leaving 1 permanent position for another: Employees changing position should receive a **departure rating**, which is an appraisal that is completed when an employee has served on a performance plan for at least 90 calendar days and is leaving 1 permanent position for another. The departing rating may be provided in hard copy to the new supervisor. This is **not** a formal rating of record and is **only** to be considered by the rating official when determining the annual rating of record.

F Documenting Mid-Year Performance Progress Reviews in EmpowHR (FSA and RMA Only)

Managers, supervisors, or rating officials **must** document in EmpowHR that the FY 2014 mid-year performance progress review was conducted for each employee. Progress reviews are only to be conducted and entered into EmpowHR 90 calendar days after the creation of the performance plan. Although, at the present time, the EmpowHR System will allow managers, supervisors, or rating officials to finalize a plan and then enter a progress review, this sequence should only be followed in instances when a hard copy performance plan has already been established and is in place for the required 90-calendar-day period and the action is being taken to data load the established plan into EmpowHR.

Note: RMA supervisors who created draft plans in EmpowHR and printed out a hard copy for employees to sign as the official copy should now finalize the draft that has been in place for the required 90 calendar days, and enter the final plan and the progress review in the EmpowHR system.

Managers, supervisors, and rating officials shall follow these steps to enter mid-year performance progress reviews into EmpowHR.

Step	Action
1	<p>Manager, supervisor, or rating official signs onto EmpowHR and selects:</p> <ul style="list-style-type: none"> • “Manager Self Service” • “Tasks” • “Performance” • “Progress Review”. <p>The names of all the managers, supervisor’s, or rating official’s employees will be displayed.</p>
2	CLICK “ New Review ” next to the employee’s name to enter the FY 2014 mid-year performance progress review.
3	CLICK “  ” next to the “Review Period From” box to select a value. After selecting the beginning date of the current rating period, CLICK “ Add. ” The employee’s “Progress Review” tab will be displayed.

3 Conducting Performance Reviews (Continued)

F Documenting Mid-Year Performance Progress Reviews in EmpowHR (FSA and RMA Only) (Continued)

Step	Action
4	<p>Select the following:</p> <ul style="list-style-type: none"> • “Elements and Standards” tab • “View All” to review all elements • “Progress Review” tab.
5	Enter comments in the “Reviewer Comments” box and CLICK “ Save ”.

Managers, supervisors, or rating officials may view the step-by-step process on documenting the mid-year performance progress reviews in EmpowHR at http://www.fsa.usda.gov/Internet/FSA_File/supmidyrreview.ppt.

Scroll down to “**Performance Mid-Year Review**” for an example of how to document a mid-year performance progress review in EmpowHR.

Reminder: After a mid-year performance progress review is entered against the FY 2014 Performance Plan, managers, supervisors, and rating officials will **not** be able to make any revisions to the FY 2014 Performance Plan. Performance plans in EmpowHR become “locked” after any type of review (progress or summary rating) is approved and concurred. Therefore, make all required revisions to the FY 2014 Performance Plans **before** saving a mid-year performance progress review in EmpowHR.

If there are problems with the EmpowHR system, contact the EmpowHR Help Desk at 816-926-6224.

G Documenting Mid-Year Performance Progress Reviews in EmpowHR (FAS Only)

The following procedures to complete mid-year performance progress reviews using AD-435A and AD-435B apply to FAS only.

FAS rating officials are responsible for the following:

- summarizing the employee’s performance in each element of the performance plan
- initialing and dating the appropriate blocks of AD-435A

Note: Obtain the initials and date of the reviewing official.

- providing any written comments to the employee
- filing the written comments and initialed AD-435A in the employee’s personnel file

3 Conducting Performance Reviews (Continued)

G Documenting Mid-Year Performance Progress Reviews in EmpowHR (FAS Only) (Continued)

FAS employees are responsible for the following:

- seeking feedback or initiating the mid-year performance progress review, if the supervisor does not schedule a mid-year performance progress review and
- actively participating in the mid-year performance progress review process.

H Periodic Optional Performance Reviews

Even though only a mid-year performance progress review is required, it is in the best interest of managers, supervisors, rating officials, and employees to periodically hold performance discussions. An employee may request a meeting for this review. Periodic performance reviews with the employee will:

- provide regular feedback,
- keep the channels of communication open,
- assist in identifying strengths and weaknesses, and
- help avoid an unexpected performance rating at the end of the appraisal period.

Note: Periodic performance reviews are **not** recorded in EmpowHR, but should be documented using AD-435A generated from EmpowHR.

4 Poor Performance and Training for Supervisors and Managers

A Below Fully Successful Level (or Does Not Meet) Mid-Year Performance Progress Reviews

The mid-year performance progress review provides an opportunity for the managers, supervisors, and rating officials to convey feedback and have a necessary discussion with an employee whose performance is determined to be less than fully successful or at a “Does Not Meet” level of performance. Managers, supervisors, and rating officials are encouraged to consult with their servicing Employee/Labor Relations and Benefits Branch (ELRBB) Specialist immediately upon such a determination, particularly if the element is critical. The assistance and guidance provided by the ELRBB Specialist will be timely and useful in helping managers, supervisors, and rating officials navigate the process of dealing with a poor performer. If the employee is performing at the “Does Not Meet” level in a critical element, the rating official **must** contact their ELRBB Specialist for guidance.

