

IPS 2-23 Performance Management Program

Effective Date: December 29, 2023

Responsible Office: Office of Human Resources

Supersedes: MS 626, 9/27/18; 1/07/13; 2/2/11; 12/03/08; 9/25/91; 4/3/84

Issuance Memo (12/29/2023)

IPS 2-23 Performance Management Program Procedures

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1.0 Authorities

22 U.S.C §2503 and §2506; 5 U.S.C. §415(g)(2); the negotiated agreement between the Peace Corps and AFSCME Local 3548.

2.0 Purpose

This Interim Policy Statement (IPS) sets out the Peace Corps' Performance Management Program, the purpose of which is to:

- (a) Promote collaboration and enhance collective effectiveness to continuously improve the Peace Corps' ability to meet its mission through a multi-tiered appraisal system that aligns employees' performance with the Peace Corps' strategic goals, provides employees with ongoing feedback on their work, and creates a work environment in which employees can learn, grow, and prepare for their future;
- (b) Establish a performance management process that links individual and team performance to strategic goals at the organizational, team, and individual levels, measures progress, and monitors behaviors and results to achieve those goals systematically;
- (c) Use "Performance Appraisals," as defined below, as a basis for recognizing and rewarding employee accomplishment, identifying employee and agency developmental needs, demonstrating individual and organizational results, and recommending appropriate personnel actions. This policy and the Peace Corps' Performance Management Program will:
 - (1) Foster a work culture across the Peace Corps that drives collaboration and continuous improvement at the organizational, team, and individual levels;
 - (2) Link employee performance with achievement of the Peace Corps' overall strategic goals, as well as office or team goals and objectives;
 - (3) Encourage employees and employee representative participation in the development and operation of the Performance Management Program;
 - (4) Encourage all supervisors and employees to conduct meaningful performance discussions on an ongoing basis;
 - (5) Create supervisor and employee accountability for behaviors and results in achieving desired outcomes at the organizational, team, and individual levels;
 - (6) Provide for the growth and development of all employees and assist employees who must improve their performance; and
 - (7) Recognize and reward organizational, team, and individual performance accomplishments.

3.0 Scope

All Peace Corps employees are subject to this policy, except as specifically excluded in 3.0 (a) - (g) below or by law or regulation:

- (a) Employees whose employment is for less than 120 days, which is the “Minimum Appraisal Period,” as defined below, for the Performance Management Program;
- (b) Employees serving in temporary appointments for less than one year and who are not considered for reappointment, or any pay increase, based, in whole or in part, on performance;
- (c) Experts and consultants whose positions are excluded from coverage under the provisions of 5 U.S.C. § 43 by the Office of Personnel Management (OPM);
- (d) Employees whose appointments are made with the advice and consent of the U.S. Senate;
- (e) Employees in confidential, policy making, policy determining, or policy advocating positions and designated as such on their Standard Form 50 (SF-50), “Notification of Personnel Action,” as serving at the pleasure of the Peace Corps Director;
- (f) Foreign Service National employees and Personal Services Contractors; and
- (g) Paid and unpaid interns.

3.1 Appraisal Period

- (a) Employees subject to this policy will have their performance appraised annually for the period January 1 through December 31. Employees must have been subject to a “Performance Plan,” as defined below, for at least 120 days before they may receive any performance review, including a “Mid-Year Review,” as defined below.
- (b) Employees must have a Performance Plan in place within 45 days of having become an employee of the agency or having been assigned to a new position.
- (c) New employees employed during the “Appraisal Period,” as defined below, with a Performance Plan dated prior to or on September 3 will be appraised from the date of the commencement of their Performance Plan through December 31 of that year.
- (d) New employees brought on board with a Performance Plan dated after September 3 will be subject to an Appraisal Period commencing on the date of the establishment of their Performance Plan and ending at the conclusion of the next calendar year.
- (e) If an employee is on a detail within the agency during the Appraisal Period for less than 120 days, the employee’s “Rating Official,” who is often the employee’s immediate supervisor (*see* definition in subsection 4.0 below), shall conduct a Performance Appraisal. A Performance Appraisal is not the responsibility of the office to which the employee has been detailed. However, that office has the responsibility of providing input to the employee’s Rating Official for inclusion in the employee’s Performance Appraisal.

