

each stage of the process. For example, it includes a description of the employees' and supervisors' main responsibilities in the performance management process.

- *How is performance management related to other initiatives?* The communication plan should include information on the relationship between performance management and other initiatives and systems, such as training, promotion, and succession planning.

Figure 7-1 summarizes the questions that should be answered in a state-of-the-science performance management communication plan. As an example, consider the performance management system for the position of Senior Executive Service (SES), which is a position in U.S. federal agencies such as the Department of Justice, Department of Interior, Department of Energy, and Department of Commerce.³ SES members serve in key leadership positions directly below the top presidential



FIGURE 7-1

Performance Management Communication Plan: Basic Components