Note: Any actions taken to address marginal or unacceptable performance **must** be done in consultation with SPO and/or the State Office Administrative Officer.

4 Poor Performance and Training for Supervisors and Managers (Continued)

B Additional Required Performance Management Training for Supervisors and Managers

All managers, supervisors, and rating officials are **required** to complete the HR University course, “**Addressing and Resolving Poor Performance**”. The course has been added to supervisors’ AgLearn To-Do List; however, the course should be accessed through the HR University web site. After completing the course in HR University, employees should record the training in AgLearn. Exhibit 5 contains the HR University and AgLearn instructions for completing and recording this training.

Course Title: “Addressing and Resolving Poor Performance”. **Due Date:** June 30, 2014.
Course Description: This course is designed to build supervisor, manager, or HR practitioner skills in handling performance or work-habit problems. Learners will explore the importance of communicating and documenting performance concerns, the challenges of shifting from counseling for improvement to implementing formal consequences, and how to take appropriate action to effectively address ongoing performance and work-habit problems.

5 Additional Information and Contacts

A Additional Information

Additional performance management information can be found on the Performance Management web site available at
http://fsaintranet.dev.sc.egov.usda.gov/fsa/operations/hrd/workforce_succession/Performance%20Management1/Performance_Management1.htm.

B Contacts

If there are any questions about mid-year performance progress reviews, managers, supervisors, rating officials, and employees may contact the appropriate SPO according to the following table.

IF located in...	THEN contact HRD, Policy and Accountability Branch by any of the following...
<ul style="list-style-type: none"> • FAS • FSA APFO • FSA Kansas City or St. Louis • FSA Washington, DC • RMA 	<ul style="list-style-type: none"> • Michael Braswell by telephone at 202-401-0392 • 202-205-9057 (TTY) • e-mail at FFASPerformanceManagement@usda.gov.
FSA State or County Office	State Office Administrative Officer

If there are problems with the EmpowHR System, contact the EmpowHR Help Desk at 816-926-6224.

Farm Service Agency (FSA) FY 2014 Certification of Mid-Year Reviews Completed	
Part I: Select Deputy Area, Division, or Staff:	
<input type="checkbox"/> Office of the Administrator ___ Immediate Office ___ Office of Civil Rights ___ Office of External Affairs ___ Economic & Policy Analysis <input type="checkbox"/> Office of the Associate Administrator for Operations and Management ___ Office of Budget & Finance ___ Office of the Chief Information Officer ___ MIDAS Project ___ Strategic Performance & Evaluation Staff <input type="checkbox"/> Deputy Administrator for Commodity Operations ___ Commodity Operations Division ___ Kansas City Commodity Office <input type="checkbox"/> Deputy Administrator for Management ___ Management Services Division ___ Human Resources Division ___ Acquisition Management Division ___ Emergency Preparedness Division	<input type="checkbox"/> Deputy Administrator Farm Loan Programs ___ Program Development & Economic Enhancement Division ___ Loan Making Division ___ Loan Servicing & Property Management Division <input type="checkbox"/> Deputy Administrator for Farm Programs ___ Production Emergencies & Compliance Division ___ Price Support Division ___ Conservation & Environmental Programs Division <input type="checkbox"/> Deputy Administrator for Field Operations ___ SED for _____ name of State ___ Program Delivery Budget & Resource Management ___ Human Resources Management & Internal Operations Staff
Part II: Certification	
<input type="checkbox"/> Yes, I certify that I have achieved 100 percent completion rate as all employees in my division/staff/State have received a mid-year performance progress review. <input type="checkbox"/> No, my division or staff has <u>not achieved</u> the 100 percent completion rate for mid-year performance progress reviews because ____ employees have not received a mid-year performance progress review.	
<i>Explain:</i>	
<input type="checkbox"/> Yes, I further certify that all non-SES/SL/ST managerial and supervisory performance plans cover the requirements for both CT measures.	
<input type="checkbox"/> No, my non-SES/SL/ST managerial and supervisory performance plans do not cover the requirements for both CT measures.	
Signature: _____	Date: _____
Print Name: _____	Phone Number: _____
Title: _____	
Return completed Certification forms to Policy and Accountability Branch/HRD	
Email: FFASPerformanceManagement@one.usda.gov	
Fax: 202-205-9004	

Steps for Preparing Mid-Year Performance Progress Reviews

1. Review documentation you have about the employee's performance.

Maintain a record of good performance documentation (such as work samples, logs, records, customer praises or complaints, and other documentation) throughout the performance period. Now look at it to assess how the employee is performing and meeting expectations. Follow these simple guidelines:

- keep your observations of performance objective (focused on behavior) not subjective
- have concrete examples to support your assessment
- do not hold the employee accountable for factors beyond his or her control; for example, changes in workload, priorities, duties, and opportunities may affect employee performance.