If an employee is on a detail within the agency during the Appraisal Period for more than 120 days, the employee’s supervisor while on detail will act as their Rating Official and carry out all responsibilities in accordance with IPS 2-23 and its implementing procedures.

However, the employee's Rating Official prior to the employee's detail has the responsibility of providing input to the employee's new Rating Official for inclusion in the employee's Performance Appraisal.

In the case of an employee who is detailed to another agency, the responsibility of their supervisor at the agency to which they have been detailed to provide performance input shall be included in the Memorandum of Understanding (MOU) between the Peace Corps and the accepting agency. Such input shall be taken into account by the employee's Rating Official.

- (g) A Rating Official, except where there is a transfer of a Performance Improvement Plan (PIP), as defined below, from one supervisor to another, must have supervised an employee for the Minimum Appraisal Period to be able to complete a performance review, including a Performance Appraisal, for that employee. If an employee is assigned a new Rating Official prior to or on September 3, which is 120 days before the end of the calendar year, the previous Rating Official is encouraged to complete an "Interim Performance Review," as defined below, and provide input concerning performance (e.g., customer feedback) to the new Rating Official, which shall be taken into account by the new Rating Official in their Performance Appraisal for the employee.
- (h) If an employee is assigned a new Rating Official after September 3, the previous Rating Official is encouraged to conduct a Performance Appraisal of the employee for that Appraisal Period. The new Rating Official will establish a new employee Performance Plan covering the next Appraisal Period.
- (i) Before a Rating Official leaves the agency, the Rating Official is encouraged to provide an Interim Performance Review for any employee they supervise.

4.0 Definitions

- (a) **Appraisal Period** is the period of time for which the employee's performance will be reviewed and a Rating of Record, as defined below, will be prepared.
- (b) **Days** for the purposes of IPS 2-23 and its implementing procedures means calendar days.
- (c) **Individual Development Plan (IDP)**, as distinct from a Performance Plan, is a tool to assist employees with their career and personal development. Its primary purpose is to help employees reach short and long-term career goals, as well as enhance current job performance.
- (d) **Interim Performance Review** is a review prepared by the Rating Official when the Minimum Appraisal Period is completed and either the Rating Official or employee leaves the agency or changes to another position within the agency. In cases where the Rating Official leaves the agency or changes to another position within the agency, their Interim Performance Review will be considered by the new Rating Official when preparing a Performance Appraisal for the employee. In cases where the employee leaves the agency or

changes to another position within the agency, this Interim Performance Review will serve as their Performance Appraisal for their former position.

