
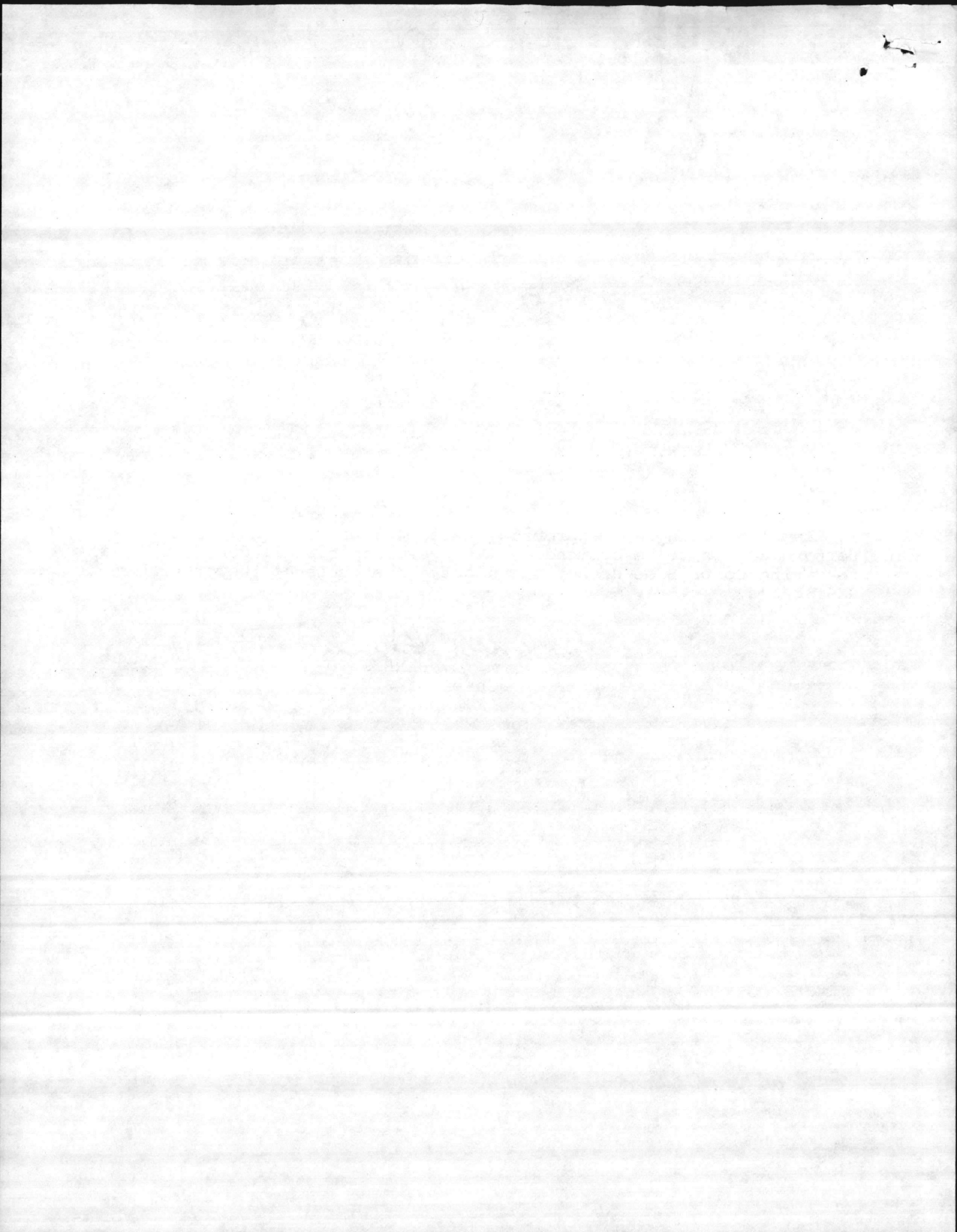


86/87

1. Level 5 rating not approved. Level 4 approved. Mr. Cone's performance is to be commended. However, his overall contributions to Marine Corps Base do not stand out above those of the other GM 13s/14s.


M. C. HARRINGTON
Chief of Staff



**DEPARTMENT OF THE NAVY
PERFORMANCE MANAGEMENT AND RECOGNITION SYSTEM
GS/GM 13-15 PERFORMANCE APPRAISAL**

PART I

1 PERIOD COVERED

FROM: 9/16/86 TO 6/30/87

2 NAME (Last, First, Middle Initial)

CONE, FREDERICK E.

3 SSN

244-82-7063

4 UNIT NO

MCB Camp Lejeune

5 POSITION TITLE /SERIES /GRADE

Supervisory Engineer, GS-801-13

6 ORGANIZATION /CODE

Public Works Department
Assistant Chief of Staff, Facilities

7. RECORD OF REVIEWS AND FINAL APPRAISAL

(Signature indicates that this step of the process has been completed. Must be signed and dated.)

	OBJECTIVE SETTING	MID YEAR	SPECIAL	FINAL APPRAISAL
IMMEDIATE SUPERVISOR	<i>[Signature]</i> 16 Sept 86	<i>[Signature]</i> 85 Jan 87		<i>[Signature]</i> 28 Aug 87
SECOND LEVEL SUPERVISOR				<i>[Signature]</i> 9/11/87
PARO				<i>[Signature]</i> Wickhampton
EMPLOYEE	9-16-86 F. E. Cone	1-8-87 F. E. Cone		F. E. Cone
PRB REVIEW (Optional)				

8. RATING OF RECORD OR SUMMARY RATING

Level 5
OUTSTANDING

Level 4
EXCEEDS FULLY SUCCESSFUL

Level 3
FULLY SUCCESSFUL

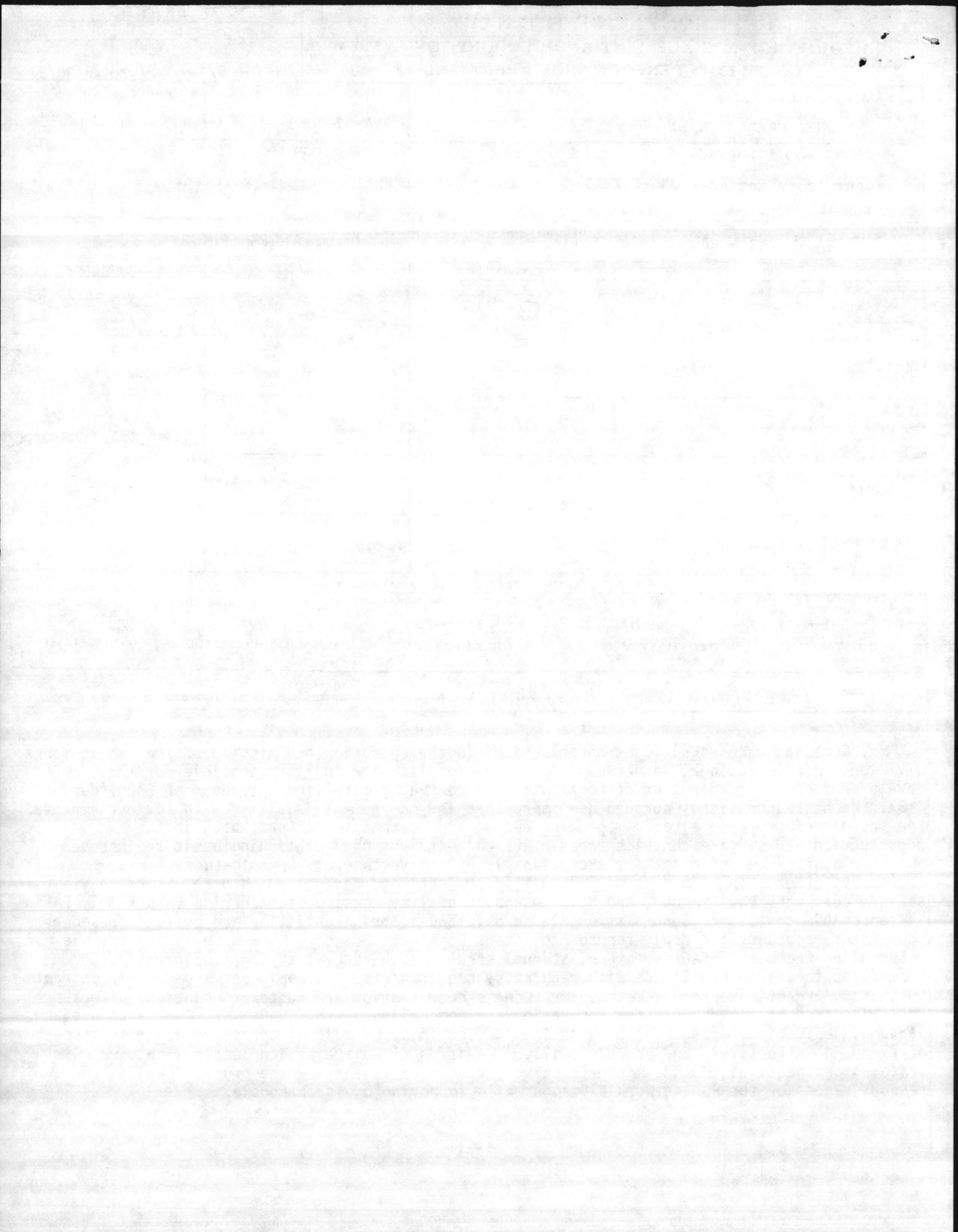
Level 2
MINIMALLY SUCCESSFUL

Level 1
UNACCEPTABLE

9. SUPERVISOR'S RATING JUSTIFICATION (General Comments)

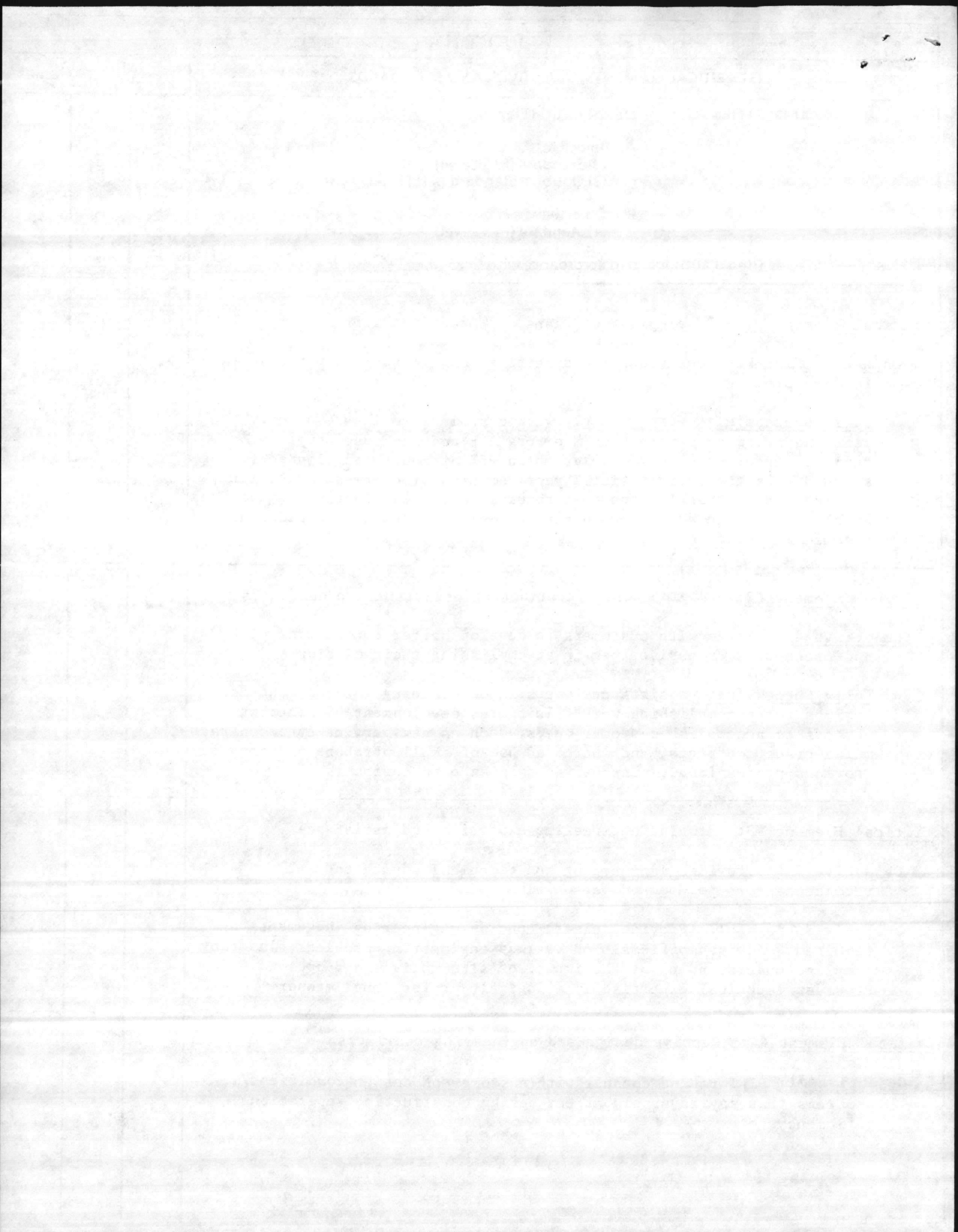
(Use to justify the rating of record or summary rating. May be used to justify PMRS performance awards.)