2. Compare current performance with expectations.

Compare your observations about the employee's current performance with the measurable standards in his or her performance plan. Identify areas of success and areas of concern.

3. Assess developmental opportunities.

Has the employee completed developmental opportunities that have affected performance? Determine whether additional opportunities are needed, based on your concerns.

4. Help the employee prepare for the meeting.

- Agree on a specific time and place for the discussion.
- Explain the purpose of the meeting and what will be discussed.
- Make sure the employee has a copy of his or her performance plan.
- Suggest that the employee bring additional work samples that highlight his or her performance.
- Ask the employee to think about his or her areas of strength and areas for development.

5. Document the employee's accomplishments in a written narrative.

The narrative should describe the employee's accomplishments for each element. The narrative should be brief and specific and address the breadth, score, and/or impact of the employee's achievements.

Steps for Conducting Mid-Year Progress Reviews**1. Open the meeting.**

- Establish a relaxed, nonthreatening environment in which the employee feels secure and respected.
- Hold the meeting in “neutral territory” and provide a comfortable environment.
- Eliminate distractions, such as ringing phones, e-mail, pagers, etc.
- Establish a positive tone when you greet the employee and welcome him or her to the discussion.
- Review the meeting’s goal and in general what you will discuss.

2. Discuss accomplishments and expectations.

- Provide a general summary of the employee’s performance.
- Discuss areas of success and areas of concern, in light of expectations.
- Suggest further developmental opportunities.
- Note changes to the performance plan.

3. Close the meeting.

- Summarize what has been discussed and agreed on; ask the employee for input.
- Confirm any follow-up actions.
- Express commitment to the employee’s growth and success.
- Ensure that all the employee’s concerns have been addressed.
- Ask the employee to acknowledge in EmpowHR that the mid-year review discussion occurred.

4. Complete any follow-up activities.

Tips for Giving Effective Feedback

- √ **Effective feedback meets the following four characteristics:**
 - Descriptive - Feedback should be specific, not general, and provide measurable and observable details.
 - Objective - Feedback should be based on facts, not your beliefs, assumptions, or hearsay. It should be provided according to a known standard, criterion, or performance expectation.
 - Timely - Feedback should be given as close to the performance as possible so that it is meaningful and can be integrated into future performance.
 - Professionally Delivered - Feedback should be delivered in a manner where both the words you say and the way you say them (tone of voice, body language) are professional.
- √ **Involve the employee in the feedback process and ask the employee to prepare a list of accomplishments.**
- √ **Request feedback from the employee's customers, coworkers, colleagues, or other managers.**
- √ **Feedback should be a combination of both positive and constructive feedback. Start the conversation stating something the employee does well.**
 - Positive feedback involves telling your employee about good performance. Be descriptive and objective in describing the behavior. Tell the employee why you liked it and why it is important. When possible, tie the performance to the Agency's goals. Example: "You solved that database migration problem very quickly this morning. That really prevented disruptions to the system's operations."
 - Constructive feedback alerts an employee to an area in which his or her performance could improve. When providing constructive feedback, be sure to describe the following:
 - Situation - Describe the situation in which the performance occurred. Give your perspective on where and when the performance occurred. Example: "This morning at the meeting when we were discussing the new project..."
 - Behavior - Describe the behavior that you observed or heard. Focus on the employee's actions, not the person. Example: "This morning at the meeting when we were discussing the new project, you may not have realized it, but you interrupted me several times..."

Tips for Giving Effective Feedback (Continued)

