

**Forest Service Manual  
National Headquarters - Washington Office  
Washington, DC**

**Forest Service Manual 6100 – Personnel Management  
Chapter 6140 - Performance, Training, Awards**

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**Approved by:** Robert Velasco II, Acting Deputy Chief, Business Operations

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**Responsible Staff:**

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**Superseded Document(s):** 6140 Contents, Amendment 6100-96-1, May 17, 1996; 6140, Amendment 6100-96-2, May 17, 1996

**Digest:** Following is an explanation of the changes throughout the directive by section.

**6141.03:** Updates section by removing obsolete language and sets forth with current direction.

**6141.1:** Updates Supervisor and Line Officer responsibilities to reflect employee development requirements.

**6141.22:** Updates section by removing responsibilities for the Director, Washington Office, and replacing the term “midyear appraisal”.

**6143:** Removes “Employee Assistance Program” section from FSM 6140 and recodes to FSM 6760, Employee Health and Work Life Programs.

**6145:** Removes “Wellness” section from FSM 6140 and recodes to FSM 6700, chapter 6760, Employee Health and Work Life Programs.

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## **6141 - Employee Development**

### **6141.03 - Policy**

1. Employee Development Interview. A Supervisor shall conduct an employee development interview with each subordinate employee, generally at performance appraisal time.
2. Career Planning and Counseling Policy. Forest Service Managers and Supervisors shall counsel their employees about their careers and shall hold counseling conferences annually to assist employees in attaining their career goals. Each employee is responsible for the planning and decisions necessary to achieve career goals. Human Resources Management will work with Agency points of contact to provide consultative services to develop Strategic Workforce Plans, identify workforce competency gaps and strategies for gap closure along with Supervisor and leadership development opportunities.
3. Selection for training. Selections for training must be made without regard to non-merit factors and pursuant to Merit System Principles and with proper regard for employees' privacy and constitutional rights as set forth in 5 U.S.C. 2301(b)(2).
4. Employee-Development Folder. The work Supervisor must maintain an employee-development folder as a working tool for each continuing appointment employee.

### **6141.04 - Responsibility**

Regional Foresters, Station Directors, IITF Director, Deputy Chiefs, and the Washington Office Directors, are responsible for providing a managerial development program for Managers below the Senior Executive Service (SES) level.

#### **6141.1 - Employee Development Requirements**

1. Line Officers and Supervisors shall identify training and development needs and disseminate information on training opportunities to meet those needs, and assure that employees receive training to meet the identified needs.
2. Each year Supervisors shall work with individual employees to develop an Individual Development Plan (IDP) for all non-bargaining unit employees, Presidential Management Fellows, Senior Executive Service Candidate Development Program participants, and any employee who requests an IDP. Check applicable labor agreement for bargaining unit employee IDP requirements.
3. Supervisors shall ensure employee training is recorded in the Agency's Learning Management System (LMS), the training system of record.
4. Line Officers shall ensure that new employees attend new employee orientation programs sponsored locally or through the National New Employee Orientation program.

5. Agency official, Managers, and Supervisors shall provide required training on Civil Rights Programs, requirements and the strategic civil rights goals of USDA.
6. Line Officers shall ensure that Supervisors complete New Supervisor training within their first year as a Supervisor. Failure to complete the training within the first year as a Supervisor may result in administrative action or assignment to a non-supervisory position. New Supervisor training must include content approved by the Training and Employee Development Branch in order to meet the competencies defined by USDA and the Office of Personnel Management.
7. All permanent Supervisors, Managers, and executives who have been in a supervisory position for one year or more shall complete the Agency approved annual Experienced Supervisor Training program. Completion of the annual experienced supervisor training and development requirements will be certified by the Supervisor's Manager as part of the annual performance review process.

#### **6141.2 - Executive and Management Development**

Executive and management development is an organized and planned process and program of training used to gain and apply knowledge and skills needed to manage workers and the work of the organization effectively:

1. To provide an adequate supply of highly qualified candidates to fill vacancies in management and executive positions.
2. To provide continuing development for incumbent managers and executives so that they are able to fulfill their responsibilities to their full potential.
3. To meet affirmative action goals.
4. To provide employees with an opportunity to assess their managerial potential and prepare development plans accordingly.

#### **6142 - Performance Appraisal**

##### **6142.02 - Objective**

The performance appraisal process is intended as a management tool to communicate Forest Service goals and direction, to identify the employee's accountability for the accomplishment of organization goals, to evaluate and improve individual accomplishments, and to serve as a basis for other personnel actions.

See FSH 6109.13, chapter 10 for instructions on Forest Service performance appraisal procedures.

#### **6142.04 - Responsibility**

1. Regional Foresters, Station Directors, Institute Director, and Deputy Chiefs are responsible for administering the performance appraisal system within their jurisdiction.
2. Each First Line Supervisor is responsible for establishing written performance elements and standards for employees; conducting a quarterly progress review; consulting with each employee on the employee's performance; and conducting and documenting a final performance appraisal.

#### **6144 - Incentive Awards**

See FSH 6109.13, chapter 30, for instructions concerning how to process awards.

#### **6144.02 - Policy**

1. Use incentive awards as an integral part of supervision and management.
2. For cash awards, use the tangible and intangible award scales in FSH 6109.13, ch. 30, as a guideline as long as the total amount does not exceed that allowed under delegated authority.
3. Do not grant cash awards for performance exceeding job requirements at the time of an employee's retirement, except for a one-time, nonrecurring, special-act award.
4. A sustained superior performance award may be granted only once in any 52-week period and an employee may not be given both a sustained superior performance award and a quality step increase in any 52-week period.
5. For awards under the Performance Management and Recognition System (PMRS), the Forest Service uses the USDA optional awards system (FSH 6109.41), DPM chapter 540, and subchapter 2, Appendix A.

#### **6144.04 - Responsibility**

1. Approving officials are responsible for ensuring that the Forest Service would suffer no embarrassment as a result of an award, such as would occur if an employee were undergoing disciplinary action or under investigation for misconduct at the time of the award.
2. The personnel office will provide for confidentiality of award nominations during processing.
3. Personnel Officers at all levels are responsible for reviewing awards proposals processed under the delegations in exhibit 01 to FSM 6104.1, and for ensuring that awards submissions meet legal regulatory requirements before they are given final approval.