Mr. Cone has made significant contributions to the operation and mission of the Public Works Division. His exceptional leadership and professionalism are fully responsible for the development of a record number of contracts (150 contracts totalling in excess of \$20M) during FY87. He has aggressively pursued new approaches and management initiatives to further improve the success of the Base's rapidly growing design and contracting effort, both in the construction and service contract areas. Mr. Cone strives on a continuing basis to improve customer assistance and maintains exceptionally effective two-way communications. His aggressive efforts in this area will result in projects and designs which more effectively satisfy customer requirements, and help to ensure quality construction/service on a timely basis at reasonable cost. Mr. Cone's strong leadership and planning abilities are best witnessed by the effectiveness of the newly formed Facilities Contracts Branch. He was fully responsible for determining the most effective organizational structure, hiring, training, implementing procedures to ensure compliance with regulatory requirements, and rapid development of contracts to satisfy urgent base requirements. Mr. Cone's coordination and customer relations effort are best witnessed by the project for renovation and remodeling of the COMO. Mr. Cone's enthusiasm, personal dedication, managerial prowess and leadership by example always provide accomplishment of every job effectively and professionally. He is an immediate action leader with a results oriented perspective. He has most effectively continued to elevate the professionalism and responsiveness of the Public Work Division while improving Division morale.



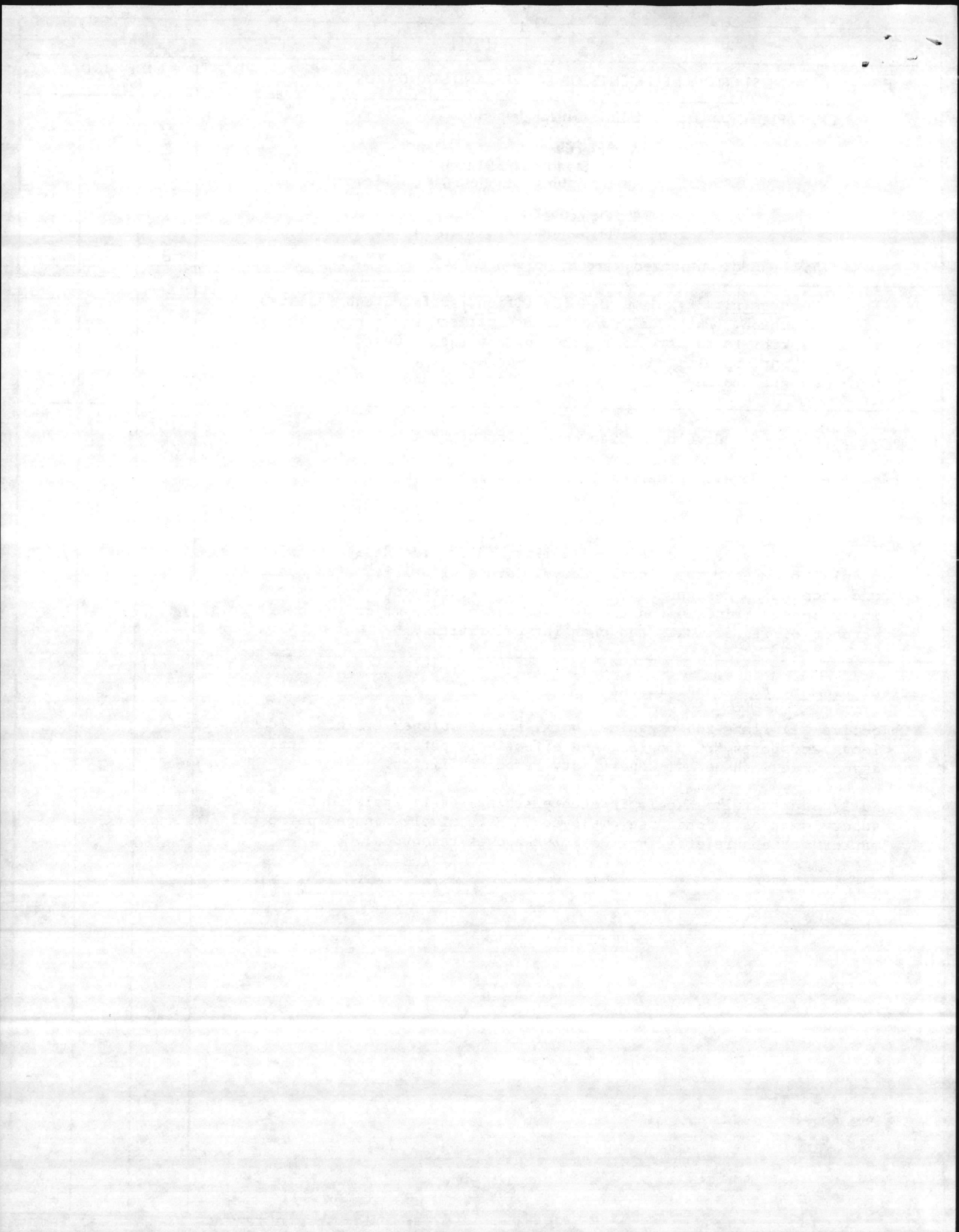
PART II

LIST CRITICAL ELEMENTS, OBJECTIVES, AND STANDARDS	INDIVIDUAL RATINGS		
<p>EXAMPLE FORMAT: Define Critical Element</p> <p style="margin-left: 40px;">A. Objective (1) Standard (F/S Level) (2) Optional Standard (AFS, BFS Levels)*</p> <p style="margin-left: 40px;">B. Objective (1) Standard (F/S Level)</p> <p>*May be used if authorized in accordance with CPI 540.</p>	ABOVE FULLY SUCCESSFUL	FULLY SUCCESSFUL	BELOW FULLY SUCCESSFUL
<p><u>Critical Element #1:</u> Development of Plans and Specifications</p> <p><u>Objective #1:</u> Develops plans and specifications to support various funding programs.</p> <p><u>Fully Successful:</u> Works closely with customers to insure orderly year-end award of contracts. Monitors A&E and in-house progress on designs, insuring timely completion in 95% of contracts planned for award during the current fiscal year. Adjusts priorities and design effort to meet changing customer requirements. Constantly communicates with customers to adjust award strategies. Designs are complete and technically sound.</p>	X		
<p><u>Critical Element #2:</u> Provide design/contracting assistance to customers</p> <p><u>Objective #1:</u> Works with customers to develop better contracting methods and procedures to assist them in accomplishing their mission.</p> <p><u>Fully Successful:</u> Assists customers in determining various contract options for accomplishing work. Initiates development of contract methods to accomplish customer needs, such as new service type contracts, multi-trade contracts, and increased use of small purchase agreements. Provides professional, responsive assistance to customers.</p>	X		
<p><u>Critical Element #3:</u> Provide engineering expertise and assistance</p> <p><u>Objective #1:</u> Provides engineering and technical advice and recommendations to Command personnel.</p> <p><u>Fully Successful:</u> Provides clear, concise engineering judgements as required. Advises officials on various engineering problems, insuring complete understanding of the impact of alternatives and options. Provides technical expertise in a logical, professional manner.</p>	X		
<p><u>Critical Element #4:</u> Resolve design and engineering conflicts.</p> <p><u>Objective #1:</u> Inform and consult with customer on design conditions/problems that may adversely affect design construction, operational efficiency, etc.</p>	X		



PART II

LIST CRITICAL ELEMENTS, OBJECTIVES, AND STANDARDS	INDIVIDUAL RATINGS		
<p>EXAMPLE FORMAT: Define Critical Element</p> <p>A. Objective (1) Standard (F/S Level) (2) Optional Standard (AFS, BFS Levels)*</p> <p>B. Objective (1) Standard (F/S Level)</p> <p>*May be used if authorized in accordance with CPI 540.</p>	ABOVE FULLY SUCCESSFUL	FULLY SUCCESSFUL	BELOW FULLY SUCCESSFUL
<p><u>Fully Successful:</u> Problems are identified, surfaced and resolved in timely fashion. Potential problems are noticed and action taken to resolve prior to construction stage of contract. Customers are made aware of various alternatives. Recommendations for resolving design problems are provided to customers in logical, understandable terms.</p>			
<p><u>Critical Element #5:</u> Develop design completion schedule</p> <p><u>Objective #1:</u> Develop programs to insure uniform completion of plans and specifications throughout the fiscal year.</p> <p><u>Fully Successful:</u> Develop program consistent with customer needs, in-house resources and A&E availability to provide design completions evenly throughout the fiscal year. Discuss priorities with customers and accomplish designs based on customer requirements and Command importance. Maintain constant communication with major customers to stay abreast of requirements and changing priorities.</p>	X		
<p><u>Critical Element #6:</u> Supervision</p> <p><u>Objective #1:</u> Plans and organizes work, ensures proper training, administers leave, supports EEO program, and effectively performs other duties associated with normal supervisory responsibilities.</p> <p><u>Fully Successful:</u> Excels in accomplishing duties related to supervision of subordinate employees. Effectively manages personnel matters to ensure efficient use of manpower resources.</p>	X		



The following represents a summary of my performance on critical elements assigned to the position of Assistant Public Works Officer.

Development of Plans and Specifications - During the grading period, I have closely monitored the progress of all in-house and A/E designs. I have continually communicated with customers to determine the contract needs and desires of their organizations. To my knowledge, all customers were fully satisfied with the completion of designs and the obligation of funds during the current fiscal year. Special efforts were made to complete projects for the Naval Hospital, Family Housing and Base Maintenance. In the local maintenance and repair area, plans and specifications have been developed to allow for a year-end straddle program. The straddle program increases the possibility of obtaining additional funds for Camp Lejeune projects. During FY-87, 150 local Public Works' contracts are projected for award at a total cost of approximately \$20 million. In all cases, complete and technically sound designs were provided.

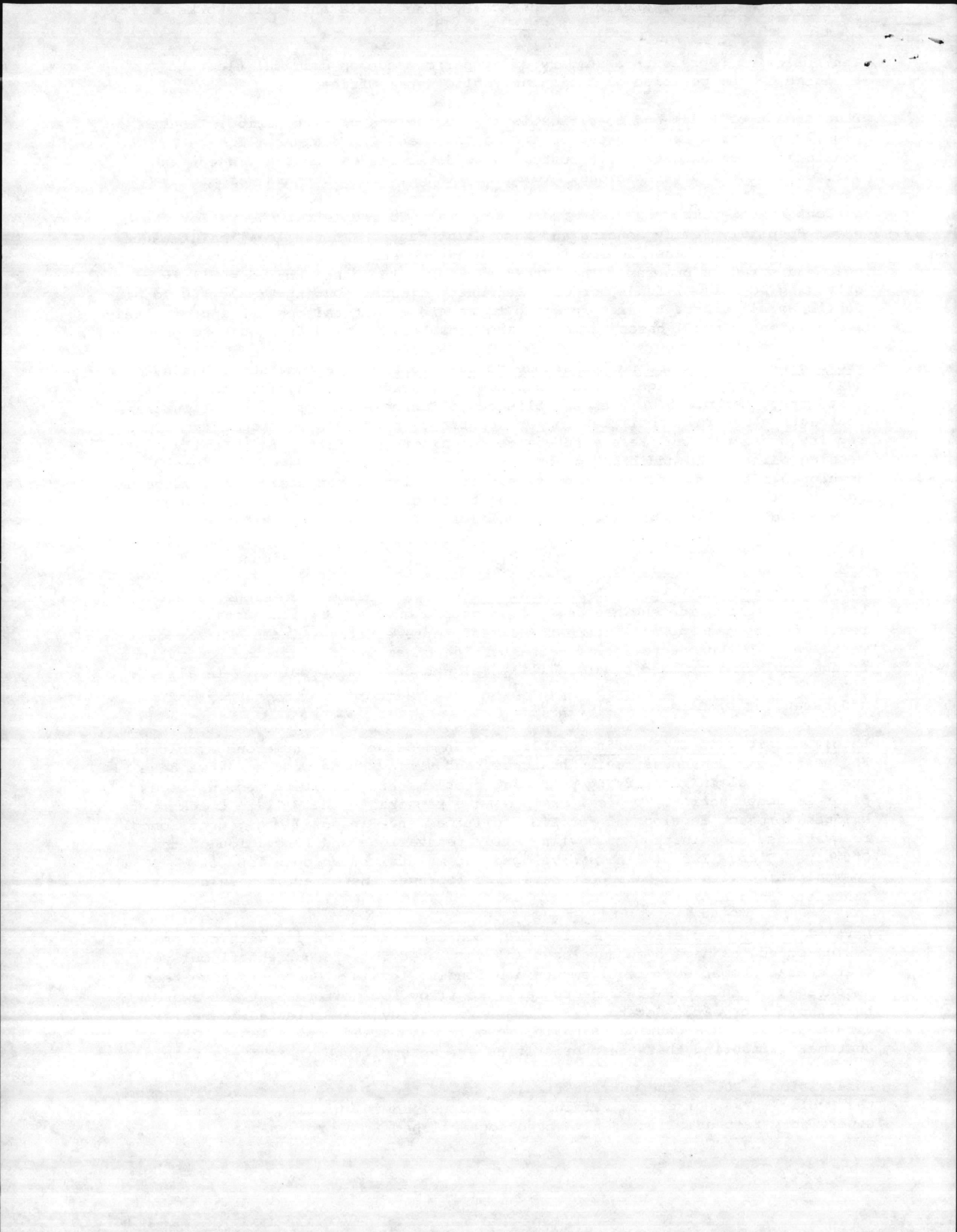
Provide Design/Contracting Assistance to Customers - On a continuing basis, I have required the Design Branch employees to provide ready assistance to all customers. Methods have been established to increase the use of small purchase contracts. Several facilities support contracts have been developed (asbestos repair, grass cutting, Base Maintenance indefinite quantity paint, Family Housing paint). In addition, other support contracts are presently being developed based on customer priorities. Professional, responsive assistance has been provided in all cases. In addition to contract design assistance, we provided professional assistance in the areas of planning and facility requirements. Our Planning Branch has been instrumental in developing and implementing a strong Military Construction Program at Camp Lejeune.