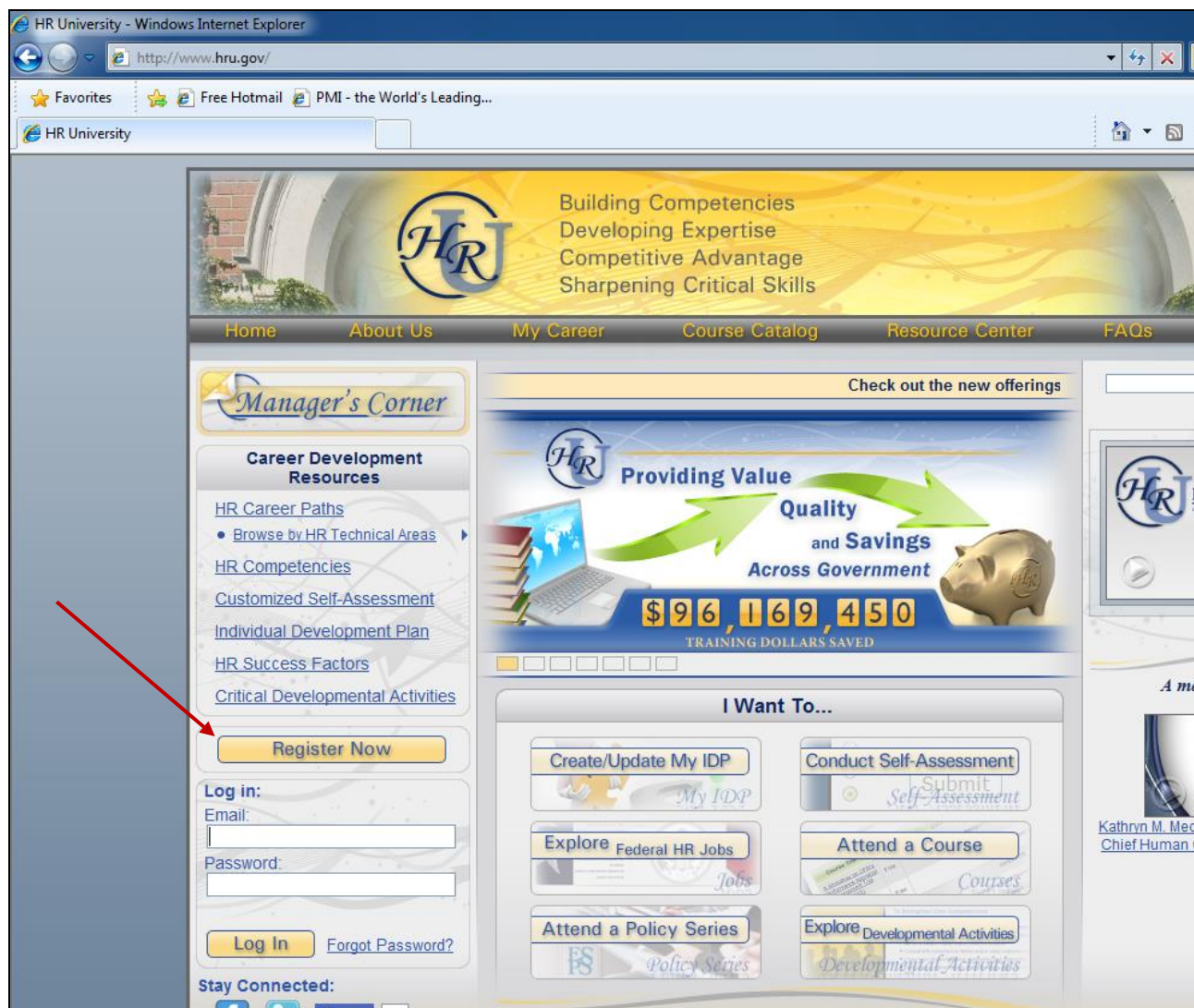
- **Impact** - Describe the impact the performance had on you, others, and/or the Agency. Be specific and objective about the impact by providing your actual observations. Link the impact of the employee's performance to expected standards. Example: "This morning at the meeting when we were discussing the new project, you may not have realized it, but you interrupted me several times. These interruptions confused the staff and required numerous clarifications that took away time slated to address additional key items of concern."
- **Next Steps** - Describe specific changes in behavior that you expect in a specific period of time and follow up as scheduled. Ask the employee's help in solving the problem. Example: "While your participation is important, I'd like for you to refrain from interrupting speakers. When others are speaking, you should indicate to the speaker that you have something to say and wait until the speaker acknowledges you. Let's schedule a time to get back together next Tuesday to see how this process works."

- ✓ **Check to make sure the employee understands by asking a question or observing changed behavior.**
- ✓ **End the meeting on a positive note.**

HR University and AgLearn Instructions for Completing and Recording This Training

Follow these instructions to complete the HR University course, “Addressing and Resolving Poor Performance” and through the HR University web site.

From the HR University Home Page, CLICK “**Register Now**”.



HR University and AgLearn Instructions for Completing and Recording This Training (Continued)

On the HR University Site Registration Page, follow instructions displayed.

HR University - Windows Internet Explorer
http://www.hru.gov/register.aspx

HR University
Teaching the Business of HR

Home About Us My Career Course Catalog Resource Center FAQs

Site Registration

Thank you for your interest in HR University (HRU). Federal Government employees are encouraged to register with HRU. Registering allows HRU to provide you with updates and other important notifications to help you achieve your career goals.

In addition, Federal Government employees who register using a valid Federal Government email address will be able to take courses offered on this site. The courses will provide on-line features including course completion documentation, the option to print a course completion certificate, and the ability to bookmark your progress, allow you to exit a course and return to the point at which you left.

