



Commander's Guide to Performance Management and the Performance Appraisal

Commander's Guide to Performance Management

Objectives

The purpose of this module is to guide Commanders in using the PeopleSoft Performance Management module to rate and review their MCCS embedded employees throughout the performance appraisal cycle.

Before You Begin

Commanders must have the following:

- ✓ PeopleSoft account and URL and Log In Information
- ✓ Designated as a Supervisor in your Job Data record.
- ✓ Performance Management Rater Desk Reference Guide

When to Use

- ✓ When entering Performance Evaluations for employee's Initial, Mid-Year and Annual MCCS Performance Appraisals.

NOTE: This guide has four parts:

Part 1 – Initial

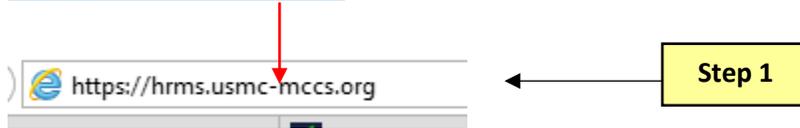
Part 2 – Mid Year

Part 3 – Annual

Part 4 – Reviewing Officials

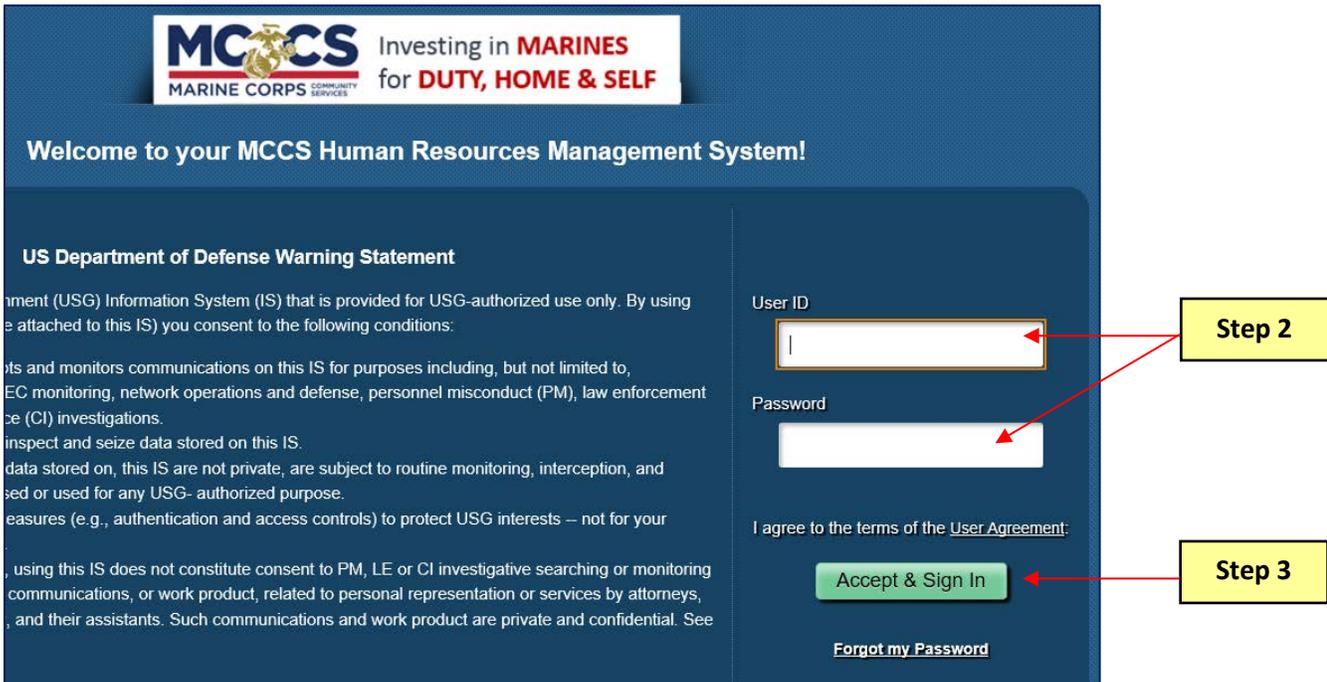
Step 1: Enter the following URL link into the address bar on Internet Explorer.

