UNITED STATES MARINE CORPS
COMMANDING GENERAL
MARINE AIR GROUND TASK FORCE TRAINING COMMAND
MARINE CORPS AIR GROUND COMBAT CENTER
BOX 788100
TWENTYNINE PALMS, CALIFORNIA 92278-8100

CCO 12430.6A
46-101
27 Oct 00

COMBAT CENTER ORDER 12430.6A w/ch 1

From: Commanding General
To: Distribution List

Subj: PERFORMANCE APPRAISAL PROGRAM FOR THE BACHELOR HOUSING OFFICE/BILLETING FUND

Ref: (a) MCO P 12000.11A

Encl: (1) Nonappropriated Fund Performance Appraisal Guidelines
(2) Nonappropriated Fund Performance Plan
(3) Marine Corps Nonappropriated Fund Performance Appraisal

1. Purpose. To provide information and guidelines concerning the Performance Appraisal Program for Nonappropriated Fund (NAF) employees for the Bachelor Housing Office/Billeting Fund in compliance with the reference.

2. Cancellation. CCO 12430.6.

3. Action. The Bachelor Housing Manager/Billeting Fund Custodian will comply with this Order and ensure that personnel are informed of the Performance Appraisal Program.

4. Summary of Revisions. This Order has been reformatted and includes organizational changes and the shifting of responsibilities between the Morale Welfare and Recreation Directorate and the Marine Corps Community Services Directorate.

5. Information

a. The Billeting Fund is a separate NAF entity that is not part of the Marine Corps Community Services Directorate. The Bachelor Housing Manager/NAF Custodian is responsible to the Director, Installations and Logistics (I&L) Directorate for the administration and operational control of facilities assigned to the Bachelor Housing Office. The Director, I&L Directorate directs and supervises the Bachelor Housing Office through the Head, Housing Division.

b. Guidelines for the Performance Appraisal Program are contained in enclosure (1).

c. Enclosure (2) will be utilized for NAF pay banded personnel classified as exempt employees. Under pay banding, exempt personnel are normally employed in executive, management, and administrative professional positions.

d. Enclosure (3) will be utilized for NAF pay banded nonexempt personnel. Nonexempt personnel are normally non-management or executive positions and usually perform administrative duties.

e. Enclosure (3) will also be used for crafts and trade positions which are not under pay banding. Crafts and trade positions are those positions covered by Public Law 93-392 and for the purpose of this Order are laborers, caretakers, housekeepers and personnel who maintain yards and grounds.

f. Applicability. This Order is only applicable to individuals employed at the Bachelor Housing Office/Billeting Fund and paid from nonappropriated funds.

6. Reserve Applicability. This Order is not applicable to the Marine Corps Reserve.

F. M. STEWART
Chief of Staff

DISTRIBUTION: A-2 less 14

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CCO 12430.6A Ch 1
46-101
30 Sep 02

COMBAT CENTER ORDER 12430.6A Ch 1

From: Commanding General
To: Distribution List

Subj: PERFORMANCE APPRAISAL PROGRAM FOR THE BACHELOR HOUSING OFFICE/BILLETING FUND

1. Purpose. To direct pen change to the Combat Center Order 12430.6A.

2. Action

a. Change reference (a) MCO P5300.9C to MCO P12000.11A.

b. In enlosure (1) paragraph 1.e, change the word or to of after training.

