



UNITED STATES MARINE CORPS  
MARINE AIR GROUND TASK FORCE TRAINING COMMAND  
MARINE CORPS AIR GROUND COMBAT CENTER  
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CCO 12430.6D  
4B  
JUL 31 2009

COMBAT CENTER ORDER 12430.6D

From: Commanding General  
To: Distribution List

Subj: PERFORMANCE APPRAISAL PROGRAM FOR THE BACHELOR BILLETING DIVISION AND BILLETING FUND

Ref: (a) MCO P12000.11A

Encl: (1) Non-Appropriated Fund Performance Appraisal Guidelines  
(2) Non-Appropriated Fund Performance Plan/Appraisal  
(3) Generic Critical Elements  
(4) Additional Factors for Evaluation of Overall Performance  
(5) Local NAF Goals & Objectives  
(6) Marine Corps Non-Appropriated Fund Performance Appraisal (Non-Exempt Personnel)

1. Situation. To provide information and guidelines concerning the Performance Appraisal Program for Non-appropriated Fund (NAF) employees for the Bachelor Billeting Division (BBD) and billeting fund.

2. Cancellation. CCO 12430.6C.

3. Mission

a. The BBD and billeting fund is a separate NAF entity that is not part of the Marine Corps Community Services Directorate. The Director, BBD and billeting fund is responsible to the Assistant Chief of Staff (AC/S) G-4 for the administration and operational control of facilities assigned to the BBD. The AC/S G-4 directs and supervises the BBD.

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

c. Enclosures (2-5) will be utilized for NAF pay banded personnel classified as exempt employees. Under pay banding, exempt personnel are normally employed in executive, management or administrative professional positions.

d. Enclosure (6) will be utilized for NAF pay banded non-exempt personnel. Non-exempt personnel are normally non-management or executive positions and usually perform administrative duties.

e. Enclosure (6) 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 or personnel who maintain yards and grounds.

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited.

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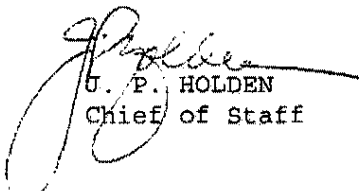
4. Execution. The Director, BBD and billeting fund will comply with this Order and ensure that personnel are informed of the Performance Appraisal Program.

5. Administration and Logistics. Distribution statement A directives issued by the Commanding General are distributed via e-mail upon request. This Order can be viewed at <http://www.29palms.usmc.mil/dirs/manpower/adj/index.asp>.

6. Command and Signal

a. Command. This Order is applicable to Non-Appropriated Fund employees aboard MCAGCC.

b. Signal. This Order is effective the date signed.

  
J. P. HOLDEN  
Chief of Staff

NON-APPROPRIATED FUND (NAF) PERFORMANCE APPRAISAL GUIDELINES

1. Policy. Each regular NAF employee will have their performance appraised 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 Billeting Division (BBD) and 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 Director, BBD/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 supervisory personnel to improve accuracy, objectivity, and fairness in the evaluation of subordinate 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).

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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. Performance awards are 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 and Work Plan Development. Regular personnel will be evaluated 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.

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(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 - Assess 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 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 "EXCELLENT" 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".

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**NON-APPROPRIATED FUND EXEMPT  
PERFORMANCE PLAN/APPRaisal**

