



DEPARTMENT OF VETERANS AFFAIRS
Veterans Benefits Administration
Washington, D.C. 20420

November 16, 2017

OFO Letter 20F-18-01

Director (00)
Districts

SUBJ: FY18 Performance Management

Performance Review Requirements

VBA managers should approach performance reviews and decisions with **Compassion, Consistency, and Common Sense** (the 3 Cs).

Monthly performance feedback is mandatory for all critical and non-critical elements and all positions in all business lines. Employees are expected to meet their performance targets every cycle (e.g. pay period, monthly, etc.) in accordance with the performance standard.

Monthly feedback will be provided to employees on a 2 pay period (or monthly) cycle at minimum. If unsuccessful on any critical element, employees may be granted **up to 4** pay periods (2 months) to correct any performance deficiency.

Process if Employee is Successful on all Critical Elements

Continue regular performance monitoring. Document monthly feedback sessions indicating employee's success and communicating employee strengths and weaknesses.

Process if Employee is Not Successful on one or more Critical Elements

Employees are expected to meet their performance targets every cycle (e.g. pay period, monthly) in accordance with the performance standard. For employees who are not successful in any critical element(s) during monthly feedback:


- a. Provide **up to 4** pay periods (2 months) to correct performance deficiencies.
- b. Re-assess after each cycle (pay period or monthly, depending on when data is available):
 - If meeting target, continue regular monitoring and documenting.
 - If not meeting target but showing substantive improvement toward meeting the target, continue deficiency monitoring.

- If not meeting target and not showing substantive improvement toward meeting the target, propose appropriate personnel action. **NOTE:** All proposed actions under Accountability Act 714 must be reviewed by HR and Regional/General Counsel **prior to issuing to employees in question.** Accountability Act 714 does not require a final unacceptable rating of record in order to propose personnel action.

Employees are entitled to only one opportunity to correct a performance deficiency each appraisal year.

Process if Employee is Not Successful on one or more Non-Critical Elements

Supervisors should abide by Public Law 115-41 and consult Regional Counsel regarding repeated failure of non-critical elements.



/s/
Willie C. Clark, Sr.
Deputy Under Secretary
for Field Operations