Provide Engineering Expertise and Assistance - On numerous occasions, I have been asked to provide engineering judgement and advice. Typical projects requiring engineering assistance to Command representatives include hazardous waste/waste oil projects, solid waste-burning steam plant, building renovations, bridge replacements, and other facility related projects/problems. In all cases, I feel I have provided sound, logical judgements that insured a clear understanding by Command officials.

Resolve Design and Engineering Conflicts - In dealings with numerous Architect-Engineer firms, in-house design branches, and various base customers, we have been successful in identifying potential problems and resolving design issues prior to construction. Typical examples are repairs to the Wallace Creek bridges, project development for ITS facilities and Financial Management School renovations, coordination of Bowling Alley renovations and renovation of the Officers' Club. I feel I have developed and maintained an open line of communication with all base customers that improves the effectiveness of our contract designs.

Develop Design Completion Schedule - Through close coordination with customers, design schedules have been developed and completed for the current fiscal year that meet customer work requirements and funding levels. Customers have been encouraged to submit FY88 projects early to allow for uniform contract awards throughout the year. Several A/E firms have already been selected to perform FY88 designs. On a continuous basis, we have maintained communication with customers, insuring that their priorities are accomplished in a timely fashion.

Supervision - During the current fiscal year, I feel I have effectively managed the Public Works workforce. Training, personnel administration, and other supervisory responsibilities have been accomplished in a professional, effective manner.



DEPARTMENT OF THE NAVY

PERFORMANCE MANAGEMENT AND RECOGNITION SYSTEM

GS/GM 13-15 PERFORMANCE APPRAISAL

PART I
 PERIOD COVERED
 FROM: 11 Aug 86 TO: 30 Jun 87

2. NAME (Last, First, Middle Initial) ELSTON, Billy W.
 3. SSN 243-60-3396
 4. UNIT NO

5. POSITION TITLE / SERIES / GRADE Deputy AC/S, Facilities GM-1640-14
 6. ORGANIZATION / CODE Facilities Department Marine Corps Base Camp Lejeune, NC

7. RECORD OF REVIEWS AND FINAL APPRAISAL
 (Signature indicates that this step of the process has been completed. Must be signed and dated)

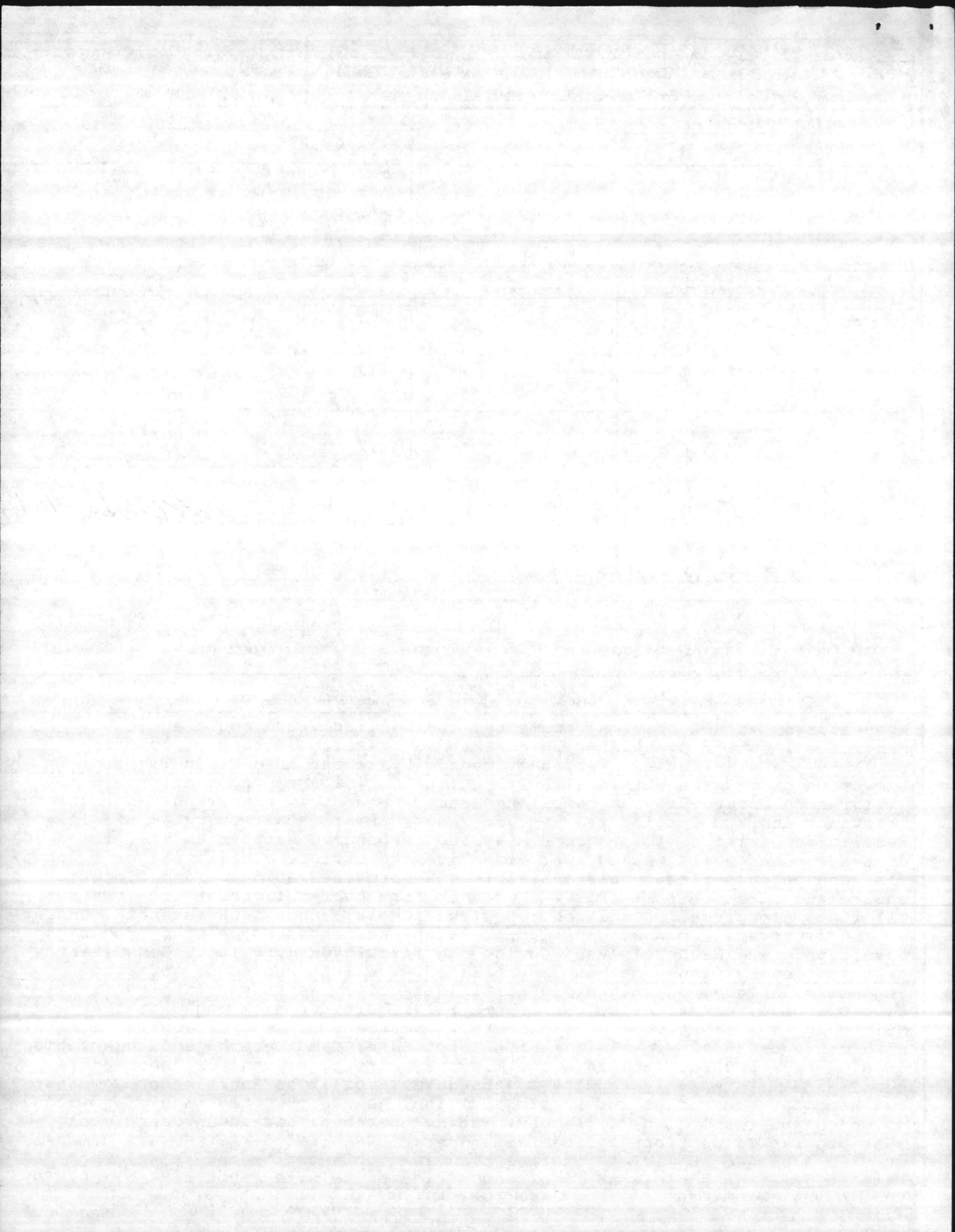
	OBJECTIVE SETTING	MID YEAR	SPECIAL	FINAL APPRAISAL
IMMEDIATE SUPERVISOR	<i>T.J. Dabell</i>			<i>T.J. Dabell</i> 8/31/86
SECOND LEVEL SUPERVISOR				
PARO				<i>McLangton</i>
EMPLOYEE	<i>BW Elston</i>			<i>BW Elston</i> 11/20/87
PRB REVIEW (Optional)				

8. RATING OF RECORD OR SUMMARY RATING

Level 5 OUTSTANDING
 Level 4 EXCEEDS FULLY SUCCESSFUL
 Level 3 FULLY SUCCESSFUL
 Level 2 MINIMALLY SUCCESSFUL
 Level 1 UNACCEPTABLE

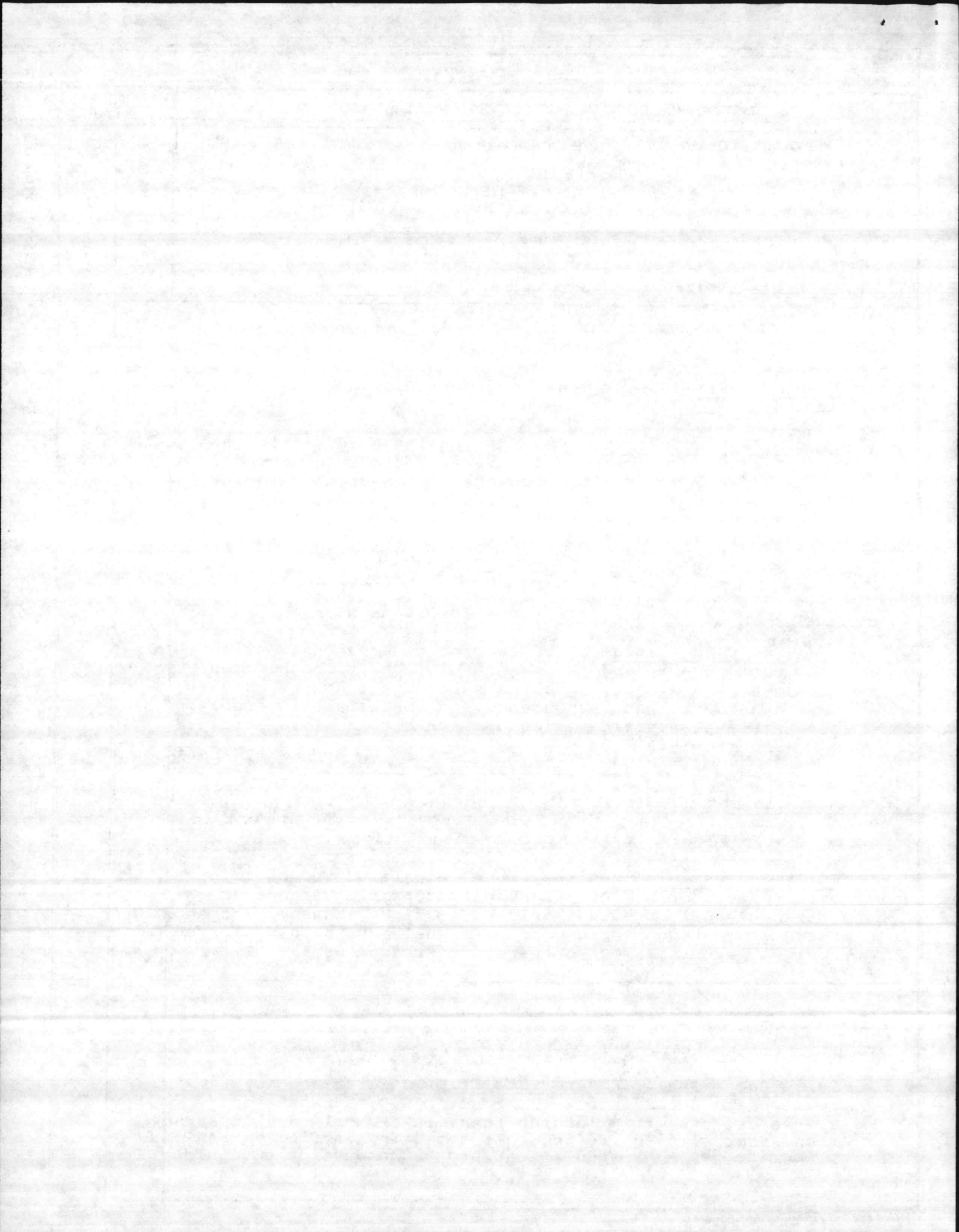
9. SUPERVISOR'S RATING JUSTIFICATION (General Comments)
 (Use to justify the rating of record or summary rating. May be used to justify PMRS performance awards.)