1. NAME (LAST, FIRST, MIDDLE INITIAL)		2. EMPLOYEE ID NO.	
3. POSITION TITLE/SERIES/GRADE		4. NAFL NUMBER	5. COMMAND
6. RATING PERIOD:			
<b>7. RECORD OF REVIEWS AND FINAL APPRAISAL</b>			
<b>PERFORMANCE PLAN ESTABLISHED</b>			
RATER SIGNATURE:		DATE:	
EMPLOYEE SIGNATURE:		DATE:	
REVIEWER SIGNATURE:		DATE:	
<b>PROGRESS REVIEW</b>			
RATER SIGNATURE:		DATE:	
EMPLOYEE SIGNATURE:		DATE:	
REVIEWER SIGNATURE:		DATE:	
<b>SPECIAL REVIEW</b>			
RATER SIGNATURE:		DATE:	
EMPLOYEE SIGNATURE:		DATE:	
REVIEWER SIGNATURE:		DATE:	
<b>FINAL APPRAISAL</b>			
RATER SIGNATURE:		DATE:	
EMPLOYEE SIGNATURE:		DATE:	
REVIEWER SIGNATURE:		DATE:	
<b>8. RATING OF RECORD</b>			
<input type="checkbox"/> HIGHLY COMPETENT - All of critical elements and objectives were rated "Exceeded". <input type="checkbox"/> COMPETENT - All of critical elements and objectives were rated at least "Met". <input type="checkbox"/> UNACCEPTABLE - One or more of critical elements or objectives rated "Not Met".			
9. EMPLOYEE'S POSITION DESCRIPTION IS CURRENT AND ACCURATE		<input type="checkbox"/> YES <input type="checkbox"/> NO	Supv. Initials _____
<b>10. SUPERVISOR'S RATING OF RECORD COMMENTS</b>			
<div style="border: 1px solid black; min-height: 100%;"></div>			

**GENERIC CRITICAL ELEMENTS**

Critical Elements	Standard	Rating
<p><b>EXECUTION OF DUTIES:</b> 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 product is of good quality, timely, and responsive to the supervisor and organization's priorities and requirements.</p>	<p>Willingly accepts work assignments, properly follows instruction: Uses technical knowledge, instructions and applies skill needed to produce a service or product of good quality in a timely and responsive manner.</p>	<p><input type="checkbox"/> Not Met   <input type="checkbox"/> Met   <input type="checkbox"/> Exceeded</p>
<p><b>ORGANIZATIONAL SUPPORT:</b> 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 on-going special emphasis programs in areas of internal control, integrity and efficiency, and safety.</p>	<p>Keeps supervisor adequately informed of significant program 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 service 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 regulations and procedures.</p>	<p><input type="checkbox"/> Not Met   <input type="checkbox"/> Met   <input type="checkbox"/> Exceeded</p>
<p><b>PROGRAM MANAGEMENT:</b>          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.</p>	<p>Establishes long-and short-term programs 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.</p>	<p><input type="checkbox"/> Not Met   <input type="checkbox"/> Met   <input type="checkbox"/> Exceeded</p>
<p><b>PERSONNEL MANAGEMENT:</b> 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 appropriate awards and corrective action. Applies position management principles and techniques to the organization managed.</p> <p>(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.)</p>	<p>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 reflects 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.</p>	<p><input type="checkbox"/> Not Met   <input type="checkbox"/> Met   <input type="checkbox"/> Exceeded</p>



**ADDITIONAL FACTORS FOR EVALUATION OF OVERALL PERFORMANCE**

**INSTRUCTIONS:** Enter the points for each factor in the "PTS" column which best describes the employee's performance for each factor. Then, click the check box next to the appropriate overall rating for these factors according to the point total. The total will calculate itself.

FACTOR	NOT MET (1 PT.)	MET (2 PTS.)	EXCEEDED (3 PTS.)	PTS
PROBLEM SOLVING/ DECISION MAKING	Arrives at premature conclusions. Failed to recognize some critical problems. Seems unwilling to make decisions involving risks.	Thinks in a 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 jobs done. Often develops or recommends innovative procedures to accomplish assignments.	Examines problems from unique perspectives. Exercises original thinking, ingenuity, and initiative. Always looks for a better way to do the job.	
INITIATIVE	Does not exert enough effort. Must be prodded.	Consistent effort put forth to remove obstacles to accomplish objective. Seeks new assignments after completing old ones. Some original ideas injected into the work.	A self-starter. Independently originates & develops constructive ideas. Removes obstacles. Seeks new, complex & challenging assignments. Displays energy & drive to complete new revenue opportunities.	
RESULTS OBTAINED	Seldom meets deadlines, goals or objectives. Does not always follow through.	Generally meets deadlines, goals & objectives. Can be depended on to follow through. Achieves good results.	Always meets deadlines, goals & objectives. Achieves significant results (increased revenue, customer service, productivity). Generates new revenue opportunities.	
ADAPTABILITY/ FLEXIBILITY	Sometimes resist changes.	Adapts easily to changes/new assignments. Normally accepts and supports changes.	Responds easily to political aspects of situations. Always accepts, supports and even initiates changes.	
LOYALTY	Merits some confidence for completion of routine assignments. Supports organizational goals but places personal needs first.	Merits confidence to complete complex assignments. Frequently places organizational goals above personal needs.	Merits complete confidence to complete any assignment. Strongly voices supports for organizational goals & objectives. The organization always comes first.	
<b>OVERALL RATING</b>				
<input type="checkbox"/> Not Met (6-10) Points		<input type="checkbox"/> Met (11-15 Points)		<input type="checkbox"/> Exceeded (15-18 Points)
				0

