



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE

MEMORANDUM FOR MAJCOM-FOA-DRU/A1/A1Ks

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USSTRATCOM/J1
USTRANSCOM/J1

AUG 20 2018

FROM: HQ AF/A1C
1040 Air Force Pentagon
Washington, DC 20330

SUBJECT: Defense Performance Management and Appraisal Program Supervisory Critical Elements

1. The underlying principle of the Defense Performance Management and Appraisal Program (DPMAP) is the institutionalization of a high performance culture through greater employee/supervisor communication and accountability. This emphasis on employee performance drives a requirement for accountability at all levels within the Air Force – from senior leaders to managers and supervisors to employees. Under DPMAP, civilian managers and supervisors are evaluated on how well they perform their supervisory responsibilities. In addition to civilian performance management, there are a number of other responsibilities, such as personal accountability for compliance with DoD Occupational Safety and Health Program guidance and regulations and ensuring that Equal Employment Opportunity principles are adhered to throughout the organization.
2. DoDI1400.25V431_AFI36-1002, *Performance Management and Appraisal Program Administration in the Air Force*, requires the inclusion of supervisory performance elements in performance plans. The attached critical performance elements and standards have been developed for inclusion in all supervisory performance plans to ensure all requirements are properly addressed. These elements and standards are guides. If there are situations where specific portions of the elements or standards do not apply to an individual supervisor, that portion should not be factored into the supervisor's assessment and rating.
3. These critical elements and standards are mandatory for inclusion in all supervisory performance plans beginning with the next appraisal cycle effective 1 April 2019. If a performance plan is currently not approved, the standard supervisory performance elements will be used for the current cycle effective 1 April 2018.
4. Questions may be directed to usaf.pentagon.af-a1.mbx.AF-A1CM-Workflow@mail.mil, or contact the AF/A1C POC, Ms. Keisha E. Barlow at (703) 614-6501.

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DPMAP Supervisory Critical Elements

Element 1 – Workforce Management

Effectively exercises supervisory personnel management responsibilities by practicing/complying with applicable Federal Regulations, Occupational Health and Safety rules/practices; security requirements; fiscal/resource constraints; change management principles; and Air Force recruitment and hiring policies. Applies EEO concepts and requirements to all personnel management actions and decisions, and ensures all personnel are treated in a manner free from harassment, discrimination, and retaliation. Hears and resolves employee complaints or elevates as appropriate, in accordance with Air Force policy. Identifies current and future position requirements, ensures recruitment is appropriately focused to attract and retain a high-caliber workforce and acts in a timely manner on all steps in the recruitment and hiring process. Periodically reviews core personnel documents to ensure accuracy and the most effective utilization of personnel resources.

- A. Personnel management actions are typically prompt, accurate, and well considered in terms of mission, EEO objectives, Merit Systems Principles, and Prohibited Personnel Practices.
- B. Consistently observes and complies with health, safety, and security directives.
- C. Takes appropriate and timely action to resolve/elevate complaints and provide a work environment free from coercion, discrimination, and retaliation/reprisal.

Element 2 – Performance Management and Employee Development

Efficiently administers performance management program responsibilities, ensuring employee performance plans, progress reviews, and appraisals are accomplished in compliance with AF guidance and timeframes. Clearly communicates performance expectations throughout rating cycle, ensures employees are held accountable, makes meaningful distinctions in performance, and appropriately recognizes employee achievements. Fosters employee engagement and a results-oriented performance culture, resulting in successful accomplishment of work. Workplace, conduct and performance issues are promptly addressed. Identifies employee developmental needs and provides/arranges for training (formal and on-the-job) to maintain and improve job performance. Encourages self-development.

- A. Performance Plans are initiated/revised at beginning of rating cycle with timely approvals by HLRs, normally accomplished within 30 days from beginning of rating cycle.
- B. Progress review(s) are accomplished in a timely manner; a minimum of one progress review is conducted, normally at the mid-point of the rating cycle.
- C. Annual appraisals are accomplished IAW established organizational timelines, using consistent/equitable rating techniques.
- D. Technical/administrative guidance provided to subordinates is usually timely, substantive, and generally promotes development of individual skills/abilities.
- E. Declining/unacceptable performance is addressed and achievements recognized in timely manner IAW established procedures.