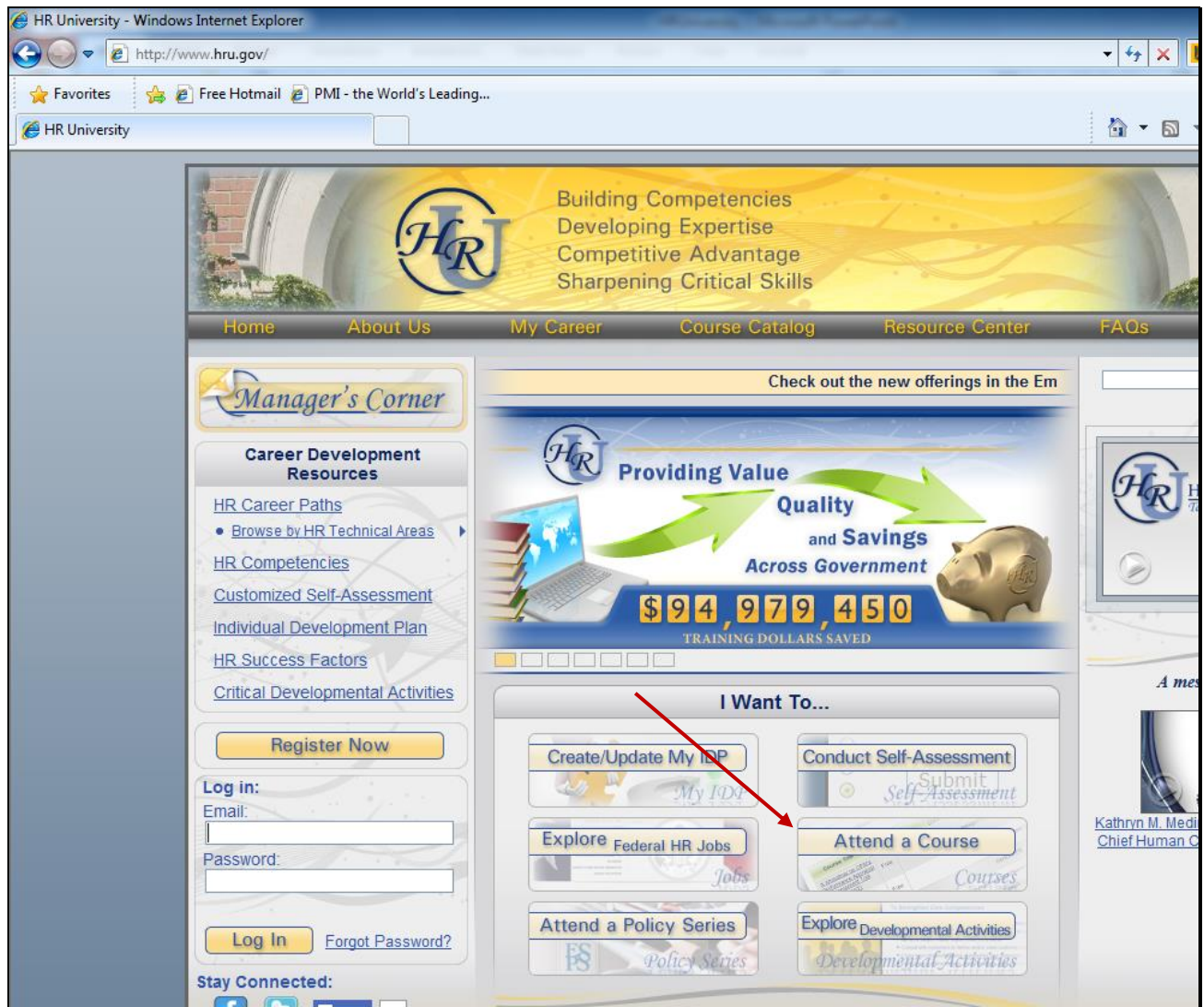
To register for this site, you must provide your name and government email address. The system will send a special link to the email address that you provided. When you use the special link to return to the site, you will be prompted to create a password of your own choosing to complete the registration process.

Your Contact Information

* First Name:
Middle Initial:
* Last Name:
* Your Government Email:
* Retype Your Email:
* = Required field