3. Certification. Reviewed and approved this date.

4. Filing Instructions. File immediately behind the signature page of the basic Order.

J. D. NICHOLS
Chief of Staff

DISTRIBUTION: A-1

Nonappropriated Fund Performance Appraisal Guidelines

1. Policy. Each regular NAF employee will have their performance appraised at least annually. The final appraisal may be used as the basis for:

a. Determining suitability of a probationary employee for continued employment.

b. Determining adjustments to an employee's basic pay.

c. Taking business-based actions, disciplinary actions and other personnel actions such as: promotions, reassignments, demotions, details, or terminations.

d. Recognizing and rewarding quality performance and determining eligibility for various other monetary awards that are directly related to the performance of an individual's assigned duties.

e. Establishing training of employees for the improvement and accomplishment of their duties and responsibilities.

f. Improving individual and organizational effectiveness in the accomplishment of the Bachelor Housing Office/Billeting Fund mission.

g. Enhancing employee motivation and encouraging excellence in job performance which will improve individual and organizational accomplishments.

h. Establishing a new performance plan, goals and objectives.

i. Withholding increases or reducing pay for employees with unsatisfactory or unacceptable performance.

2. Responsibilities. The Bachelor Housing Manager/NAF Custodian is responsible for the administration of the performance appraisal process, and at a minimum, will:

a. Provide appropriate training of employees to promote a thorough understanding of the Performance Appraisal Program.

b. Provide appropriate training to supervisor personnel to improve accuracy, objectivity and fairness in the evaluation of subordinates performance.

c. Establish funding level requirements to regulate the costs of performance awards.

3. Definition

a. Rating of Record. A rating of record is the overall rating for an exempt employee: "Highly Competent," "Competent" or "Unacceptable" based on element ratings included in an individual's performance plan.

b. Element Rating. A factor rating is the rating assigned to each objective of an exempt employee's work plan (met, not met or exceeded).

c. Final Rating of Record. The final rating of record is the final approval supervisor and reviewer assessment of how well the employee performed during the rating period.

d. Progress Review. The progress or mid-year review is the assessment by the immediate supervisor of the employee's performance to date. For exempt employees, this review may be used to modify the original performance plan. The primary purpose of the mid-year review is for discussion between the supervisor and the employee on how well the employee is meeting objectives and the supervisor's expectations. It also allows for input from the employee for recommended changes to the performance plan. This review shall be completed approximately halfway through the performance appraisal period.

e. Local Objective. Local objectives reflect specific activities or tasks an exempt or nonexempt employee is expected to accomplish during the appraisal year. Local objectives will be related to requirements and goals of the organization. They are of such importance that not meeting an objective or completing a task could result in an unacceptable performance rating.

f. Performance Appraisal Period. The performance appraisal period is the period of time during which an employee's performance will be reviewed and a final rating completed.

g. Performance Award. A performance award is a cash award based on the employee's annual performance rating. Such as award is only authorized once a year; normally, shortly after the performance plan's final appraisal.

h. Performance Plan. The performance plan consists of standard elements and local objectives expected to be accomplished by employees during the appraisal period.

4. Performance/Work Plan Development. Regular personnel will be evaluated at least annually. Performance work plans, to include goals and objectives, must be developed annually at the beginning of the rating period or whenever an employee enters a new position. Temporary promotions or details to positions for 120 days or more will require a new performance work plan.

5. Performance Appraisal Process

a. Step 1 - Assemble the Relevant Documents. Obtain and review:

(1) Employee's past appraisal.

(2) Employee's position description.

(3) Organizational mission, goals and objectives.

b. Step 2 - Identify Objectives. Develop the performance or work plan by identifying objectives.

(1) Review organizational, departmental or section goals and objectives.

(2) List work assignments for which the employee will have responsibility during the appraisal period.

(3) Verify that employee work assignments relate to goals and requirements.

(4) Write objectives:

(a) List specific results the employee is expected to accomplish during the appraisal period.

(b) Time requirements may be imposed when accomplishing a goal or objective within the appraisal period.

(c) Objectives will be measurable and identifiable by qualitative or quantitative factors.

(d) Objective must be challenging, yet obtainable.

c. Step 3 - Certify Approval of the Final Performance Plan

(1) The supervisor, employee and reviewer must sign and date the performance plan. This will indicate that the supervisor and reviewer approve the performance plan and that the employee is aware of the objectives expected to be accomplished during the rating period. The reviewer makes the final decision on content and form of the objectives.