Above target in all critical elements. He willingly and conscientiously handles all assigned duties with outstanding results. Strongly supports EEO/AAPP goals and objectives as evidenced by recent in-depth reviews of selection procedures within Fire Protection Division and Base Maintenance Division to ensure program compliance and to assist in preparing responses to grievance and EEO complaints. Provides appropriate staff overview of all Facilities Divisions to ensure timely and responsive support to meet the needs of the command while making most effective and efficient utilization of financial and personnel resources available. He provides guidance and direction to ensure adequate controls exist to protect from over-obligation and to ensure all funds are properly utilized. Reviews special funds such as energy conservation improvement project, fire protection, and engineering study funds to ensure they are prudently used during the fiscal year provided. Consistently on top of every issue, he has demonstrated excellent knowledge and sound judgement in local and higher authority directives as they relate to facilities planning, construction, environmental requirements, management and maintenance. Effectiveness of his staff overview is evidenced by the record of acceptance and approval of Marine Corps Base, Camp Lejeune's documentation on military construction projects, minor construction projects, and major repair and maintenance projects by the Naval Facilities Engineering Command and Headquarters Marine Corps. In addition, he has provided timely and sound guidance and resolution of issues relating to recent hazardous waste management program inspections by federal and state EPA officials. He has demonstrated a unique ability to express his views both orally and in writing. At ease in briefing senior and flag rank officers, he sets a positive example by



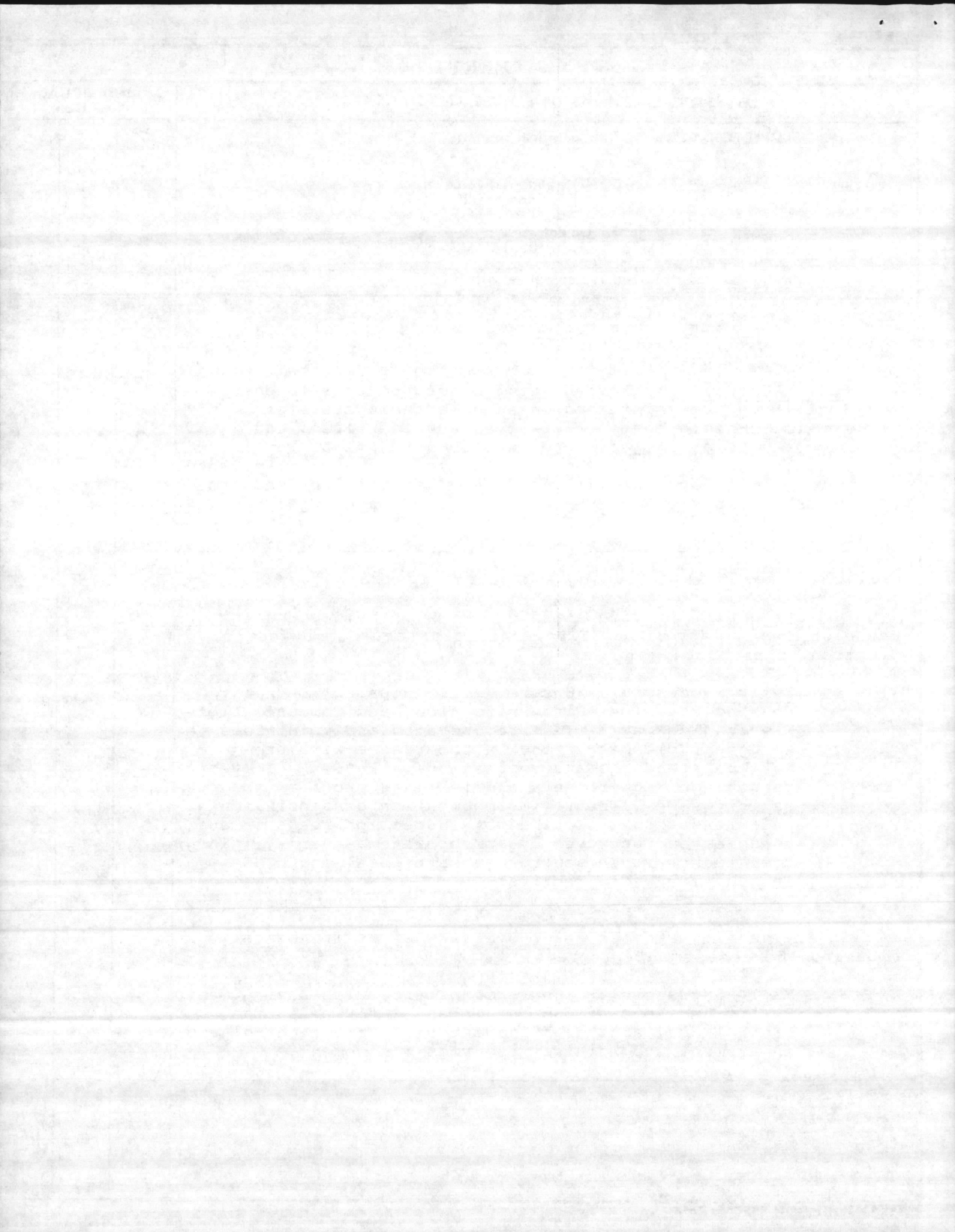
PART II

LIST CRITICAL ELEMENTS, OBJECTIVES, AND STANDARDS	INDIVIDUAL RATINGS		
EXAMPLE FORMAT: Define Critical Element A. Objective (1) Standard (F/S Level) (2) Optional Standard (AFS, BFS Levels)* B. Objective (1) Standard (F/S Level) *May be used if authorized in accordance with CPI 540.	ABOVE FULLY SUCCESSFUL	FULLY SUCCESSFUL	BELOW FULLY SUCCESSFUL
<p><u>Critical Element #1:</u> Executive direction and internal management of the Base Facilities Department.</p> <p><u>Objective #1:</u> Support the Command's EEO/AAPP goals and objectives.</p> <p><u>Fully Successful:</u> Provide continuing direction and guidance to the subordinate staff. Review overall EEO/AAPP effort from Department standpoint, noting imbalances and reasons therefore. Ensure that subordinate managers fully understand the minority imbalances in their Division and take positive action to correct those imbalances where identified.</p>	X		
<p><u>Objective #2:</u> Staff assistance to Divisions.</p> <p><u>Fully Successful:</u> Review problem areas that arise periodically and recommend solutions to higher management and direction to the subordinate staff. Review non-routine correspondence and ensure all internal and external staffing is accomplished to achieve complete and timely action.</p>	X		
<p><u>Critical Element/Objective #2:</u> Personnel and Financial Management. Review financial and personnel resources management to ensure most effective and efficient utilization.</p> <p><u>Fully Successful:</u> Monitor financial status and coordinate with AC/S, Comptroller. Ensure appropriate safeguards are in place to preclude over-obligation. Manage personnel resources through the use of personnel assignments, leave reviews, apportionment of personnel resources, etc.</p>	X		
<p><u>Critical Element/Objective #3:</u> Facilities Planning and Development. Provide staff overview of Facilities utilization, planning and military construction.</p> <p><u>Fully Successful:</u> Ensure facilities utilization is reviewed in accordance with prescribed timeframes and standards. Monitor planning function and Military Construction Program to ensure programs are being carried out as prescribed by Navy regulations and sound development guidelines.</p>	X		



PART II

LIST CRITICAL ELEMENTS, OBJECTIVES, AND STANDARDS	INDIVIDUAL RATINGS		
	ABOVE FULLY SUCCESSFUL	FULLY SUCCESSFUL	BELOW FULLY SUCCESSFUL
<p>EXAMPLE FORMAT: Define Critical Element</p> <p>A. Objective (1) Standard (F/S Level) (2) Optional Standard (AFS, BFS Levels)*</p> <p>B. Objective (1) Standard (F/S Level)</p> <p>*May be used if authorized in accordance with CPI 540.</p>			
<p><u>Critical Element/Objective #4: Facilities Maintenance.</u> Provide staff overview of Facilities Maintenance Management and Utility Services.</p> <p><u>Fully Successful:</u> Review maintenance programs to ensure facilities are maintained in an acceptable state of repair. Ensure that deficiencies are identified and reported; that projects are developed for major repair items; and that local maintenance programs are established. Review long range utility needs and ensure plans and programs are in place to meet such needs; e.g., major repair, construction, etc.</p>	X		
<p><u>Critical Element #5: Housing and Other Services.</u></p> <p><u>Objective #1:</u> Provide staff overview of Family Housing, Bachelor Housing Division, Fire Protection and Communication-Electronics program.</p> <p><u>Fully Successful:</u> Ensure Family Housing, Bachelor Housing Division, Fire Protection, and Communication-Electronics facilities are operated and maintained in an acceptable manner and in accordance with prescribed standards and regulations. Review and identify long range requirements and initiate programs to satisfy same. Ensure implementation of findings and recommendation prescribed by inspection teams or audit agencies and approved by appropriate authority. Ensure operations are in accordance with local and HQMC instruction and directives.</p>	X		
<p><u>Objective #2:</u> Provide staff overview of environmental planning and assessment programs.</p> <p><u>Fully Successful:</u> Ensure compliance with Environmental Policy and Regulations on air and water pollution control, oil and hazardous material spill control and management and natural resources management.</p>	X		



B. W. ELSTON 243-60-3396
Deputy AC/S, Facilities, GM-14

Yearly Accomplishment Review
Period 11 Aug 86 - 30 Jun 87

Objective 1 - Support the Command's EEO/AAPP goals and objectives.

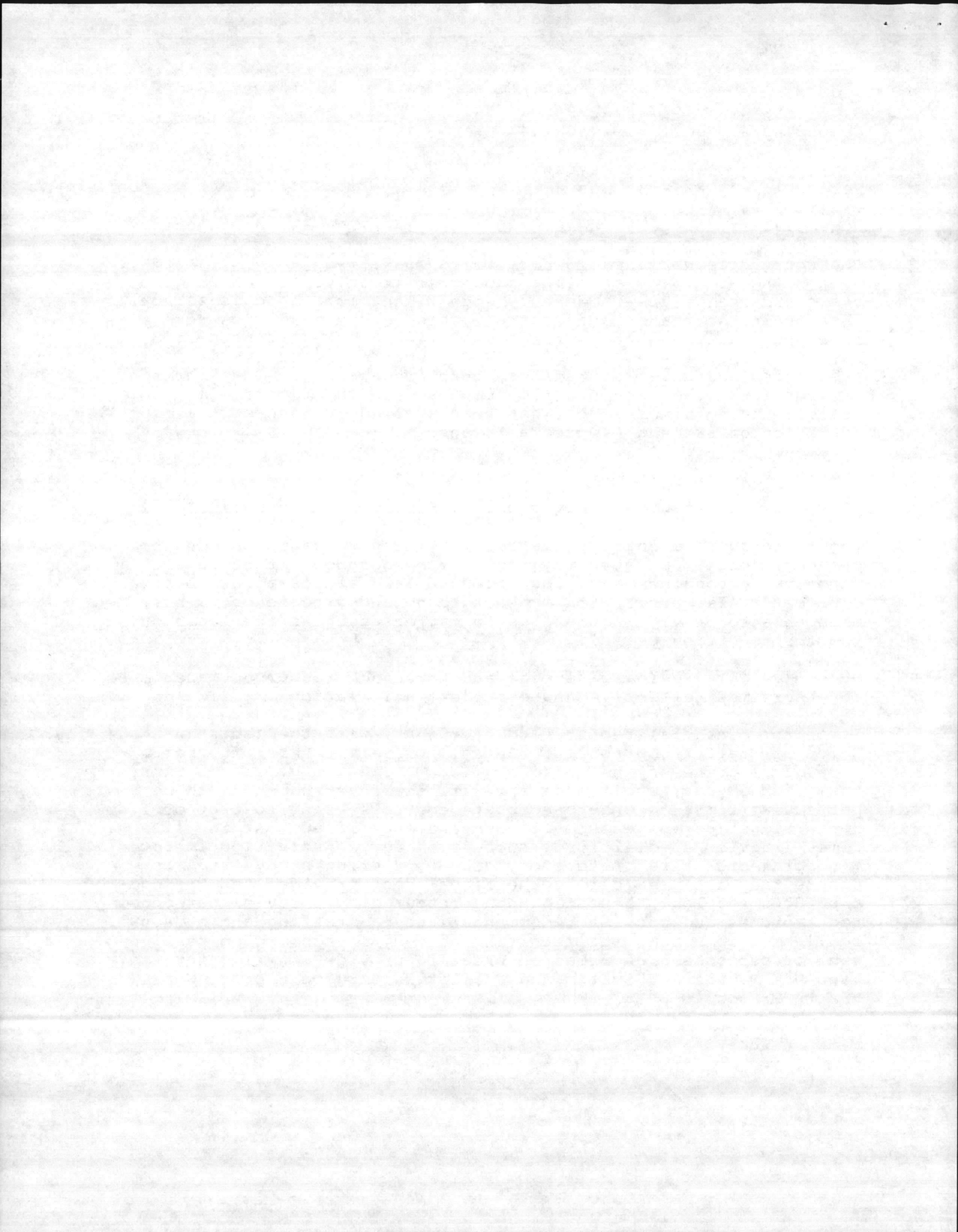
The work force within AC/S Facilities is well-balanced in terms of meeting Equal Employment Opportunity/Affirmative Action Program goals and objectives. The only significant imbalance is a lack of females in the trades and crafts. This is due to a lack of qualified applicants and non-interest. During the reporting period, I have performed in-depth reviews of selection procedures in Fire Protection and Base Maintenance, both producing comments and recommendations to ensure program compliance. The record will reflect that maximum effort has been applied to ensure full implementation of EEO and AA program/plans.

Objective #2 - Staff assistance to Divisions.

I provide assistance to Divisions by resolving personnel staffing problems, assisting in scheduling major utility outages, responding to nonroutine correspondence, providing guidance on sensitive projects, etc. Subjects may range from encroachment on federal property to congressional inquiries on land acquisition, to hazardous materials, etc. With my background and experience, I have been able to provide assistance on matters such as the above during the reporting period.

Objective #3 - Review financial and personnel resources management to ensure most effective and efficient utilization.

I monitor financial reports and coordinate with the Assistant Chief of Staff, Comptroller. Based on several years of experience, I am aware of the critical fiscal times (e.g., end of quarter, fiscal year, etc.) and meet with staff personnel at those particular times to ensure adequate controls exist to protect from over obligation and ensure all funds are utilized. At the same time, I review special funds such as energy conservation improvement projects, fire protection, and engineering study funds to ensure they are used during the fiscal year provided and the command does not lose these financial resources. I review personnel requirements and provide recommendations in staffing and personnel realignment. During the reporting period, I recommended realignment of personnel resources in order to provide staffing for the Land Use Management System and Facilities Service Support Contracts Branch.