- (e) **Meritorious Step Increase (MSI)** is an increase, for meritorious reasons, in the employee's rate of basic pay as a result of a promotion from one step to the next higher step within grade. Only an employee who receives a Summary Rating of "Outstanding" is eligible to receive a MSI. (See also MS 662 *Peace Corps Incentive Awards Program* and its accompanying Handbook for further guidance on MSIs.)
- (f) **Mid-Year Review** means a Rating Official's review, which may be performed orally, of an employee's performance conducted at or around the mid-point of the Appraisal Period.
- (g) **Minimum Appraisal Period** is the 120-day period during which an employee must have performed under a Performance Plan to receive a performance review.
- (h) **Performance Appraisal** is the final, annual evaluation of an employee's performance by their Rating Official that includes a written narrative and the Summary Rating. Internally, the agency may refer to this as the employee's "Rating of Record."
- (i) **Performance Elements**, in accordance with the federal employee performance appraisal regulations, are work assignments or responsibilities within the control of the employee that are used to plan, monitor, and appraise employee and group performance. Each Performance Element is included on the Performance Plan and considered a "critical" Performance Element, meaning failure to obtain at least "Successful" with respect to any one Performance Element means the Summary Rating must be "Not Successful."
- (j) **Performance Feedback** involves the regular evaluation, discussion, and documentation of an employee's success or failure in meeting established goals and performance expectations as set forth in their Performance Plan. Performance Feedback can be given in different forms, such as performance reviews and Performance Appraisals, and shall be given face-to-face or in written form, and preferably, in both forms. Performance Feedback should be conducted regularly, timely, professionally, and objectively, and because Performance Feedback is a way to help employees improve their skills and performance, it should be based only on observable behavior. Rating Officials and employees are encouraged to meet periodically throughout the Appraisal Period to discuss the status of their work performance and any follow-up.
- (k) **Performance Improvement Plan (PIP)** is a plan developed for employees, at any point in the Appraisal Period, whenever performance in one or more Performance Elements is "Not Successful." A PIP affords an employee the opportunity for at least 60 days to demonstrate acceptable performance and shall be developed in accordance with guidance provided by OHR.
- (l) **Performance Plan** is all the written or otherwise recorded Performance Elements and Performance Standards that identify expected performance. Performance Plans are prepared by a Rating Official, with input from the employee, which sets out the Rating Official's

expectations for the employee's performance within an Appraisal Period. The Performance Plan shall be signed and dated by both the Rating Official and the employee.

- (m) **Performance Ratings** are how each Performance Element will be assessed. These five rating levels are defined as follows:

Outstanding: The employee consistently produces superior results. *For example, the employee demonstrates initiative to achieve results that contribute significantly to the strategic goals of the agency.*

Exceeds Expectations: The employee consistently performs at a level of performance that is greater than at the "Successful" level. *The quality and quantity of the work performed is consistently above the work performed at the "Successful" level.*

Successful: The employee consistently performs at the standard level of performance. *The work product is what is expected of the employee, both in terms of quality and quantity, to fulfill the requirements of their position.*

Minimally Successful: The employee consistently performs at a minimum level of acceptable performance necessary for retention but requires significant improvement. *For example, the employee has exhibited difficulty in meeting expectations. Organizational goals and objectives can be met only with close supervision.*

Not Successful: The quality and/or quantity of the employee's work is not adequate. *The employee's work product falls short of what is required to be performed in the employee's Performance Plan.*

- (n) **Performance Standard** is the management approved expression of the performance threshold(s), requirement(s), or expectation(s) that must be met to be appraised at a particular level of performance for a Performance Element. Each Performance Element may have several Performance Standards. A Performance Standard should include, but is not limited to, factors such as quality, quantity, timeliness, and manner of performance. It should also refer to specific recurring and nonrecurring goals, program plans, and priority programs since accomplishment of organizational objectives should be incorporated into Performance Plans when appropriate. Performance Standards reflect an expectation that all employees can perform their duties, as set forth in their position descriptions, at a "Successful" level.
- (o) **Rating Official** is the individual responsible for developing performance requirements together with the employee, providing feedback to the employee on their performance, evaluating the employee's performance, and preparing the employee's Performance Appraisal. The Rating Official is normally the employee's immediate supervisor. The authority to rate and to review an employee's performance is delegated by the Peace Corps Director.
- (p) **Reviewing Official** means the immediate supervisor of the Rating Official who reviews their work in the Performance Management Program, such as reviewing their Performance

Appraisals for employees. Again, the authority to rate and to review an employee's performance is delegated by the Peace Corps Director.