(2) The employee's signature does not constitute agreement with the plan; it merely signifies that the employee has received it.

(3) When employees are detailed to another position for a period of 120 days or more, a performance plan will be developed no later than 30 days after the detail to the new assignment. Ratings on objectives will be prepared for the detail and considered in the next final performance rating.

(4) Provide a copy of the approved and signed performance plan to the employee.

(5) Employees must be provided a copy of an approved written performance plan within 30 days after the beginning of each appraisal period, entry into a new position, and each detail or temporary promotion expected to last 120 days or more.

d. Step 4 - Asses Performance

(1) Annually, the supervisor shall meet with the employee to:

(a) Discuss the objectives and elements of the performance plan; review the employee's performance objective by objective, and element by element against the performance plan; and verbally summarize the overall evaluation of the employee's performance.

(b) Identify any training and individual development needs of the employee.

(c) Establish a performance plan for the new reporting year.

(2) After completing of the individual objective and element ratings, the supervisor then assigns:

(a) To the exempt employee one of the following overall ratings of total performance that is generally consistent with the following decision table:

Highly competent: All objectives of the plan and all elements rated "EXCEEDED."

Competent: All objectives of the plan are rated at least "Met."

Unacceptable: One objective or element rated "NOT MET."

(b) To the nonexempt and crafts and trade employees, one of the following overall ratings of total performance:

Outstanding: All individual rating factors must be rated as "OUTSTANDING."

Excellent: Three of the five rating factors must be rated "EXCELENT" with the two remaining factors above "UNSATISFACTORY."

Unsatisfactory: When one or more rating factors are marked as "UNSATISFACTORY."

(3) The overall rating must take into account any earlier appraisals prepared for details or temporary assignments lasting 120 days or longer or Appraisals completed as a result in a change of supervision.

(4) The supervisor or reviewer may make separate recommendations for performance awards or personnel actions.

(5) The final rating and any recommendations will not be communicated to the employee before the approval by the reviewer is complete.

(6) The supervisor, employee and reviewer must sign and date the completed final appraisal. The original final appraisal will be filed in the official personnel file and a copy will be provided to the employee.

(7) The employee must be under an approved performance plan for at least 120 days to be rated. If the employee has been under the plan for less than 120 days, the supervisor will complete the plan by noting "NOT OBSERVED."

NONAPPROPRIATED FUND
PERFORMANCE PLAN

1. NAME(LAST, FIRST, MIDDLE INITIAL)			2. SOCIAL SECURITY NUMBER				
3. POSITION TITLE / SERIES / GRADE			4. NAFI NUMBER		5. COMMAND		
6. RATING PERIOD: FROM: TO:							
7. RECORD OF REVIEWS AND FINAL APPRAISAL							
	PERFORMANCE PLAN ESTABLISHED		PROGRESS REVIEW		SPECIAL		FINAL APPRAISAL	
	SIGNATURE	DATE	SIGNATURE	DATE	SIGNATURE	DATE	SIGNATURE	DATE
RATER								
EMPLOYEE								
REVIEWER								

8. RATING OF RECORD

☐ **HIGHLY COMPETENT** – All critical elements and objectives were rated "Exceeded."

☐ **COMPETENT** – All critical elements and objectives were rated at least "Met."

☐ **UNACCEPTABLE** – One critical element or objective rated "Not Met."