Objective #4 - Provide staff overview of Facilities utilization, planning and military construction.

The planning function and military construction program have been managed superbly as evidenced by project approvals and validation visits by Headquarters Marine Corps staff. Our planning and military construction programs are timely and based on current and valid data. Proof of this is evident based on acceptance of data by reviewing authorities and higher headquarters.

Objective #5 - Provide staff overview of Facilities Maintenance Management and Utility Services.

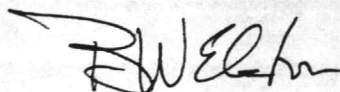
I consult with department staff personnel concerning utility services and maintenance management. On several occasions during the reporting period, I have acted to provide timely resolution of problems. I have coordinated the actions of various divisions within the Facilities Department to provide timely resolution of anticipated utility problems and outages.

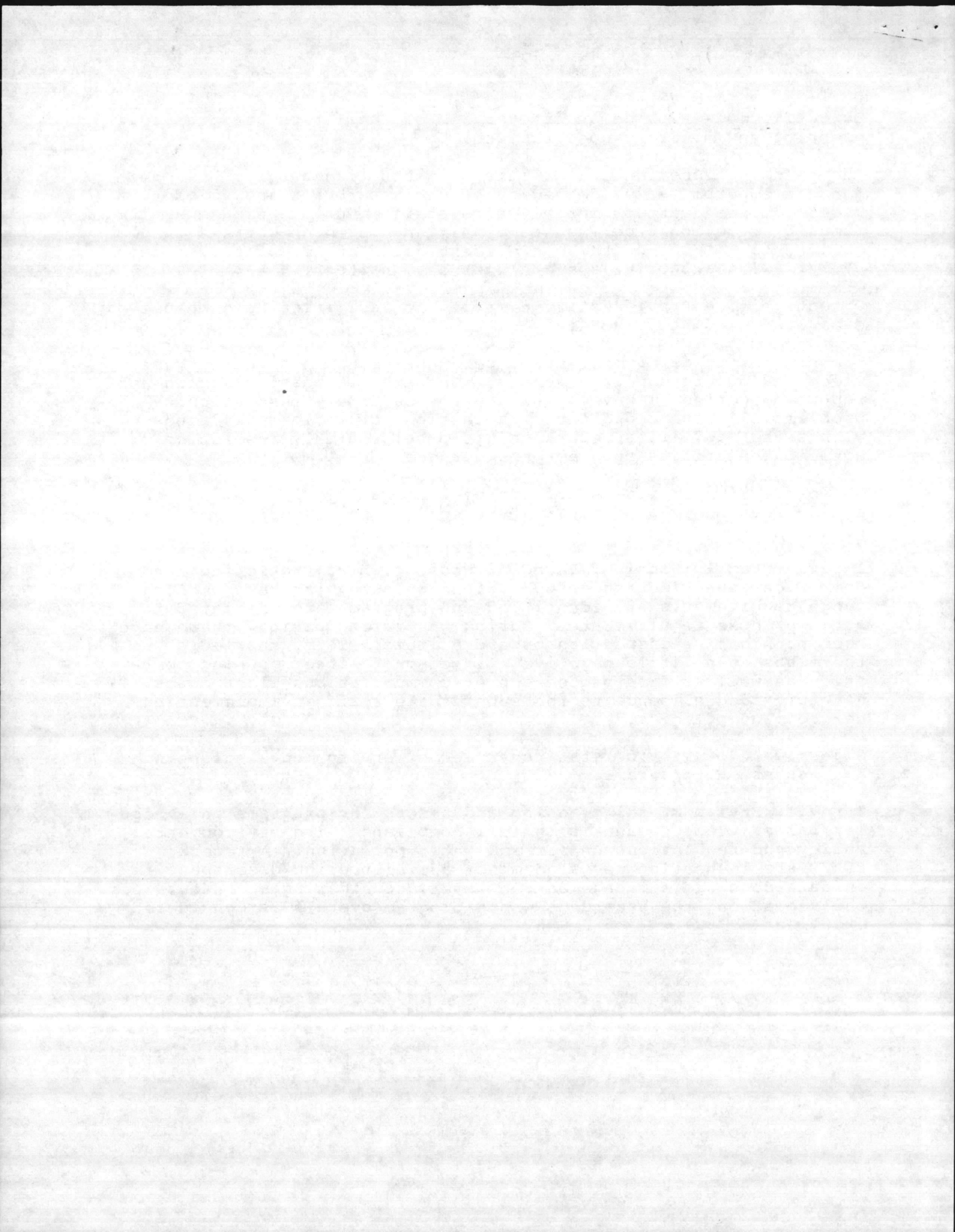
Objective #6 - Provide staff overview of Family Housing, Unaccompanied Personnel Housing, Fire Protection and Communication-Electronics programs.

I review Family Housing, Bachelor Housing, Fire Protection, and Communications-Electronics operations on a regular basis. Long-range requirements are identified and programs are initiated to satisfy those requirements. During the rating period, there have been no negative inspection or audit items. To my knowledge, there has been little negative criticism of either housing operation as well as fire protection or communications-electronics. I have provided guidance to the subordinate staff in implementing new command policies.

Objective #7 - Provide staff overview of environmental planning and assessment programs.

I review Environmental planning and assessment programs on a regular basis. The Command is in full compliance with environmental policy and regulations on air and water pollution. A recent EPA/State inspection revealed minor administration discrepancies in hazardous waste management; however, considering the nature of the violation, the hazardous waste program overall is considered excellent.

 13 Aug 87
B. W. ELSTON
Deputy AC/S, Facilities



SES/MRS/GS13-15 PERFORMANCE APPRAISAL		PERIOD COVERED FROM 10May86 TO 10Aug86	POSITION TITLE Deputy AC/S, Facilities
NAME (Last, First, Middle) ELSTON, Billy W.		SSN 243-60-3396	ES/GM/GS LEVEL GM-14

ORGANIZATION AND CODE
Facilities Department, Marine Corps Base, Camp Lejeune, North Carolina

RECORD OF REVIEWS AND FINAL APPRAISAL
Initials/signature indicate agreement that this step of the process has been completed. Please date your initials/signature.

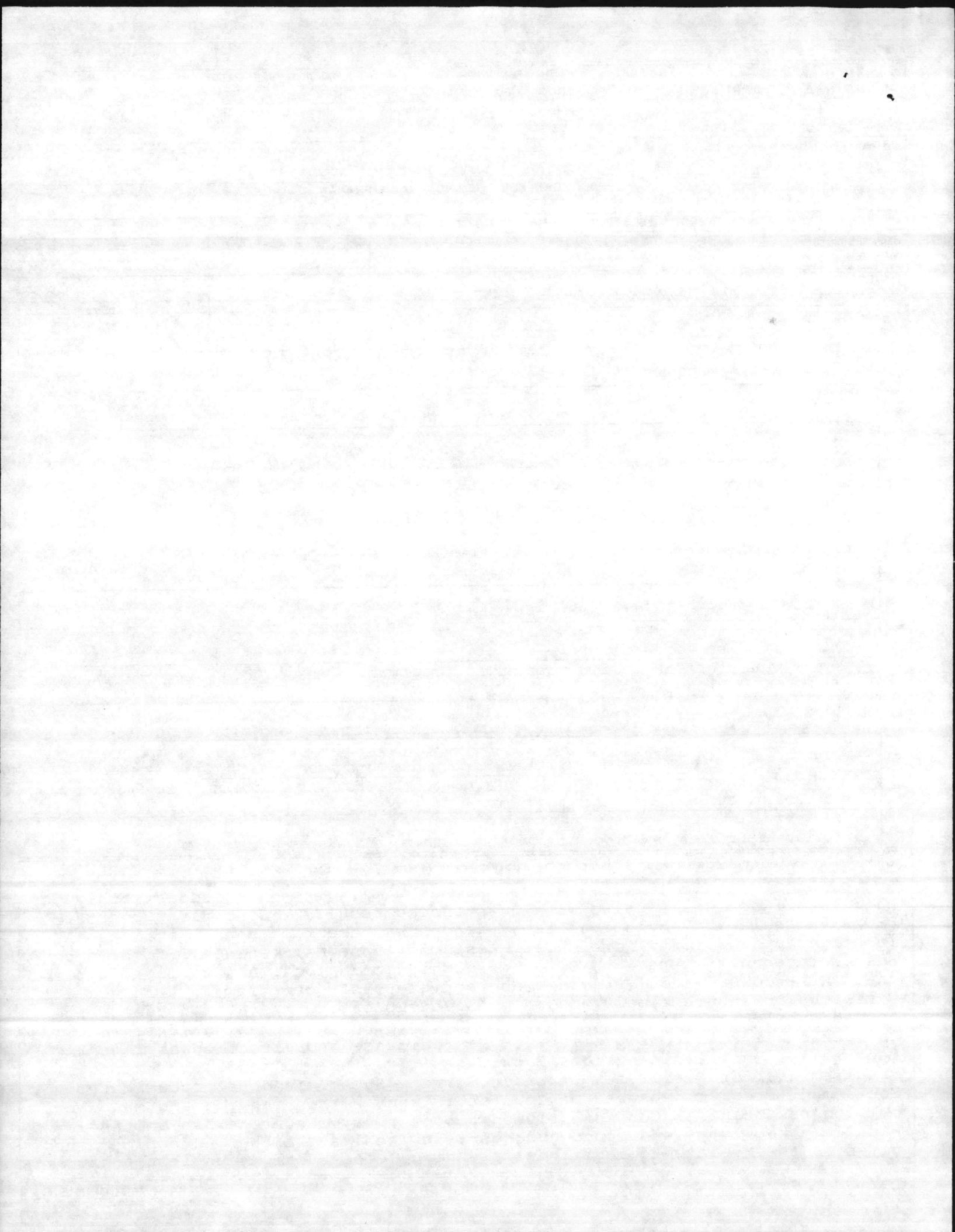
	OBJECTIVE SETTING	MID YEAR	SPECIAL (Optional)	FINAL APPRAISAL
SES/MPS/GS13-15 MEMBER	<i>W. Elston 6/23/86</i>			<i>W. Elston 10/14/86</i>
IMMEDIATE SUPERVISOR	<i>T. J. Dalgard 6/23/86</i>			<i>T. J. Dalgard 10/14/86</i>
OTHER REVIEW (Optional)				
PRB REVIEW		DATE	SES APPOINTING OFFICIAL	DATE
MPR OFFICER		DATE	NEB	DATE

- SUPERVISORY EVALUATION**
- Level 5. OUTSTANDING. Substantially above target performance. This level is achievable but seldom attained.
 - Level 4. SUPERIOR. Above target performance.
 - Level 3. FULLY SUCCESSFUL. On target performance. Level of performance most often achieved.
 - Level 2. MARGINAL. Below target on some objectives but overall performance still acceptable.
 - Level 1. UNSATISFACTORY. Below target performance. Did not accomplish one or more critical element.

- MEMBER'S OBJECTIVES**
- 1 Support the Command's EEO/AAPP goals and objectives.
 - 2 Staff assistance to Divisions.
 - 3 Review financial and personnel resources management to ensure most effective and efficient utilization.
 - 4 Provide staff overview of Facilities utilization, planning and military construction.
 - 5 Provide staff overview of Facilities Maintenance Management and Utility Services.
 - 6 Provide staff overview of Family Housing, Bachelor Housing Division, Fire Protection and Communication-Electronics programs.
 - 7 Provide staff overview of environmental planning and assessment programs.