- (q) **SMART Goals** is a methodology for developing Performance Standards that are clear and understood in the same way by the employee and the Rating Official. SMART stands for “**Specific, Measurable, Achievable, Relevant, and Timely**” and is recommended by OHR as a tool for use by Rating Officials in creating Performance Standards to enhance performance management.
- (r) **Self-Assessments** may be written by employees to set forth, in their own words, their contributions and accomplishments with respect to each Performance Element included on their Performance Plan. Employees are not required to provide Self-Assessments.
- (s) **Summary Rating** is the appraisal of all Performance Elements and the assignment of an overall numeric/Performance Rating.
- (t) **Within-Grade Increase (WGI)** is a periodic increase in an employee’s rate of basic pay from one step within the grade of their position to the next step within that grade.

5.0 Roles and Responsibilities

5.1 The Director

The Director:

- (a) May exercise final management authority over all aspects of the agency’s Performance Management Program; and
- (b) May waive application of a Performance Management Program requirement upon good cause shown unless it is required by statute or regulation.

5.2 The Chief of Staff

The Chief of Staff:

- (a) Oversees the agency’s Performance Management Program, including holding delinquent Rating and Reviewing Officials accountable for untimely Performance Appraisal submissions upon notification by the Chief Human Capital Officer (CHCO);
- (b) In coordination with the Office of the General Counsel (OGC), has responsibility for ensuring compliance with the law;
- (c) Ensures performance reviews are performed properly and that the agency adheres to all rules, regulations, and internal policies and procedures governing the Performance Management Program; and
- (d) Tracks whether offices have fulfilled their responsibilities for ensuring appropriate training and guidance are provided to employees and Rating and Reviewing Officials.

5.3 The Chief Human Capital Officer (CHCO)

The CHCO administers the agency's Performance Management Program and provides oversight and guidance to domestic and overseas employees in accordance with established guidelines. In close coordination with the Office of Staff Learning and Development (OSLD), develops and delivers training for the implementation of the Performance Management Program. Periodically, the CHCO will evaluate the effectiveness of the agency's Performance Management Program. Specifically, the CHCO:

- (a) Formulates policies and procedures for administering the Performance Management Program and for making these known to employees, including informing the Chief of Staff of untimely submissions of Performance Appraisals by Rating and Reviewing Officials;
- (b) Coordinates the Performance Management Program with other personnel processes;
- (c) Establishes and monitors processes to ensure timely execution of the Performance Management Program;
- (d) Seeks to standardize Performance Plans across the agency with respect to the same job series and grade levels; and
- (e) Assists Rating Officials with employee performance improvement, including IDPs.

5.4 Employee and Labor Relations Division (ELR)

The Employee and Labor Relations Divisions (ELR) of OHR is responsible for:

- (a) In coordination with OSLD, conducting orientation sessions for new Rating and Reviewing Officials and employees;
- (b) Provides instructions for developing employee Performance Plans, which shall be provided to all employees;
- (c) Provides employees with a position description that sets forth their duties and responsibilities;
- (d) Ensuring that new Rating Officials review Performance Plans and establish new Performance Plans where required and encourage outgoing Reviewing and Rating Officials to complete Interim Performance Reviews or Performance Appraisals;
- (e) Assisting Rating Officials in preparing PIPs whenever an employee is performing at the "Not Successful" level with respect to any Performance Element;
- (f) In coordination with OSLD, conducting training sessions for agency personnel as needed;
- (f) Providing advice and counseling to agency personnel upon request;

- (g) Monitoring the process to ensure that Performance Plans, Mid-Year Reviews, and Performance Appraisals are completed for all employees;
- (h) Considering requests for extensions to establish and review Performance Plans, Mid-Year Reviews, and Performance Appraisals;
- (i) Evaluating implementation of the Performance Management Program periodically by meeting with Rating and Reviewing Officials and employees;
- (j) Encouraging employees to participate in the Performance Management Program throughout the Appraisal Period; and
- (k) Overseeing the rewarding of employees by Rating Officials for their performance through the agency's awards program (*see MS 662 Peace Corps Incentive Awards Program*).