<b>TRAINING, EDUCATION AND DEVELOPMENT RECOMMENDATION</b>			
KNOWLEDGE/ SKILL TO BE ACQUIRED/ STRENGTHENED	TRAINING, EDUCATION OR DEVELOPMENT ACTIVITY	METHOD TO MEASURE/DOCUMENT SUCCESS OF T/E/D RECEIVED	RECOMMENDED TARGET DATE FOR COMPLETION

LOCAL NAF GOALS & OBJECTIVES	RATINGS
	<input type="checkbox"/> Not Met <input type="checkbox"/> Met <input type="checkbox"/> Exceeded
	<input type="checkbox"/> Not Met <input type="checkbox"/> Met <input type="checkbox"/> Exceeded
	<input type="checkbox"/> Not Met <input type="checkbox"/> Met <input type="checkbox"/> Exceeded
	<input type="checkbox"/> Not Met <input type="checkbox"/> Met <input type="checkbox"/> Exceeded
	<input type="checkbox"/> Not Met <input type="checkbox"/> Met <input type="checkbox"/> Exceeded
	<input type="checkbox"/> Not Met <input type="checkbox"/> Met <input type="checkbox"/> Exceeded
	<input type="checkbox"/> Not Met <input type="checkbox"/> Met <input type="checkbox"/> Exceeded
	<input type="checkbox"/> Not Met <input type="checkbox"/> Met <input type="checkbox"/> Exceeded
	<input type="checkbox"/> Not Met <input type="checkbox"/> Met <input type="checkbox"/> Exceeded

Pers 1009  
Rev 03/05

**MARINE CORPS NON APPROPRIATED FUND PERFORMANCE APPRAISAL  
 (NON-EXEMPT PERSONNEL)**

NAME: \_\_\_\_\_  
 JOB TITLE: \_\_\_\_\_  
 WORK LOCATION: \_\_\_\_\_  
 RATING PERIOD: \_\_\_\_\_

EMPLOYEE ID NO.: \_\_\_\_\_

**PERFORMANCE APPRAISAL TYPE**  
 Step Increase       Special  
 Annual                       Close-out

RATING FACTORS	PERFORMANCE RATING				COMMENTS**
	OUTSTANDING	EXCELLENT	SATISFACTORY	UNSATISFACTORY	
<b>KNOWLEDGE</b> Demonstrates understanding of basic skill requirements, methods, systems, and equipment pertaining to position. Able to utilize new procedures effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>QUALITY OF WORK</b> Completes 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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>WORKING RELATIONSHIPS</b> 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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>HUMAN RELATIONS</b> Demonstrates a polite and courteous manner when serving patrons or working with other employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>DEPENDABILITY</b> 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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>OVERALL RATING (MAJORITY OF RATING FACTORS)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

\*\*Comments are expected from the rater for all evaluation. Reasons for outstanding or unsatisfactory ratings are required.  
 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 cash award.  
 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.

Appraised and discussed with employee by:

Supervisor's Signature \_\_\_\_\_ Title \_\_\_\_\_ Date \_\_\_\_\_

Discussion Acknowledged:

Unavailable \_\_\_\_\_  
 Employee's Signature \_\_\_\_\_ Date \_\_\_\_\_

Reviewed by:

Department or Branch Head's Signature \_\_\_\_\_ Title \_\_\_\_\_ Date \_\_\_\_\_

Remarks: \_\_\_\_\_