

DOUG A. TULINO
VICE PRESIDENT, LABOR RELATIONS



November 2, 2009

MANAGER, HUMAN RESOURCES (AREA)

SUBJECT: Pay-for-Performance

During our ongoing discussions with the National Association of Postal Supervisors (NAPS), the issue regarding improper application of the Pay for Performance (PFP) process was brought to our attention. I wanted to take this opportunity to reiterate the attached August 20, 2009, memo from the Vice President, Employee Resources Management regarding the application of our PFP program as it relates to the ratings process. The memo states that core ratings, once established, must reflect what the employee achieved and should not be arbitrarily changed.

Evaluators review employees' contributions and conduct performance reviews during which employees receive feedback. Evaluators are to rate the employee based on their personal contribution toward attaining the agreed upon target. Each year there are a small number of situations where an employee's end of year rating is modified at the second level of review. Postal Headquarters staff has conducted a review of several such cases from fiscal year 2008 provided by NAPS. I am requesting your assistance in ensuring these final ratings were consistent with our stated policy.

Disputes regarding modification of a core rating should be resolved at the local level through the eRecourse process. NAPS will submit to Headquarters Labor Relations Policy Administration some examples of modified employee ratings that have already been processed at the district and area levels. These will be forwarded to the appropriate Areas for distribution to the respective districts. It is our expectation that these individual cases will be re-examined to ensure they comply with existing policy. The immediate evaluator is the best source for determining performance. When an employee achieves the targets set for their core requirements, the resultant rating should stand and not be arbitrarily changed.



Doug A. Tulino

Attachment

DEBORAH GIANNONI JACKSON
VICE PRESIDENT
EMPLOYEE RESOURCE MANAGEMENT



August 20, 2009

VICE PRESIDENTS, AREA OPERATIONS

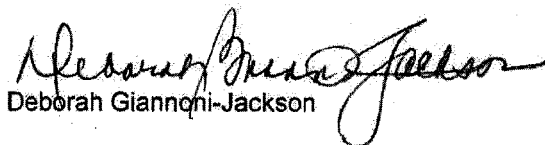
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As we approach the end of the fiscal year, I want to review the application of our Pay-for-Performance (PFP) program especially as it relates to the rating process.

PFP gives us an opportunity to recognize distinctions in performance and was designed to reward individual successes. If goals are set properly and evaluations conducted accurately, employees take a more active role in their own performance improvement which influences organizational performance.

The final PFP rating is based on the composite National Performance Assessment score and individual core requirements which are established through an interactive process. This interactive process provides a mechanism for employees to identify personal contributions and outcomes that were agreed upon. Once established, core ratings must reflect what the employee achieved and should not be arbitrarily changed.

Please communicate this information to all levels of leadership in your area of responsibility. Thank you for your attention to this matter.


Deborah Giannoni-Jackson