5.5 Rating Officials

The Rating Official is responsible for:

- (a) Developing Performance Plans and conducting all performance reviews, including Interim Performance Reviews, in consultation with each employee and in accordance with this IPS 2-23 and its implementing procedures;
- (b) Ensuring that Performance Standards are written with the expectation that all employees can perform at the "Successful" level, aligned with agency goals, SMART, and have been clearly communicated to the employees;
- (c) Discussing the employee's performance on a regular basis. Timely and relevant Performance Feedback should be clearly communicated by the Rating Official throughout the Appraisal Period;
- (d) Informing Reviewing Officials on performance and progress of employees throughout the Appraisal Period;
- (e) Requesting Self-Assessments (e.g., list of accomplishments) from the employee, which may be provided by the employee within one month of the conclusion of the Appraisal Period;
- (f) Recognizing employees under the Peace Corp's awards program throughout the year;
- (g) Taking required and appropriate action to address "Not Successful" performance (*see* subsection 10.0 below);
- (h) Periodically reviewing the employee's position description to ensure that it accurately describes assigned duties and responsibilities;
- (i) Rendering assistance, when considered appropriate by the Rating Official, for improvement of employee performance; and

- (j) Submitting all Performance Management Program materials for inclusion in an employee's electronic official personnel folder (eOPF), where applicable.

5.6 Employees

All employees covered by this IPS shall:

- (a) Be familiar with and comply with all applicable policies and procedures;
- (b) Engage in discussions with their Rating and Reviewing Officials regarding their performance throughout the Appraisal Period;
- (c) Participate in formulating their Performance Plans;
- (d) Clearly communicate adjustments that may be needed to their Performance Plans to Rating and Reviewing Officials if their assigned duties and responsibilities change during the Appraisal Period;
- (e) Inform the Rating Official of any additional information which the Rating Official should consider to effectively and fully evaluate their performance;
- (f) At their discretion, provide a Self-Assessment to the Rating Official to be considered by the Rating Official when preparing the Performance Appraisal; and
- (g) Review and acknowledge receipt via signature or electronic signature of Performance Management Program materials prepared by the Rating Official within ten (10) days of receipt.

5.7 Reviewing Officials

Reviewing Officials shall:

- (a) Ensure that Performance Management Program policies and procedures are followed;
- (b) Ensure that Rating Officials carry out their Performance Management Program responsibilities, including the completion of Interim Performance Reviews, and are held accountable and evaluated accordingly;
- (c) Clearly communicate agency goals and objectives to Rating Officials for inclusion in Performance Plans;
- (d) Ensure that Performance Plans are established in accordance with established deadlines;
- (e) Ensure that development and training opportunities are considered to improve employee performance;
- (f) Ensure that the Rating Officials adequately monitor performance throughout the employees' Appraisal Periods and provides employees with Performance Feedback;

- (g) Ensure that Rating Officials take appropriate and timely action to address employee performance;
- (h) Review Performance Management Program materials prepared by the Rating Official for thoroughness, objectivity, and compliance with instructions;
- (i) Give final approval of all Performance Plans, Mid-Year Reviews, and Performance Appraisals, including whenever an employee and Rating Official disagree on providing such approval; and
- (j) Provide recommendations for employee or group recognition and appropriate awards.

6.0 Designation of Rating and Reviewing Officials

- (a) At the beginning of the Appraisal Period, or when a Rating or Reviewing Official leaves, the Rating and Reviewing Officials must be designated and the employees so informed within a reasonable amount of time thereafter.
- (b) The Rating Official will be the rated employee's supervisor, and the Reviewing Official will be the Rating Official's supervisor, unless otherwise determined by OHR.
- (c) The Reviewing Official becomes both the Rating Official and the Reviewing Official whenever the Rating Official position is vacant, except as otherwise determined by OHR. If unusual circumstances or questions arise, e.g., both Rating and Reviewing Official positions are vacant, the CHCO shall decide who will perform the Rating and Reviewing Officials' responsibilities. The circumstances will be documented on the Performance Plan, Mid-Year Review, or Performance Appraisal, with the Rating and Reviewing Official clearly identified, and the employee will be so informed.
- (d) A person must occupy a supervisory position to be designated as a Rating or Reviewing Official. Team leaders and experts do not meet the supervisory criteria and may not perform a rating or reviewing function. Team leaders and experts may provide performance information to Rating Officials, but only Rating Officials may prepare and assign a performance rating.

