



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, US ARMY GARRISON-YONGSAN
UNIT #15333
APO AP 96205-5333

PECH-FEA-D

2 August 2012

US ARMY GARRISON-YONGSAN POLICY LETTER 11-3

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Establishment of Performance Standards for Korean National (KN) Employees

1. **REFERENCE:** USFK Regulation 690-1, Civilian Personnel Regulations and Procedures – Korean Nationals, 6 January 2009.

2. **PURPOSE:**

- a. To improve individual and organizational performance.
- b. To furnish a sound and continuing basis for effective supervisor-subordinate relationships.
- c. To ensure the periodic evaluation and recording of the quality of overall performance.
- d. To ensure that each employee is informed of the standards by which performance is evaluated and of the character of current performance.
- e. To ensure that all ratings are fair and objective.
- f. To use the performance appraisal to assist in determining the need for training, Change to Lower Grade (CLG), or separation when performance is not adequate.
- g. To serve as the basis for recognizing outstanding performance and incentive awards decision.

3. **APPLICABILITY.** The policy applies to US Army Garrison-Yongsan appropriated and non-appropriated fund Korean National (KN) permanent and long-term temporary employees.

4. **RESPONSIBILITIES.**

a. All designated supervisors will:

- (1) Establish performance standards whereby each employee under their supervision is informed of the quantity and quality of work expected in order to accomplish all aspects of the job satisfactorily.

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(2) Keep employees advised of the level at which their performance is progressing, identifying strong or weak points, ascertaining the cause of deficiencies, and initiating corrective action.

(3) Determine job training activities that will assist employees in improving their overall performance and enhance their future development.

(4) Prepare official performance appraisals.

(5) Initiate action to effect a change in assignment, CLG, or separation if, after a planned effort for improvement, performance is inadequate.

(6) Initiate nominations for outstanding performance ratings and other honorary or cash awards for outstanding performance.

b. The Seoul CPAC will provide advice, assistance, and training to managers and supervisors on the various aspects of the performance standards.

5. PROCEDURES:

a. Within the first 30 days of each new rating period, the supervisor will review each employee's position description for duties performed. The supervisor will also consider mission accomplishment of each activity and what that mission accomplishment means. The supervisor will meet with the employee to discuss the performance objectives and obtain the employee's input.

b. At this initial meeting, the supervisor and employee discuss preparation of the performance standards using the employee's position description. Employee's feedback is requested. After the performance standards are completed and the supervisor and employee understand what is expected, they initial and date the form, "setting the standards". If the employee disagrees and refuses to initial the form, the supervisor will annotate the employee's refusal to sign, initial, and date the performance standards. See enclosed form.

6. PERFORMANCE STANDARDS:

a. Performance Standards will be based on the following principles:

(1) Performance standards should be set at what constitutes satisfactory work performance.

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(2) Performance standards should be written for the specific, permanent, and significant tasks of the position

(3) Performance standards should be written for a specific position, not a broad class.

(4) Performance standards should be discussed with employees and modified as appropriate.

(5) Performance standards should be changed as the significant tasks or duties of the job change or as better standards can be written.

(6) Performance standards are applicable to supervisory as well as non-supervisory positions.

b. Performance standards are established for each rating element based on what constitutes satisfactory work performance. There are six rating elements established on USFK Form 155EK. The first five rating elements described below, pertain to both supervisory and non-supervisory positions, and the last element pertains only to supervisory positions.

(1) Quantity of work. Evaluate and rate in terms of acceptable production during the rating period, timeliness of work accomplished, and meeting deadlines.

(2) Quality of work. Evaluate and rate in terms of accuracy and appearance of finished work; the comparative number of rejects, errors, or waste; degree to which specifications are met; thoroughness of information gathered and analysis of data; recommendations, judgments, and decisions; language and manner of presentation; and effectiveness in expressing ideas orally, in writing, or both.

(3) Cooperation. Evaluate and rate in terms of ability to maintain effective relationships, work harmoniously with others, consider viewpoints of others, and willingness to give assistance.

(4) Initiative. Evaluate and rate in terms of ability to recognize and define problems, identify alternative possible solutions, select the best course of action, and submit suggestions or present useful new ideas to improve operations.

(5) English ability. Evaluate and rate in terms of the level of spoken and written competence necessary for acceptable performance of assigned duties.

(6) Supervision and Administration. Evaluate and rate in terms of effectiveness in selecting employees, assigning duties, evaluating work performance, training and developing subordinates, using incentive awards, administering constructive discipline, maintaining

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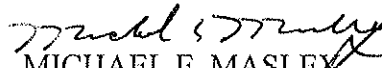
management-employee communications, administering leave, maintaining up-to-date and efficient job structure, and promoting safety and adherence to the principles of equal employment opportunity.

7. Managers and supervisors at all levels must ensure that performance standards are established for all US Army Garrison-Yongsan Korean employees, and updated and maintained using the schedule below. At the end of the rating period the USFK Form 155EK will be completed and submitted to the Seoul Civilian Personnel Advisory Center (CPAC) along with a copy of performance standards.

8. Rating Periods for KN Employees.

<u>Pay Schedule and Grade</u>	<u>Rating Periods</u>	<u>Due to CPAC NLT</u>
KGS-1 through KGS-6	1 May – 30 Apr	31 May
KGS-7 and above	1 Feb – 31 Jan	28 Feb
KWB-1 through KWB-5	1 Nov – 31 Oct	30 Nov
KWB-6 and above	1 Aug – 31 Jul	31 Aug

Encl
as


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