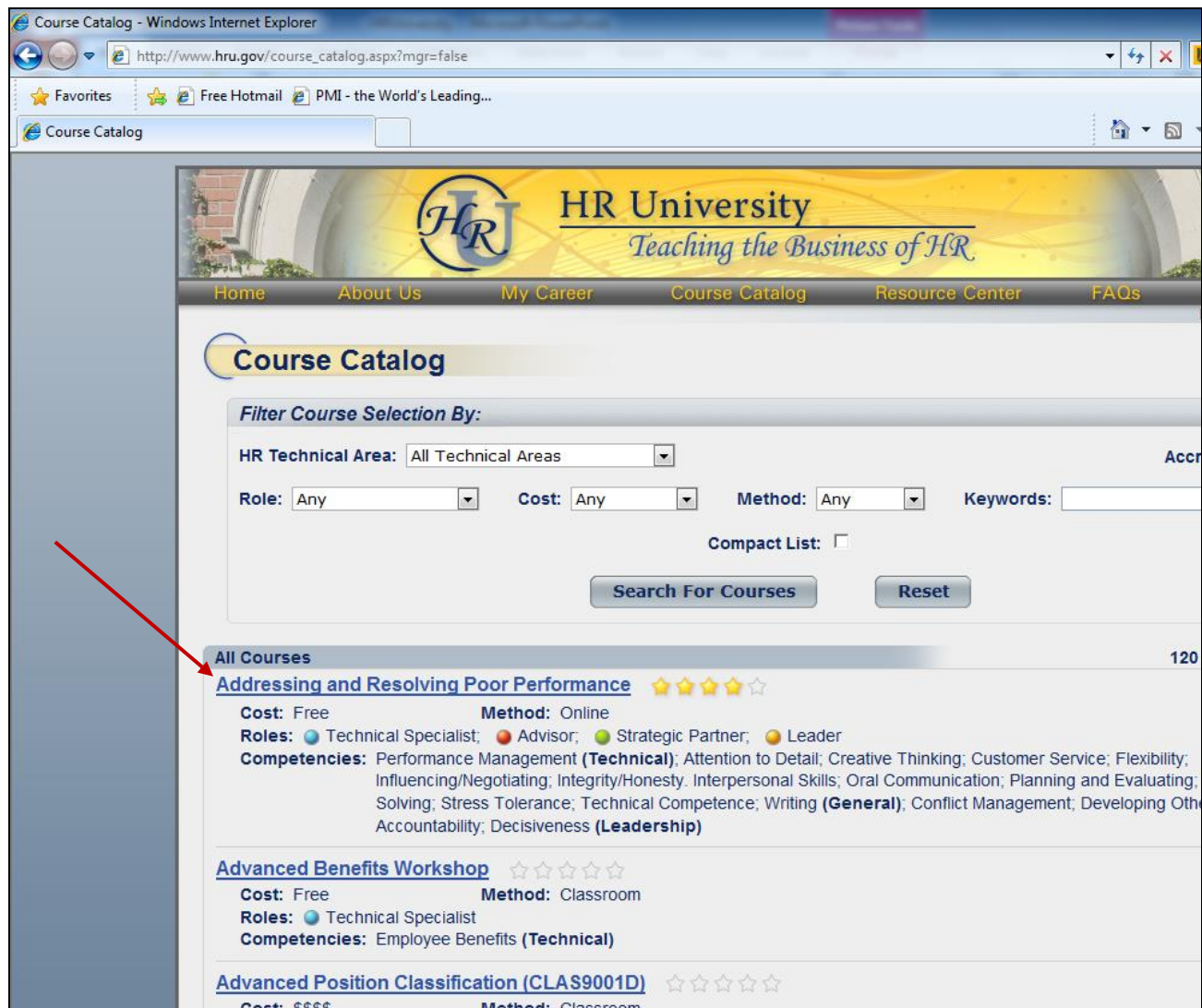
HR University and AgLearn Instructions for Completing and Recording This Training (Continued)

From the HR University Home Page, CLICK “Attend a Course”.



HR University and AgLearn Instructions for Completing and Recording This Training (Continued)

From the HR University Course Catalog Page, CLICK “**Addressing and Resolving Poor Performance**”.



HR University and AgLearn Instructions for Completing and Recording This Training (Continued)

From the HR University Course Page, CLICK “**Log In**”.

The screenshot shows a web browser window titled "Course Information - Addressing and Resolving Poor Performance - Windows Internet Explorer". The address bar shows the URL: http://www.hru.gov/course_catalog.aspx?cid=161&mgr=false. The page content includes the following details:

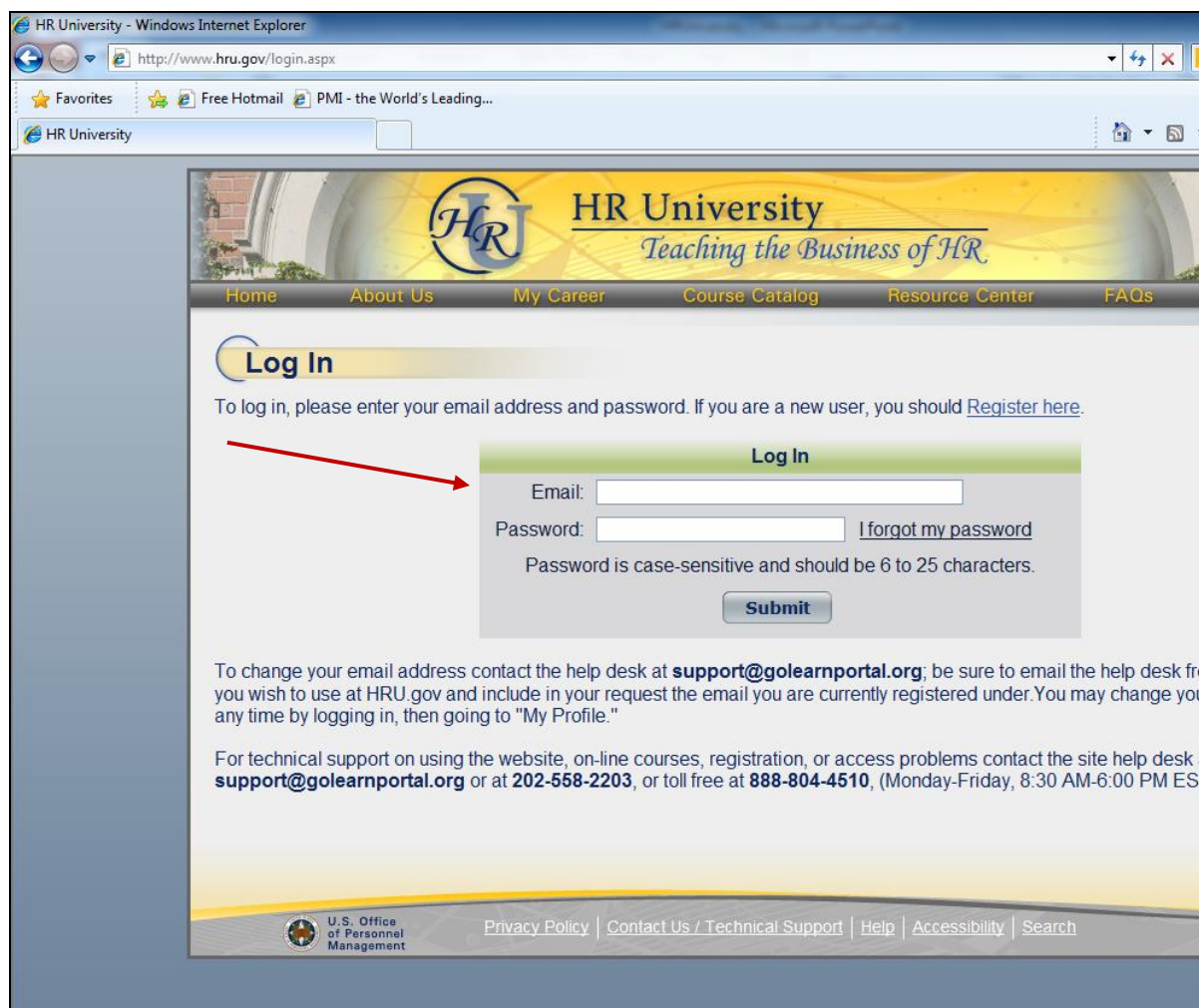
- Course Title:** Addressing and Resolving Poor Performance
- Course Description:** This course is designed to build the supervisor, manager, or ER practitioner's skills in handling performance or work-habit problems. Learners will explore the importance of communicating and documenting performance concerns; and the challenges of shifting from counseling for improvement to implementing formal consequences, and how to take appropriate action to effectively address ongoing performance and work-habit problems.
- Schedule/Duration:** 24 hours a day, 7 days a week
- Agency/Vendor Sponsor:** U.S. Office of Personnel Management
- Technical Help:** If you have technical problems running this online courseware:
 1. See the list of [Troubleshooting Tips](#).
 2. Call the help desk at 202-558-2203 or toll free at 888-804-4510, (Monday-Friday, 8:30 AM-6:00 PM)
 3. Or you can email a support request to support@golearnportal.org.
- Course Content Contact:** Robin Premo: robin.premo@opm.gov
- Cost:** Free
- Method:** Online
- HR Technical Competency:** Performance Management
- General Competency:** Attention to Detail; Creative Thinking; Customer Service; Flexibility; Influencing/Negotiating; Interpersonal Skills; Oral Communication; Planning and Evaluating; Problem Solving; Stress Tolerance; Technical Competency
- Leadership Competency:** Conflict Management; Developing Others; Accountability; Decisiveness
- Proficiency Level:** Awareness, Basic

NOTE: In order to take this course, you must [Log In](#) or [Register](#) first, and you must have registered using a current federal government email address.

A red arrow points from the "NOTE" section to the "Log In" link.

HR University and AgLearn Instructions for Completing and Recording This Training (Continued)

From the HR University Log In Page, enter user's e-mail and password and CLICK “**Submit**”.



HR University - Windows Internet Explorer

http://www.hru.gov/login.aspx

HR University

Home About Us My Career Course Catalog Resource Center FAQs

Log In

To log in, please enter your email address and password. If you are a new user, you should [Register here](#).

Log In

Email:

Password: [I forgot my password](#)

Password is case-sensitive and should be 6 to 25 characters.

Submit

To change your email address contact the help desk at support@golearnportal.org; be sure to email the help desk from the email you wish to use at HRU.gov and include in your request the email you are currently registered under. You may change your email address any time by logging in, then going to "My Profile."