7.0 Performance Plans

7.1 Establishment of Performance Plans

- (a) New employees must have a Performance Plan established within 45 days of employment by the agency.
- (b) Employees who move to a new position within the agency must have a Performance Plan established within 45 days of the commencement of their new assignment.

- (c) An employee's Performance Plan must be re-established within 45 days of a new Rating Official having been assigned to that employee if the new Rating Official wishes to change the Performance Plan.

If there is a change in the Rating Official, the new Rating Official may elect either to retain the Performance Plan with no changes in work commitments or to establish a new Performance Plan with new work commitments after consultation with the employee. If a new Performance Plan is established, then the Rating Official must engage in prior consultation with the employee and obtain approval from the Reviewing Official.

When there is a change in an employee's Rating Official, fewer than 120 days remain in the employee's Appraisal Period, and the employee has received an Interim Performance Review, the new Performance Plan will add the remaining time to the next Appraisal Period. For example, if the Interim Performance Review were to cover the period ending October 15, the new Appraisal Period would run from October 16 through December 31 of the following year.

- (d) Employees joining the agency after September 3 of any year shall have their Appraisal Period extended from the date of their appointment until the end of the following year.

7.2 Contents of Performance Plans

- (a) Each employee is required to be covered by a Performance Plan based on work assignments and responsibilities outlined in their position description. The Performance Plan establishes expected performance for accomplishing organizational goals.
- (b) The Performance Plan must include no fewer than three and not more than five Performance Elements against which employees shall be rated.
- (c) Standard Performance Elements may be developed by Peace Corps leadership to focus either all or parts of the organization on specific behaviors or results. Examples of standard Performance Elements may be supervisory Performance Elements or customer service Performance Elements. These Performance Elements may be incorporated into employees' Performance Plans as one of their Performance Elements.
- (d) All employee Performance Plans should include, for each Performance Element, Performance Standards that are written to be as SMART as possible.

7.2.1 Changes to the Performance Plan During the Appraisal Period

When employee assignments change during the Appraisal Period, and those changes significantly impact the work expectations for an employee, their Performance Elements and/or Performance Standards must be revised. An employee must have performed under the changed parts of their Performance Plan for at least 120 days to be rated within that Appraisal Period.

8.0 Monitoring Performance

Employees are evaluated and retained on the basis of their performance. “Not Successful” performance must be addressed by the agency, and employees who do not improve their performance to meet required standards will be demoted or separated from the agency. At any time during the Appraisal Period when an employee's performance is found to be less than “Successful,” the Rating Official shall take steps designed to remedy the situation. Appropriate action may include counseling, formal or informal training, or putting into place a PIP.

8.1 The Mid-Year Review

- (a) There shall be at least one performance review of the employee during the Appraisal Period – the Mid-Year Review. The Mid-Year Review should occur during a 60-day period beginning 30 days prior and ending 30 days after the mid-point of the Appraisal Period.
- (b) Rating Officials shall use the agency-approved Performance Management Program form for the Mid-Year Review. Written comments are not required to be included on the form; however, the agency strongly recommends that Rating Officials who provide verbal comments to the employee also summarize those comments in writing directly on the form. Employees who are performing below the “Successful” level, with respect to any Performance Element, shall receive written comments.
- (c) The performance discussion between the Rating Official and employee should cover the following topics, as appropriate: employee Performance Elements, employee progress and results toward accomplishing the Performance Elements, any changes to be made to the Performance Plan, employee strengths and weaknesses, performance deficiencies and recommendations on how to improve performance, developmental assignments and training opportunities, the status of a pending Career Ladder Promotion (*see MS 620 Direct Hire Merit Selection and Promotion*) and/or WGI, and Rating Official and employee expectations for the next Appraisal Period.
- (d) Rating and Reviewing Officials must sign the Mid-Year Review form to confirm that it has been completed with the employee. The employee should also sign to confirm that the Mid-Year Review has been conducted. If the employee refuses or fails to sign the Mid-Year Review form upon completion of their Mid-Year Review, a copy of the form, signed by the Rating and Reviewing Officials, will be provided to the employee and OHR.