SUPERVISORY EVALUATION OF MEMBER'S LEVEL OF OBJECTIVE ACHIEVEMENT (Review each objective, note contribution)

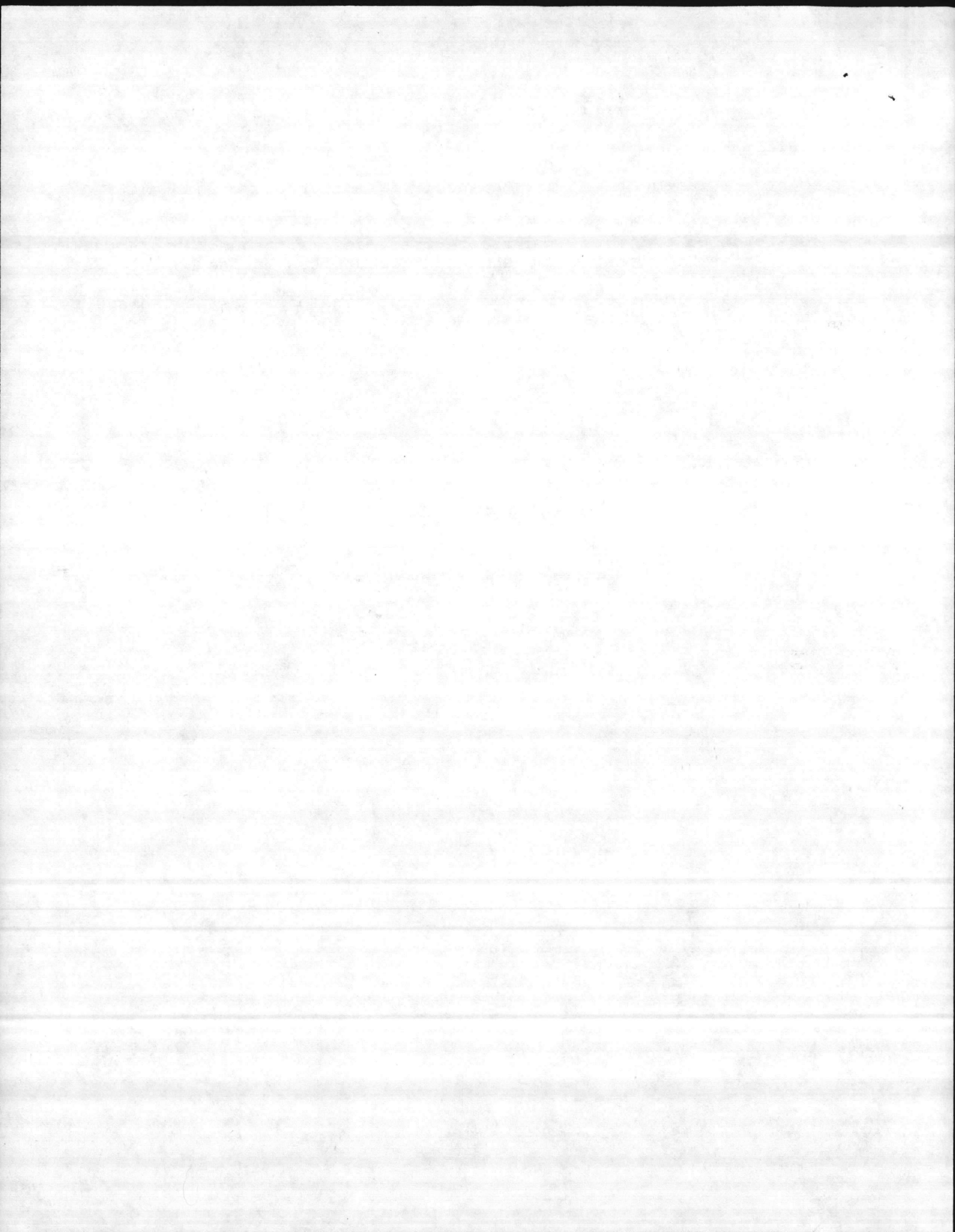
Above target in all critical elements. He willingly and conscientiously handles all assigned duties with outstanding results. Strongly supports EEO/AAPP goals and objectives as evidenced by recent personnel actions taken in hiring a new Deputy Fire Chief, Assistant Base Maintenance Officer and Base Maintenance Operations Officer in which both local and national applicants were considered. Provides appropriate staff overview of all Facilities Divisions to ensure timely and responsive support to meet the needs of the command while making most effective and efficient utilization of financial and personnel resources available. His guidance and direction on recent reorganizations within various Facilities Divisions to handle increased requirements for Facilities Contract Service Support and Hazardous Material Management Programs ensured maximum efficiency within funding and manpower ceiling restraints. Consistently on top of every issue, he has demonstrated excellent knowledge and sound judgement in local and higher authority directives as they relate to facilities planning, construction, environmental



(cont'd) (Supervisory Evaluation of Member's Level of Objective Achievement)

ELSTON, BILLY W.

requirements, management and maintenance. Effectiveness of his staff overview is evidenced by the record of acceptance and approval of Marine Corps Base, Camp Lejeune's documentation on military construction projects, minor construction projects, and major repair and maintenance projects by the Naval Facilities Engineering Command and Headquarters Marine Corps. He has demonstrated a unique ability to express his views both orally and in writing. At ease in briefing senior and flag rank officers, he sets a positive example by his personal appearance and command presence.



V. CRITICAL ELEMENTS (MPS/GS13-15 only)

Facilities Maintenance

	SIGNIFICANT			
Objective	Provide staff overview of Facilities Maintenance Management and Utility Services.			
ON TARGET	Review maintenance programs to ensure facilities are maintained in an acceptable state of repair. Ensure that deficiencies are identified and reported; that projects are developed for major repair items; and that local maintenance programs are established. Review long range utility needs and ensure plans and programs are in place to meet such needs; e.g., major repair, construction, etc.			
ABOVE TARGET	Provide contingency and emergency plans for non-routine maintenance problems. Ensure maintenance services provided are timely and responsive to needs of supported commands. Consult with customers to determine problem areas and to ensure satisfactory support. Provide timely resolution of utility problems as they arise without excessive cost or disruption to other programs. Provide emergency and contingency response to utility problems that arise unexpectedly.			
Supervisory Rating	<input checked="" type="checkbox"/> Substantially Above Target	<input type="checkbox"/> Above Target	<input type="checkbox"/> On Target	<input type="checkbox"/> Below Target

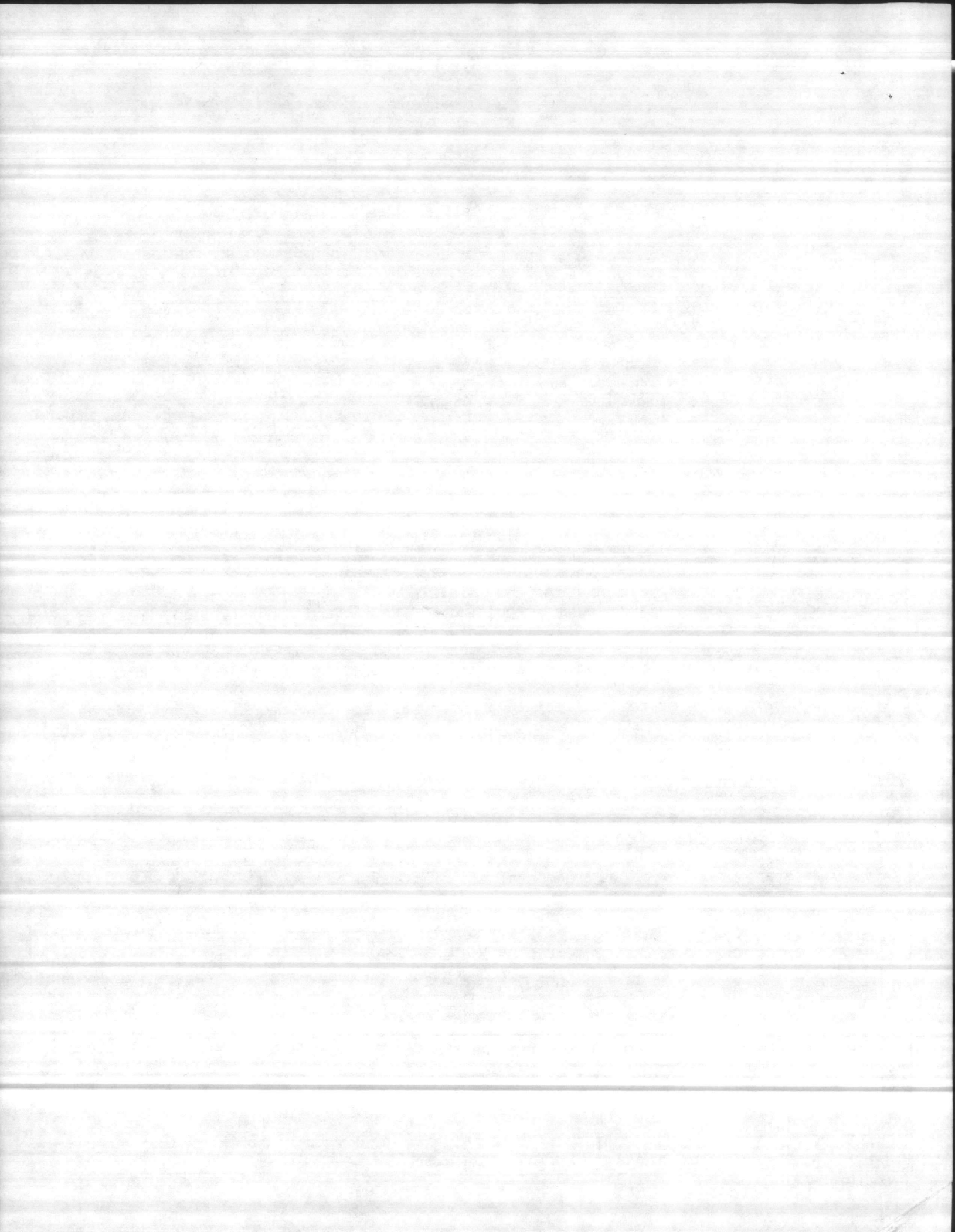
VI. CRITICAL ELEMENTS (MPS/GS13-15 only)

Housing and Other Services.

	SIGNIFICANT			
Objective	Provide staff overview of Family Housing, Bachelor Housing Division, Fire Protection and Communication-Electronics program.			
ON TARGET	Ensure Family Housing, Bachelor Housing Division, Fire Protection, and Communication-Electronics facilities are operated and maintained in an acceptable manner and in accordance with prescribed standards and regulations. Review and identify long range requirements and initiate programs to satisfy same. Ensure implementation of findings and recommendations prescribed by inspection teams or audit agencies and approved by appropriate authority.			
ABOVE TARGET	Ensure operations are in accordance with local and HQMC instruction and directives. Ensure Housing is operated efficiently and services are provided timely and responsive to the needs of the customer and in accordance with command desires. Provide amplifying instruction and guidance to subordinate staff to assist in implementing new programs.			
Supervisory Rating (see below)	<input checked="" type="checkbox"/> Substantially Above Target	<input type="checkbox"/> Above Target	<input type="checkbox"/> On Target	<input type="checkbox"/> Below Target

VII. CRITICAL ELEMENTS (MPS/GS13-15 only) (Element VI Above Target cont.) etc. At this level, the record must show that performance was clearly above the norm required for compliance.

	SIGNIFICANT			
Objective	Provide staff overview of environmental planning and assessment programs.			
ON TARGET	Ensure compliance with Environmental Policy and Regulations on air and water pollution control, oil and hazardous material spill control and management and natural resources management.			
ABOVE TARGET	Initiate program or projects which improve the environment as well as ensure compliance with policy or regulations.			
Supervisory Rating	<input checked="" type="checkbox"/> Substantially Above Target	<input type="checkbox"/> Above Target	<input type="checkbox"/> On Target	<input type="checkbox"/> Below Target



B. W. ELSTON 243-60-3396
Deputy AC/S, Facilities, GM-14

Yearly Accomplishment Review
Period 1 May 86 - 10 Aug 86

Objective 1 - Support the Command's EEO/AAPP goals and objectives.

The work force within AC/S Facilities is well-balanced in terms of meeting Equal Employment Opportunity/Affirmative Action Program goals and objectives. The only significant imbalance is a lack of females in the trades and crafts. This is due to a lack of qualified applicants and non-interest. I stress to each subordinate manager to carefully structure selection committees in order that all minority elements are represented to the maximum extent possible. The record will reflect that maximum effort has been applied to ensure full implementation of EEO and AA program/plans.

Objective #2 - Staff assistance to Divisions.

I provide assistance to Divisions by resolving personnel staffing problems, assisting in scheduling major utility outages, responding to nonroutine correspondence, providing guidance on sensitive projects, etc. Subject may range from encroachment on federal property to congressional inquiries on land acquisition, to hazardous materials, etc. With my background and experience, I have been able to provide assistance on matters such as the above during the reporting period.

Objective #3 - Review financial and personnel resources management to ensure most effective and efficient utilization.

I monitor financial reports and coordinate with the Assistant Chief of Staff, Comptroller. Based on several years of experience, I am aware of the critical fiscal times (e.g., end of quarter, fiscal year, etc.) and meet with staff personnel at those particular times to ensure adequate controls exist to protect from over obligation and ensure all funds are utilized. At the same time, I review special funds such as energy conservation improvement projects, fire protection, and engineering study funds to ensure they are used during the fiscal year provided and the command does not lose these financial resources. I review personnel requirements and provide recommendations in staffing and personnel realignment. During the reporting period, I recommended realignment of personnel resources in order to provide staffing for the Land Use Management System and Facilities Service Support Contracts Branch.

Objective #4 - Provide staff overview of Facilities utilization, planning and military construction.

The planning function and military construction program have been managed superbly as evidenced by project approvals and validation visits by Headquarters Marine Corps staff. Our planning and military construction programs are timely and based on current and valid data. Proof of this is evident based on acceptance of data by reviewing authorities and higher headquarters.

Objective #5 - Provide staff overview of Facilities Maintenance Management and Utility Services.

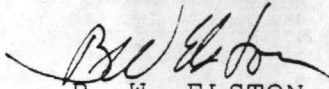
I consult with department staff personnel concerning utility services and maintenance management. On several occasions during the reporting period, I have acted to provide timely resolution of problems. I have coordinated the actions of various divisions within the Facilities Department to provide timely resolution of anticipated utility problems and outages.