<https://hrms.usmc-mccs.org>

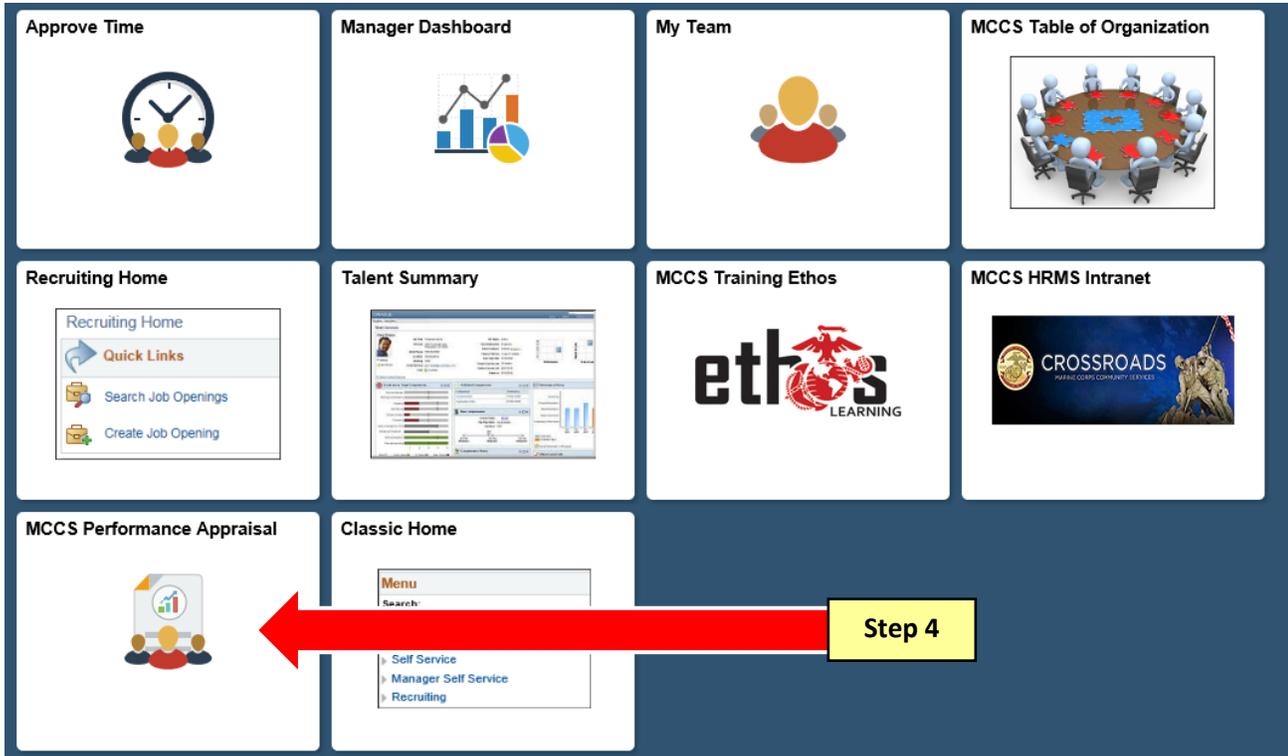


Step 2: Log into PeopleSoft Self Service by entering your User ID and Password.

Step 3: Select the Accept & Sign In button.



Step 4: Select the **MCCS Performance Appraisal** tile on the Manager Self Service homepage.



Step 5: The MCCS Performance Appraisal page will display with the manager's direct reports. Select the applicable MCCS Performance Appraisal Year.



Step 6: The MCCS Performance Appraisal page will display with the Commander's direct reports. Select the employee to access their performance appraisal.



PART 1 - Initial Review

The Initial Review is where the employee and the Commander will establish the goals and achievements for the year. Ideally the employee will initiate the review by entering and submitting their goals to their Commander. The Commander and employee meet to discuss the goals and the Commander makes necessary updates based on what was discussed. If the Commander is entering the goals for the employee, they will need to share these goals with the employee before the employee can review them here.