9.0 Appraising Employee Performance

The employee's Performance Appraisal will reflect the Rating Official's assessment for each Performance Element, utilizing the Performance Ratings, and culminate in a Summary Rating.

- (a) Each Performance Element will be assessed as either “Outstanding,” “Exceeds Expectations,” “Successful,” “Minimally Successful,” and “Not Successful.”
- (b) The guidelines used to determine the Summary Rating are as follows:

- (1) **Performance Element Ratings:** Each Performance Element Rating is assigned a point value in accordance with Table I below.

Table I	
Performance Element Ratings	Points Assigned
Level 5: Outstanding	5.00
Level 4: Exceeds Expectations	4.00
Level 3: Successful	3.00
Level 2: Minimally Successful	2.00
Level 1: Not Successful	1.00

- (i) **Performance Element Comments:** Written comments shall be provided by the Rating Official with respect to each element rated in the Performance Appraisal as above or below “Successful.”
- (2) **Summary Rating:** Summary Ratings are determined based on a review of all the Performance Element ratings.

- (i) After assigning Performance Ratings and points to each Performance Element, the sum total of the points will be divided by the number of Performance Elements in the employee’s Performance Plan to arrive at an average (up to two decimal places).
- (ii) This average will be converted to a Summary Rating using the point values in Table II below.

Table II	
Summary Ratings	Points
Level 5: Outstanding	4.00 to 5.00
Level 4: Exceed Expectations	3.26 to 3.99
Level 3: Successful	3.00 to 3.25
Level 2: Minimally Successful	2.00 to 2.99
Level 1: Not Successful	1.00 to 1.99

- (iii) A Summary Rating higher than “Successful” shall not be assigned to an employee who receives a “Minimally Successful” rating on any Performance Element.
- A Summary Rating of “Not Successful” must be assigned to any employee who is rated “Not Successful” on any Performance Element.
- (iv) A Performance Element rating of “Not Rated” will not affect the average score used to determine the Summary Rating.
- (v) **Narrative Summary Ratings:** Rating Officials must provide a written narrative Summary Rating. The written narrative Summary Rating shall be

included on the Performance Appraisal and contain examples of the employee's performance, which support the Summary Rating of performance assigned to the employee.

10.0 Addressing Not Successful Performance

A Rating Official, who decides that a rating of "Not Successful" is appropriate for any Performance Element on a Performance Appraisal, shall place the employee on a PIP and defer the Performance Appraisal for at least 60 days. *See IPS 2-23 Procedures.*

11.0 Performance Management During Probationary Period

- (a) New employees serve a probationary period.
- (b) During the probationary period, the Rating Official is encouraged to work with the probationary employee, discussing work, identifying performance problems, and offering guidance.
- (c) At any time during the probationary period, the Rating Official may determine, in consultation with ELR, that separation of the employee is appropriate.

12.0 Incentives and Recognition (Awards)

Performance Appraisals, including their comments, narratives, and ratings, may be considered when recognizing or rewarding accomplishments.

- (a) Only an employee who receives a Summary Rating of "Outstanding" is eligible for a MSI.
- (b) Performance awards and other forms of recognition for performance are determined by MS 662 *Peace Corps Incentive Awards Program*.

13.0 Effective Date

The effective date of this IPS is the date of issuance.