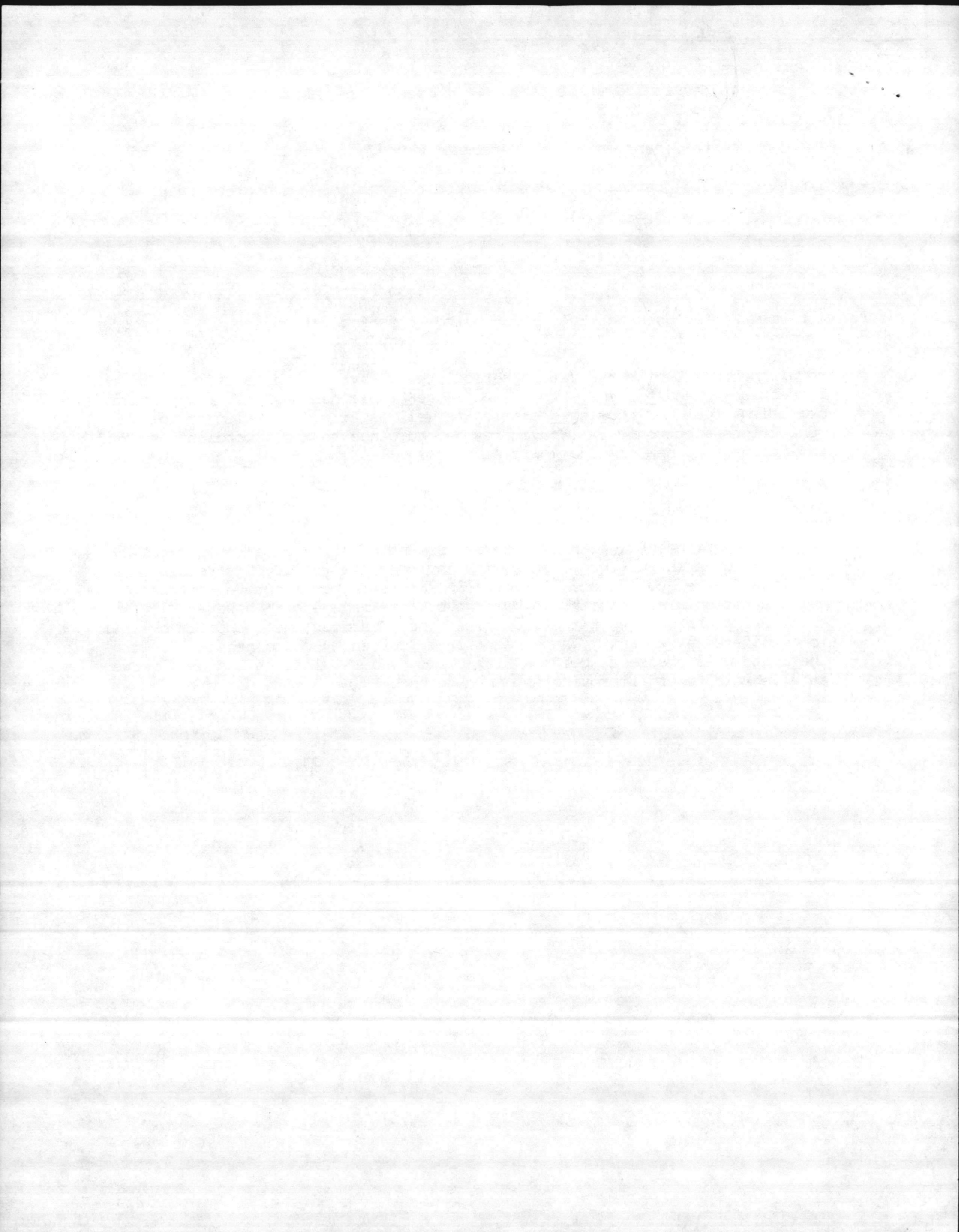
Objective #6 - Provide staff overview of Family Housing, Unaccompanied Personnel Housing, Fire Protection and Communication-Electronics programs.

I review Family Housing, Bachelor Housing, Fire Protection, and Communications-Electronics operations on a regular basis. Long-range requirements are identified and programs are initiated to satisfy those requirements. During the rating period, there have been no negative inspection or audit items. To my knowledge, there has been little negative criticism of either housing operation as well as fire protection or communications-electronics. I have provided guidance to the subordinate staff in implementing new command policies.

Objective #7 - Provide staff overview of environmental planning and assessment programs.

I review Environmental planning and assessment programs on a regular basis. The Command is in full compliance with environmental policy and regulations on air and water pollution. A recent EPA/State inspection revealed minor administration discrepancies in hazardous waste management; however, considering the nature of the violation, the hazardous waste program overall is considered excellent. The consent order currently being negotiated with the State will ensure compliance with policy and regulations and will serve as a vehicle toward improving the environment.


B. W. ELSTON



**DEPARTMENT OF THE NAVY
PERFORMANCE MANAGEMENT AND RECOGNITION SYSTEM
GS/GM 13-15 PERFORMANCE APPRAISAL**

PART I

1 PERIOD COVERED

FROM: 04 Aug 86 to 30 Jun 87

2. NAME (Last, First, Middle Initial)

POWELL, CLIFFORD G.

3. SSN

263028761

4. UNIT NO

2711S

5. POSITION TITLE / SERIES / GRADE

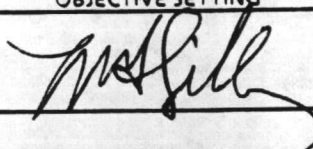
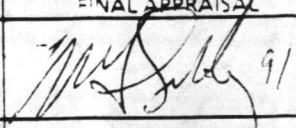
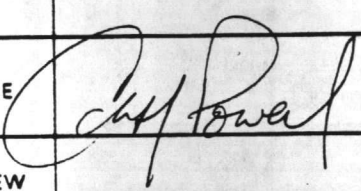
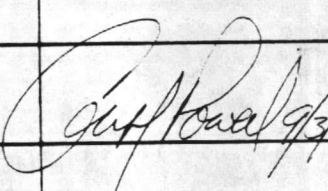
Maintenance Manager GM-1601-13

6. ORGANIZATION / CODE

Base Maintenance Division 67001

7. RECORD OF REVIEWS AND FINAL APPRAISAL

(Signature indicates that this step of the process has been completed. Must be signed and dated)

	OBJECTIVE SETTING	MID YEAR	SPECIAL	FINAL APPRAISAL
IMMEDIATE SUPERVISOR				 9/17
SECOND LEVEL SUPERVISOR				
PARO				
EMPLOYEE				 9/30
PRB REVIEW (Optional)				

8. RATING OF RECORD OR SUMMARY RATING

Level 5
OUTSTANDING

Level 4
EXCEEDS FULLY SUCCESSFUL

Level 3
FULLY SUCCESSFUL

Level 2
MINIMALLY SUCCESSFUL

Level 1
UNACCEPTABLE

9. SUPERVISOR'S RATING JUSTIFICATION (General Comments)

(Use to justify the rating of record or summary rating. May be used to justify PMRS performance awards.)

Mr. Powell's experience covers the entire range of facilities maintenance from mechanic at the shop level to his current assignment of Deputy Base Maintenance Officer. His experience is complemented by a master's degree in management. Mr. Powell seems to have a natural talent for combining education and experience and applying principles from both schools in his management practices at Base Maintenance. He articulates complex problems dealing with the full spectrum of facilities management, utilities production and distribution, personnel and financial management and arrives at logical, workable and reasonable courses of action. Mr. Powell's uncanny ability to deal with people has been extremely beneficial to the Base Maintenance Division this year. He enjoys excellent relations with customers, as well as subordinates within the Division. His job performance has been a credit to this Division and he has served the Base well.

PART II

LIST CRITICAL ELEMENTS, OBJECTIVES, AND STANDARDS

INDIVIDUAL RATINGS

EXAMPLE FORMAT: Define Critical Element

A. Objective
 (1) Standard (F/S Level)
 (2) Optional Standard (AFS, BFS Levels)*

B. Objective
 (1) Standard (F/S Level)

*May be used if authorized in accordance with CPI 540.

ABOVE FULLY SUCCESSFUL

FULLY SUCCESSFUL

BELOW FULLY SUCCESSFUL

1. CRITICAL ELEMENT #1: EEO/AAPP goals and objectives

A. Objective: Review overall EEO/AAPP effort from an organizational standpoint, noting imbalances and reasons therefor. Ensure subordinate managers fully understand minority imbalances in their branches and take positive action to correct identified imbalances.

1. Standard: EEO goals established by the Base are considered at each selection board when under-representation of minorities is indicated. Non-selection of minorities in the selection process and the reason thereof are documented.

2. CRITICAL ELEMENT #2: Coordination and correspondence with external agencies involved in Commercial Activities (CA) Review.

A. Objective: Act as Base Maintenance Division's Point of Contact, providing executive direction and coordination to the Division's CA work effort. Ensure that those efforts complement and are in harmony with Base Operational Support Management Assistance Department's CA Review Team.

1. Standard: The Maintenance Division's CA efforts complement and are in harmony with Base Operational Support Management Assistance Department's CA Review Team. Information and assistance within reason is collected and provided to the Team. Informational updates are provided to Division workforce to keep them informed of progress and/or changes in the CA review process.

B. Objective: Review, respond/provide comments to correspondence and Performance Work Statements in a timely manner.

1. Standard: Correspondence is answered within the time specified, or if none is specified, in a timely manner. Performance Work Statements are reviewed and returned promptly with comments.

X

X

PART II

LIST CRITICAL ELEMENTS, OBJECTIVES, AND STANDARDS

INDIVIDUAL RATINGS

EXAMPLE FORMAT: Define Critical Element

A. Objective
 (1) Standard (F / S Level)
 (2) Optional Standard (AFS, BFS Levels)*

B. Objective
 (1) Standard (F / S Level)

*May be used if authorized in accordance with CPI 540.

ABOVE FULLY SUCCESSFUL

FULLY SUCCESSFUL

BELOW FULLY SUCCESSFUL

3. CRITICAL ELEMENT #3: Management of Base Maintenance Resources.

A. Objective: Improved management of personnel through use of personnel assignments, leave reviews and apportionment of personnel resources.

1. Standard: Personnel are equitably assigned to the Branches to ensure performance of essential requirements of each Branch. Additionally, personnel in the Maintenance and Repair Branch are appropriately assigned to parent and area shops to optimize the performance of the workforce.

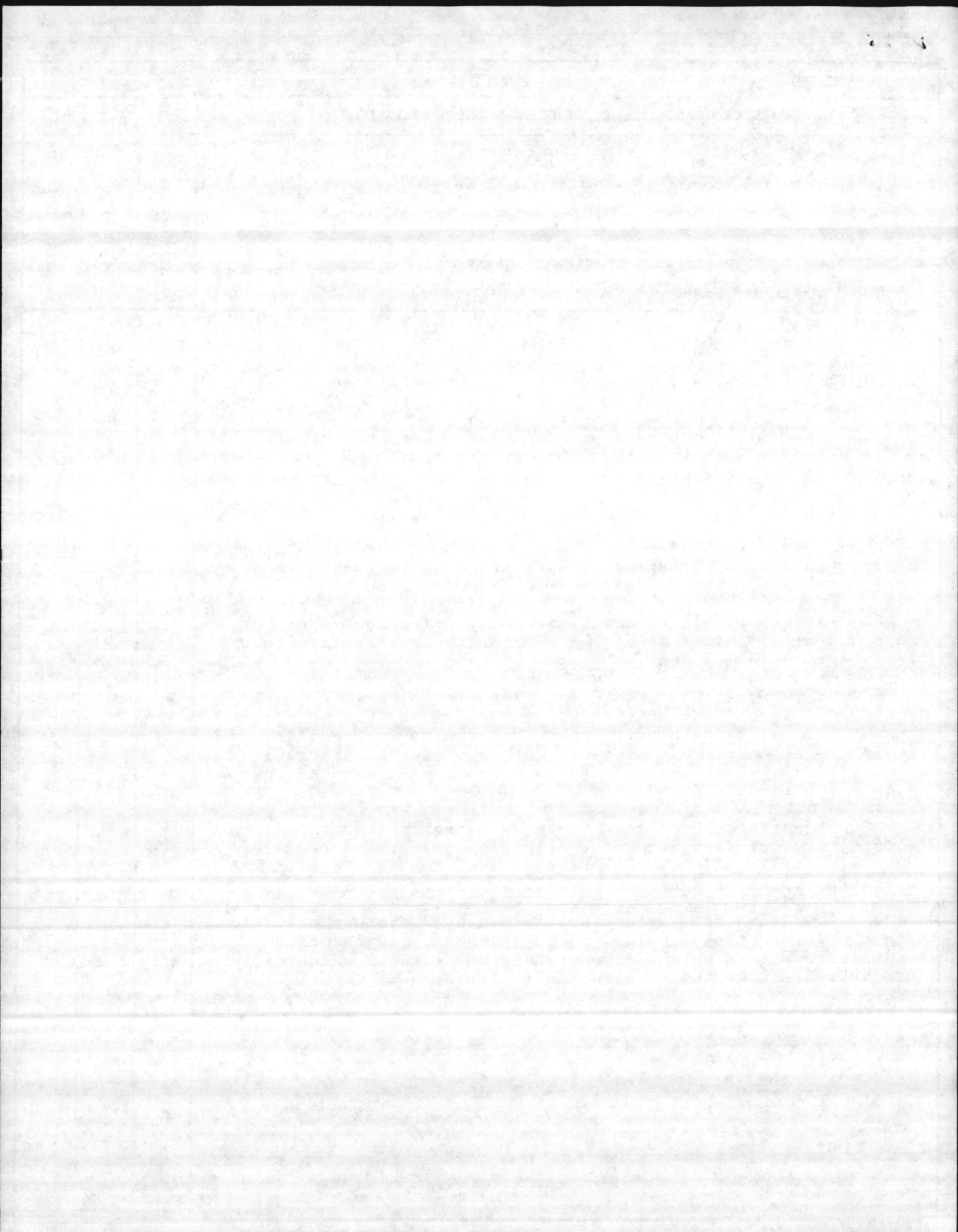
B. Objective: Improved management of finances. Monitor funds, identify deficiencies, and advise the Base Maintenance Officer of overall financial status.

