

Creating Effective IPPs and CTMAs

It's that time of year again: time for supervisors to review their employee's Individual Performance Plans (IPP's) and update them as necessary. Keep in mind that, per Article 26, a written performance plan provides the employee with clear expectations /goals based on position requirements and a method for the supervisor / manager to rate his/her progress objectively. The plan consists of a set of rating elements and performance standards used to evaluate such elements. Performance plans must be current and derived from the duties and responsibilities of the position and be attainable.

In anticipation of the new plans being written and signed, we want to pass along some tips to assist in formulating and improving these plans. Having reviewed a large sampling of the Agency's IPPs, here are our top tips for improving IPPs and a few sample CTMAs:

Top Tips to Improve IPPs:

The Labor & Employee Relations Team reviewed several hundred IPPs over the year, and have identified those aspects of this process that are most problematic for supervisors. The tips below will assist you in determining whether or not the CTMAs that you create are effective.

1. "Measurable" is the operative concept here.
 - 1.1 This means that if there is not a way to gauge the success of a particular CTMA, then it is not an appropriate objective. Article 26, Section 2B of the Collective Bargaining Agreement (CBA) requires performance plans to be "current and derived from the duties and responsibilities of the position and be attainable".
 - 1.2 Remember, everything is measurable to a certain extent.
 - 1.3 Be sure that one facet of the measurement has a time element. Frequently, time is an element missing from the CTMA, and it is often the most simple to articulate and measure, though it should also be relevant, and not arbitrary.
2. "Cause and Effect" is often a helpful way of framing a CTMA.
 - 2.1 Each CTMA should answer the question, "When I accomplish this objective (the cause) what will the effect be?" If the CTMA answers this question, then the CTMA most likely articulates clearly the alignment with the mission.
3. There are certain words, phrases and quantities to avoid in composing CTMAs. These include *100%*, *Each*, *Every*, *All*, *0* or *None* (as in mistakes, rewrites, etc.). These words may force the employee and supervisor into a corner when it comes to final evaluations.

-- OR --

The expected results at the Fully Successful level are __, __, and __.

-- OR --

In support of the organization goal to __, the expected CTMA is __.

SAMPLE CTMAs:

Management Assistant, GS-0344

CTMA - Gathers and compiles a variety of information into reports to assist management in decision-making process.

Fully Successful: Reports are completed by the suspense date set by the requestor and results are accurate and complete in 90 to 95% of cases

Outstanding: Meets fully successful requirements and exceeds them more than 95% of the time.

QA Specialist, GS-1910

CTMA - Demonstrate a reduction in non-compliant hardware by 5% in CY 07.

Fully Successful: Monitor Contractor/Supplier Quality Processes to ensure discrepant hardware is addressed with effective corrective action as to root cause, resulting in reduction of non-conforming hardware by 5% during CY 07.

Outstanding: Reduction of non-compliant hardware by more than 8% during CY 07.

CTMA - Customer Outcome: A record of Review of Contact/Customer Requirements. Reviews should include the contract, statement of work, technical item description/data package, system requirements, schedule, cost controls, contract exhibits, along with any other customer guidance or direction (e.g., QALIs, MOAs, delegations), to gain a clear understanding of customer needs/expectations.

Fully Successful: Employee reviews the contract within 10 workdays of receipt 80-90% of the time. Documentation of the review is complete, accurate, and clear and requires no additional supporting data or rework.

Outstanding: Employee reviews the contract within 10 workdays of receipt greater than 90% of the time. Documentation of the review is complete, accurate, and clear and requires no additional supporting data or rework.

Contract Administrator GS-1102

CTMA - Close out of contracts assigned in a timely manner.

Fully Successful: Timely contract closeout which will result in the de-obligation and possible re-use of remaining funds. 90% of contracts are closed on time within FAR requirements (6 months for FFP, 20 months for Time and Material, and 36 months for Cost contracts)(Source document: DD Form 1594 and CAR)

Outstanding: More than 95% of cost contracts closed out on time within FAR requirements.

CTMA - Forward Pricing Rate Agreement (Recommendation) for Corporate Allocations.

Fully Successful: Upon submission of a Forward Pricing Rate Proposal (or a revision to a prior proposal) the CACO shall perform a cursory review within 15 days of receipt of the contractor's submission coordinate with DCAA regarding their evaluation (and other technical specialists are deemed necessary) and advise the contractor of the target completion date(s) for the requested evaluation(s).

Within 30 days of the receipt of the requested evaluation(s), the CACO shall evaluate DCAA's (and others, as requested) findings/recommendations and establish a negotiation target position.

Within 60 days of the receipt of the requested evaluation(s), the CACO shall issue a Forward Pricing Rate (Corporate Allocations) Agreement or, failing to reach a negotiated settlement, a Forward Pricing Rate Recommendation.

Outstanding: Upon submission of a Forward Pricing Rate Proposal (or a revision to a prior proposal) the CACO shall perform a cursory review; within 10 days of receipt of the contractor's submission coordinate with DCAA regarding their evaluation (and other technical specialists as deemed necessary); and advise the contractor of the target completion date(s) for the requested evaluation(s).

Within 20 days of the receipt of the requested evaluation(s), the CACO shall evaluate DCAA's (and others, as requested) findings/recommendations and establish a negotiation target position.

Within 45 days of the receipt of the requested evaluation(s), the CACO shall issue a Forward Pricing Rate (Corporate Allocations) Agreement or, failing to reach a negotiated settlement, a Forward Pricing Rate Recommendation.

Industrial Specialist - GS-1150

CTMA - Program Integrator (PI)/Support Program Integrator (SPI) Responsibilities. The Industrial Specialist performing in the capacity of a Program Integrator or Support

Program Integrator shall develop performance based memoranda of agreement (MOA), and provide Program Status Reports to the customer as per the MOA. These reports shall be timely, predictive, and accurate. The PI / SPI will be the focal point to the customer for all program related issues.

Fully Successful: The Industrial Specialist performing in the capacity of a Program Integrator or Support Program Integrator for his/her programs; shall compile, analyze, and report status by the 10th calendar day of each month; 85%-95% of the time.

Outstanding: The Industrial Specialist performing in the capacity of a Program Integrator or Support Program Integrator for his programs; shall compile, analyze and report status by the 10th calendar day of each month; >95% of the time.

General Engineer, GS-0801-13

CTMA - Performance Based Payment (PBP) review to assure the contractor meets the performance standards and delivery requirements.

Fully Successful: Within 2 days after submittal of the PBP, review the technical accomplishment of the milestone event and provide accurate and timely approval or feedback of open issues to all interested parties 80% of the time. (Source: PBP Schedule/Log and PBP Summary maintained by employee).

Outstanding: In addition to meeting the fully successful criteria, use predictive analysis to identify possible problems with upcoming, not yet submitted, PBP events for subsystems/systems under surveillance. Inform appropriate team members as to the nature of the problem and possible solutions, and show email evidence that the surveillance directly resulted in positive contractor improvement to the schedule status of multiple PBP events. (Sources: Team member's PBP email archive folder maintained on employee's computer).

NOTE: If you require assistance in creating CTMAs, contact your servicing LER Specialist, or send a message to the [Labor Employee Relastions Inbox@dcma.mil](mailto:Labor_Employee_Relastions_Inbox@dcma.mil) to request assistance.