9. EMPLOYEE'S POSITION DESCRIPTION IS CURRENT AND ACCURATE
_____YES _____NO _____Supv Initials

10. SUPERVISOR'S RATING OF RECORD COMMENTS

ENCLOSURE (2)

GENERIC CRITICAL ELEMENTS

Critical Elements:	Standard:	Rating:
EXECUTION OF DUTIES: In performing the work of the position, the employee accepts the work to be accomplished, properly follows instructions, uses the technical knowledge and applies the skill(s) needed to complete tasks assigned. The service or work responsive to the supervisor and organization's priorities and requirements.	Willingly accepts work assignments, properly follows instructions. Uses technical knowledge, and applies skill needed to produce a service or product of good quality in a timely and responsive manner.	☐ Not Met ☐ Met ☐ Exceeded
ORGINIZATIONAL SUPPORT: Keeps supervisor informed of significant program initiatives and status. Keeps serviced organizations and/or customers informed of policies and changes, providing guidance as may be required. Complies with administrative regulations and procedures in accomplishing work. Interfaces with appropriate organizations for administrative services in areas of manpower management, personnel, budget, travel, and supplies/equipment. Complies with ongoing special emphasis programs in areas of internal control, integrity and efficiency, and safety.	Keeps supervisor adequately informed of significant programs initiatives and status. Uses proper administrative channels and procedures in performing program operations. Develops and maintains productive work relationships with supervisor and other administrative support personnel. Information and guidance provided to serviced organizations / customers is timely and correct. Implements a system of internal controls which ensures program integrity and prevents fraud, waste and abuse. Adheres to safety regulation procedures.	☐ Not Met ☐ Met ☐ Exceeded
PROGRAM MANAGEMENT: Develops plans and objectives that are responsive to organizational goals and requirements. Develops procedures and guidelines to review program quality and responsiveness. Monitors and evaluates program to ensure organizational requirements and objectives are being met.	Establishes long – and short-term program initiatives that are realistic and responsive to organizational goals and priorities. Meets established goals and objectives within budget allocations. Uses monitoring and evaluation techniques which ensure that services or work products are of good quality, sufficient quantity, timely, and responsive to customer and organizational needs.	☐ Not Met ☐ Met ☐ Exceeded
PERSONNEL MANAGEMENT: Delegates work and monitors work progress. Motivates employees. Appraises employees. Acts as liaison between staff and higher management. Gives technical advice to subordinates. Selects, places and develops employees. Manages performance through appropriated awards and corrective action. Applies position management principles and techniques to organization managed. (NOTE: This element is applicable to employees who technically and administratively supervise at least three subordinates. Do not rate this element if employee is not a supervisor.)	Properly delegates work. Tells employees what is expected, advises them of necessary changes as job progresses, holds them responsible for timely completion of assignments. Ensures position descriptions are current and adequately reflect the duties assigned. Appraises staff performance accurately within required time frames. Reviews work promptly. Uses established procedures for rewarding staff and takes corrective actions on poor performers. Gives technical advice as required and ensures staff is properly trained in their duties. Has an efficiently organized and productive staff. Considers EEO and affirmative action initiatives in planning and implementing personnel actions.	☐ Not Met ☐ Met ☐ Exceeded

ADDITIONAL FACTORS FOR EVALUATION OF OVERALL PERFORMANCE

INSTRUCTIONS: Place a mark "X" in the box which best describes the employees performance for each factor. Then enter the points for each factor in the "pts" column. Add the points for all of the factors and enter the total in the appropriate block. Place a mark "X" in the block next to the appropriate overall rating for these factors according to the point total.