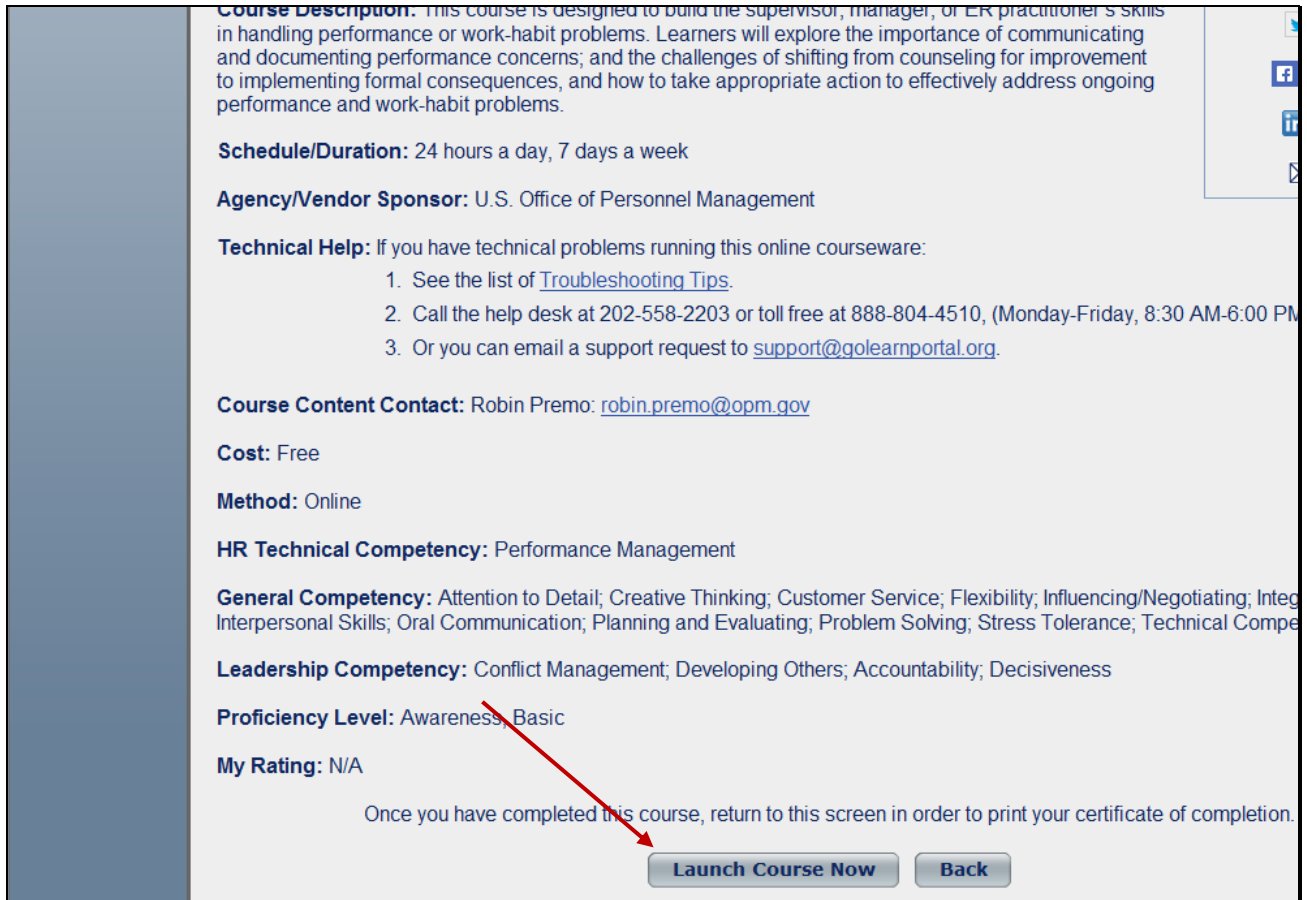
For technical support on using the website, on-line courses, registration, or access problems contact the site help desk at support@golearnportal.org or at 202-558-2203, or toll free at 888-804-4510, (Monday-Friday, 8:30 AM-6:00 PM EST).

U.S. Office of Personnel Management

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HR University and AgLearn Instructions for Completing and Recording This Training (Continued)

On the HR University Course Page, CLICK “**Launch Course Now**”.



Course Description: This course is designed to build the supervisor, manager, or ER practitioner's skills in handling performance or work-habit problems. Learners will explore the importance of communicating and documenting performance concerns; and the challenges of shifting from counseling for improvement to implementing formal consequences, and how to take appropriate action to effectively address ongoing performance and work-habit problems.

Schedule/Duration: 24 hours a day, 7 days a week

Agency/Vendor Sponsor: U.S. Office of Personnel Management

Technical Help: If you have technical problems running this online courseware:

1. See the list of [Troubleshooting Tips](#).
2. Call the help desk at 202-558-2203 or toll free at 888-804-4510, (Monday-Friday, 8:30 AM-6:00 PM).
3. Or you can email a support request to support@golearnportal.org.

Course Content Contact: Robin Premo: robin.premo@opm.gov

Cost: Free

Method: Online

HR Technical Competency: Performance Management

General Competency: Attention to Detail; Creative Thinking; Customer Service; Flexibility; Influencing/Negotiating; Interpersonal Skills; Oral Communication; Planning and Evaluating; Problem Solving; Stress Tolerance; Technical Competency

Leadership Competency: Conflict Management; Developing Others; Accountability; Decisiveness

Proficiency Level: Awareness, Basic

My Rating: N/A

Once you have completed this course, return to this screen in order to print your certificate of completion.

Launch Course Now **Back**

Follow these instructions to record HR University course, “**Addressing and Resolving Poor Performance**” completion in AgLearn.

Log onto Aglearn.usda.gov

Type in your username and password.

At the Home page, click on **Record Learning** under **Easy Links**.

In the **Keywords** text box, type in **Addressing and Resolving Poor Performance** and then click the **Next** button.

Click in the circle under **Select** and then click the **Next** button.

On the **Enter Learning Event Information** page, the 2 fields you will need to complete are the **Completion Status** and **Completion Date**. For **Completion Status** at the drop down choose **Web Based Complete (Web Based Complete) – For Credit**.

For **Completion Date**, click on the calendar icon listed to the right.

Select the date you completed the training and then click the **Next** button.

On the **Edit User Event Information** page, click the **Next** button.

Click on **Finish**.