1. Standard: A fiscal year financial plan is developed. Funds are monitored to ensure an obligation rate commensurate with the plan. Ensure appropriate safeguards are in place to preclude over-obligation of funds. Shortages are identified so that timely adjustments can be made without major disruption.

C. Objective: Improved management information system. Identify work measurement information and prescribed performance targets in all Base Maintenance Branches and develop automated system to indicate derivation.

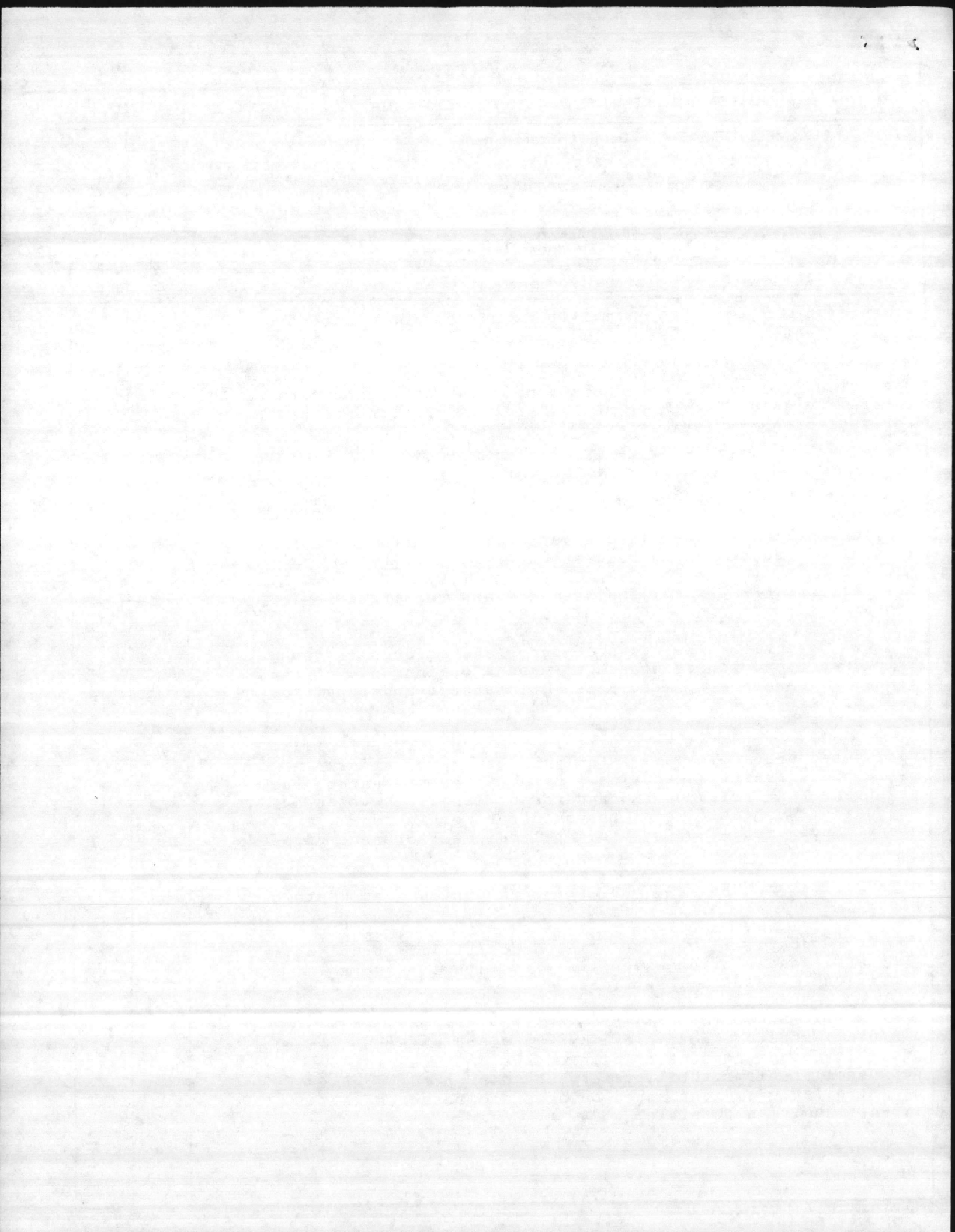
1. Standard: Performance is measured against standards and information provided to supervisors. Adjustments are made to ensure optimum use of Base Maintenance resources. Standards are adjusted to ensure a realistic management system.

X



PART II

LIST CRITICAL ELEMENTS, OBJECTIVES, AND STANDARDS	INDIVIDUAL RATINGS		
<p>EXAMPLE FORMAT: Define Critical Element</p> <p style="margin-left: 20px;">A. Objective (1) Standard (F/S Level) (2) Optional Standard (AFS, BFS Levels)*</p> <p style="margin-left: 20px;">B. Objective (1) Standard (F/S Level)</p> <p style="margin-left: 20px;">*May be used if authorized in accordance with CPI 540.</p>	ABOVE FULLY SUCCESSFUL	FULLY SUCCESSFUL	BELOW FULLY SUCCESSFUL
<p>4. CRITICAL ELEMENT #4: Facilities inspection and controlled maintenance of Class 2 Plant Property.</p> <p style="margin-left: 20px;">A. Objective: Review procedures and methods in the Operations Branch and make recommendations as appropriate to ensure a viable inspection and controlled maintenance program for real property facilities.</p> <p style="margin-left: 40px;">1. Standard: Annual inspections identify deficiencies sufficiently to formulate a long range maintenance plan. Inhouse work and contracted work are appropriately assigned to ensure maximum effectiveness of the inhouse workforce. Service work that lends itself to contract performance is identified and contracts requested.</p>	X		
<p>5. CRITICAL ELEMENT #5: Maintenance and repair of real property.</p> <p style="margin-left: 20px;">A. Objective: Review procedures and methods in the Maintenance and Repair Branch to ensure optimum use of the Branch's resources to accomplish maintenance and repair of real property.</p> <p style="margin-left: 40px;">1. Standard: Work performance standards are identified and procedures are established to measure work performance against standards. Established standards, such as Engineered Performance Standards or locally developed standards, such as time of response for service work, may be used. Supervisors are provided periodic performance reports.</p>	X		
<p>6. CRITICAL ELEMENT #6: Utilities production and distribution.</p> <p style="margin-left: 20px;">A. Objective: Monitor maintenance/utility problems as they arise and provide executive direction to ensure provision of essential services.</p> <p style="margin-left: 40px;">1. Standard: Utilities services (water, sewage disposal, steam, electricity) are provided with the least possible outage because of maintenance deficiencies or personnel problems. Utility services disrupted because of uncontrollable and unplanned outages are restored as expeditiously as possible.</p>	X		



YEARLY ACCOMPLISHMENT REPORT
04 AUGUST 1986-30 JUNE 1987

CRITICAL ELEMENT

ACCOMPLISHMENT

#1-EEO/AAPP Goals and Objectives

During the rating period I've been trained and have presented required EEO training sessions for supervisors aboard base on two occasions. Additionally, there has been significant improvement in the organization's EEO posture by reducing the number of outstanding complaints. Positive preventive action has seriously reduced the level of new complaints.

#2-Coordination and Correspondence with External Agencies Involved in CA Review

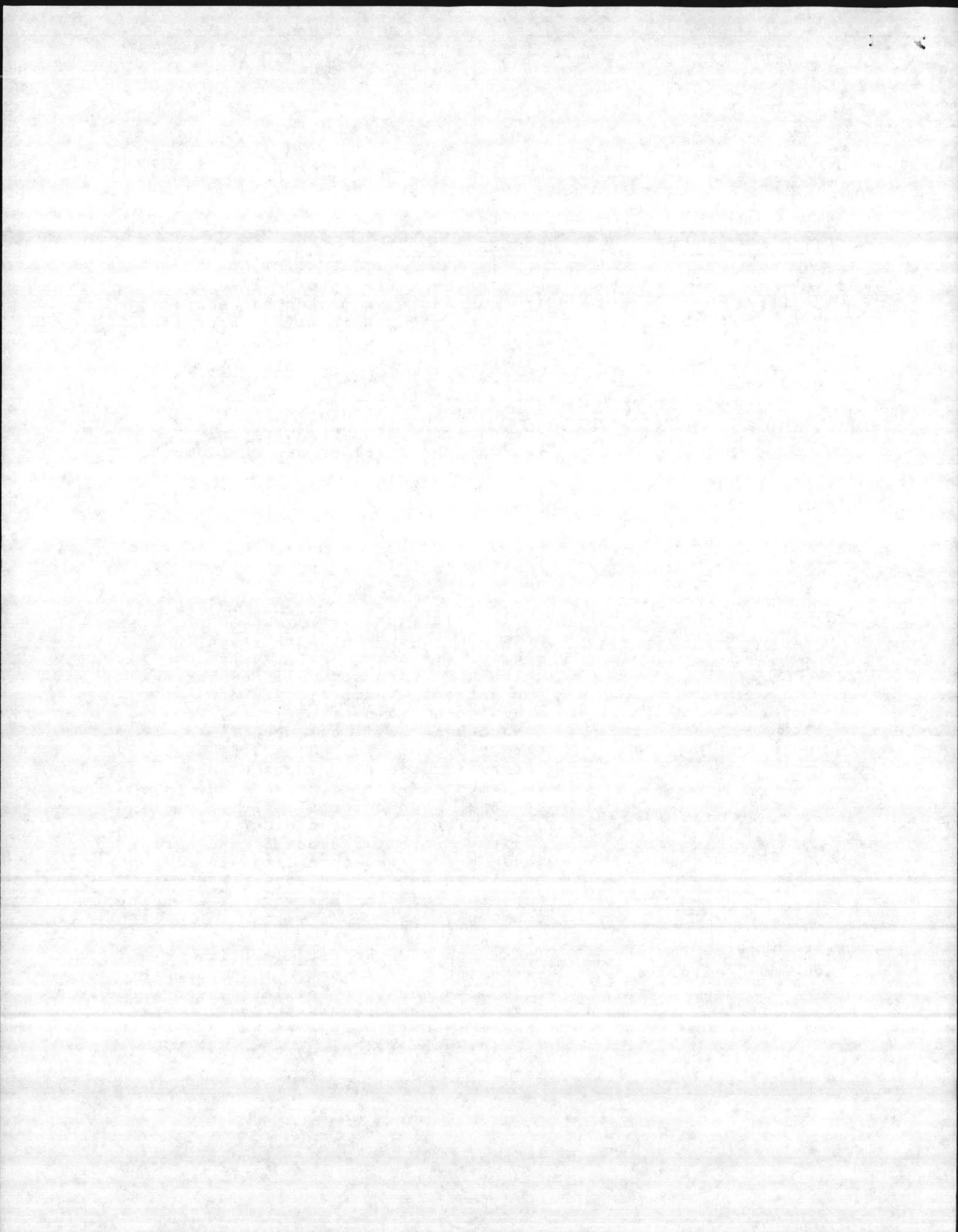
The progress and focus concerning CA Review is well-focused, harmonious, and being pursued at the appropriate pace. I believe significant progress concerning these three areas has been accomplished.

#3-Management of Base Maintenance Resources

While additional improvements of the specific objectives identified in this element are necessary, tremendous gains have been accomplished during the period. The following are examples of this effort: (1) Two Branch Head positions were filled on a very timely basis, (2) a wide spectrum of organizational changes has been implemented with relative ease, (3) the Area Shop concept is being continuously improved in an orderly fashion, (4) the Monthly Production and Performance Report was conceived, developed and implemented, and (5) both micro-computer and RPM/FHS progress is being achieved.

#4-Facilities Inspection and Controlled Maintenance of Class 2 Plant Property

The Inspection Section is being re-established, A&E contract support for this area has been initiated, and a PM inventory has been performed. Here, too, much still needs to be done but significant strides have been taken in this area.



CRITICAL ELEMENT

ACCOMPLISHMENT

#5-Maintenance and
Repair of Real
Property

I believe that performance indices have never been used as they are now being used in Base Maintenance. There has been tremendous growth and development in this area of management of the Division.

#6-Utilities
Production and
Distribution

All outages have been handled expeditiously and have occurred at a reasonable rate. Transition of Branch Heads went as smoothly as could have possibly happened. The Base was awarded the Marine Corps Energy Award.