FACTOR	1	2	3	PTS
PROBLEM SOLVING/ DECISION MAKING	Arrives at premature conclusions. Failed to recognize some critical problems. Seems unwilling to make decisions involving risks.	Thinks in logical, disciplined manner recognizes problems early and generally takes effective action.	Seeks innovative solutions. Always makes effective, considered decisions, even under pressure of time or stress. Willing to make decisions with risks.	
CREATIVITY	Little interest in creativity or innovation.	Looks for more effective ways to get job done. Often develops or recommends innovative procedures to accomplish assignments.	Examines problems from unique perspectives. Exercises original thinking, ingenuity, and initiative. Always looks for better way to do the job.	
INITIATIVE	Does not exert enough effort. Must be prodded.	Consistent effort put forth to remove obstacles to accomplish objectives. Seeks new assignments after completing old ones. Some original ideas injected into work.	A self-starter. Independently originates & develops constructive ideas. Removes obstacles. Seeks new complex & challenging assignments. Displays energy & drive to complete all tasks.	
RESULTS OBTAINED	Sometimes resists change.	Generally meets deadlines, goals & objectives. Can be depended on to follow through. Achieves good results.	Always meets deadlines, goals & objectives. Achieved significant results, (increased revenue, customer service, productivity). Generates new revenue opportunities.	
ADAPTABILITY/ FLEXIBILITY	Sometimes resists changes.	Adapts easily to new changes / assignments. Normally accepts and supports changes.	Responds easily to political aspects of situations. Always accepts, supports and even initiates changes.	
LOYALITY	Merits some confidence for completion of routine assignments. Supports organizational goals but places personal needs first.	Merits confidence to complete difficult complex assignments. Frequently places organizational goals above personal needs.	Merits complete confidence to complete any assignments. Strongly voices support for organizational goals & objectives. The organization always comes first.	

OVERALL RATING	NOT MET (6 – 10 points) ☐	MET (11 – 15 Points) ☐	EXCEEDED (16 – 18 Points) ☐	TOTAL

TRAINING, EDUCATION AND DEVELOPMENT RECOMMENDATIONS

KNOWLEDGE / SKILLS TO BE ACQUIRED / STRENGTHENED	TRAINING, EDUCATION OR DEVELOPMENT ACTIVITY	METHOD TO MEASURE / DOCUMENT SUCCESS OF T /E /D RECEIVED	RECOMMENDED TARGET DATE FOR COMPLETION

COMMENTS

MARINE CORPS NON APPROPRIATED FUND PERFORMANCE APPRAISAL

(NON-EXEMPT PERSONNEL)

NAME: **SSN:**

JOB TITLE: **JOB NO.:**

WORK LOCATION: BILLETING FUND

RATING FACTORS	OUT-STANDING	EXCELLENT	SATIS-FACTORY	UNSATIS-FACTORY	COMMENTS: Comments are expected from the rater for all evaluations. Reasons for outstanding or unsatisfactory ratings are required
KNOWLEDGE Demonstrates understanding of basic skill requirements, methods, systems, and equipment pertaining to position. Able to utilize new procedures effectively					
QUALITY OF WORK Complete assignments accurately, thoroughly and on time. Includes accuracy in cash handling or record keeping. Accepts responsibility without requiring constant supervision. Takes initiative as appropriate to assigned duties.					
WORKING RELATIONSHIPS Maintains and promotes harmonious working relations with Supervisors and fellow employees. Anticipates, adapts and responds to changing needs and work priorities / conditions. Supports and complies with goals and objectives. Accepts supervision and constructive criticism.					
HUMAN RELATIONS Demonstrates a polite and courteous manner when serving patrons or working with other employees.					
DEPENDABILITY Reports to work on time. Adheres to scheduled work hours and breaks. Apprises supervisor of occasions of need to miss scheduled work hours on a timely basis.					
OVERALL RATINGS					

DEFINITIONS

OUTSTANDING: Rating in this category should be based on performance which is distinctive in quality, timeliness and contribution to activity Goals.
EXCELLENT: Performance generally exceeds normal requirements.
SATISFACTORY: Performance which meets the expectations of the position in a consistent manner.
UNSATISFACTORY: Performance which is inadequate and does not meet position requirements.

Ratings must be considered for the entire period being rated.Employees with overall rating of unsatisfactory or who are rated unsatisfactory in 1 or more categories are not eligible for a salary increase or a cash aware.Employees with unsatisfactory rating will have a maximum of 90 days to achieve a rating of satisfactory, or action, to include termination, may be taken.

Rating Period: From To

Appraised and discussed with employee by: Title Date

Discussion acknowledged (Employee's signature) Date

Reviewed by Date

Remarks:

12/93 rev (Continued remarks on reverse side)

0150-128

ENCLOSURE (3)