Step 1: The Goal Type defaults to **Custom** and allows the Commander to enter their own goal descriptions under the goal category.

Step 1

Initial

Mid Year

Annual

Appendix / Feedback Form

Return To Direct Reports

MCCS Performance Appraisal

Goals Critical Elements

Empl ID 12345 Name BLACK,LEONA Position FINANCIAL TECHNICIAN LEADER

Dept 901002 Job Title FINANCIAL TECH LDR NF3* Last Start Date 01/09/1984

Full/Part/Flex Full-Time Business Unit FIN14 Grade NF3 Company PNM Year 2018

Generate PDF

Save

Share with Employee

Finalize Initial

EVALUATING & RATING GOAL ACHIEVEMENT

Raters and employees should review and may adjust goals during the mid-year performance evaluation; then review and rate goals and critical expectations during the annual performance evaluation.

Raters should give employees the opportunity to complete a self-evaluation of their goals before finalizing ratings and conducting the annual performance discussion.

PLEASE NOTE: Employees and raters are required to provide overall comments on goal achievement. In addition, raters are REQUIRED to provide an explanation for the rating given for each goal, regardless of rating.

Please establish 1-3 goals for bargaining unit employees or 3-5 goals for the performance appraisal period. Each goal is expected to follow the SMART-Q goal format to ensure that it is tangible and attainable, but not all roles will have goals in all categories. Refer to Appendix B for more details regarding Goal Setting.

Goal Category

Goal Type Custom

*Goal Category

Specific

Measurable

Time Bound

Audit History

Last Updated by Employee

Last Updated by Manager

Step 2: Select the Goal Category. There are four Performance Goal Types: **Customer, People, Increased Efficiencies, and Growth.** (Goals do not have to be set in every performance area, only those that apply to the role). Commanders can type, copy or paste into the text fields up to 250 characters.

Step 3: Enter the **Specific, Measurable, and Time Bound** information using the Smart-Q Goal guidance found under Appendix B.

Step 4: Select the plus sign to add an additional Goal Category. (To delete an entry select the minus sign.)

NOTE: 3 to 5 goals are required for MCCS employees.

NOTE: In the future, there will be a Predefined option that will populate the goals with predefined text for use.

The screenshot shows the 'MCCS Performance Appraisal' interface. On the left is a navigation menu with options: Initial, Mid Year, Annual, Appendix / Feedback Form, and Return To Direct Reports. The main content area displays employee information for Empl ID 12345, Name BLACK,LEONA, Position FINANCIAL TECHNICIAN LEADER, Dept 901002, Job Title FINANCIAL TECH LDR NF3*, Last Start Date 01/09/1984, Full/Part/Flex Full-Time, Business Unit FIN14, Grade NF3, Company PNM, and Year 2018. Below this is a section for 'EVALUATING & RATING GOAL ACHIEVEMENT' with instructions and a 'PLEASE NOTE' section. The 'Goal Category' section shows a dropdown menu with 'Custom' selected. Below this are three text input fields labeled 'Specific', 'Measurable', and 'Time Bound'. At the bottom, there is an 'Audit History' section. Annotations include: 'Step 2' pointing to the '*Goal Category' dropdown; 'Step 3' pointing to the 'Specific', 'Measurable', and 'Time Bound' text fields; and 'Step 4' pointing to a plus sign icon in the goal list area.

Step 5: Reference the **Critical Elements** tab to review the Critical Element descriptions.

MCCS Performance Appraisal

Goals **Critical Elements**

Empl ID 12345 Name BLACK,LEONA Position FINANCIAL TECHNICIAN LEADER

Dept 901002 Job Title FINANCIAL TECH LEADER NF3* Last Start Date 01/09/1984

Full/Part/Flex Full-Time Business Unit NF3 Company PNM Year 2018

Step 5

EVALUATING CRITICAL ELEMENTS

During the Annual Performance Appraisal, use the rating scale on Appendix to evaluate all employees' performance against these critical elements: Work Quality, Customer Service and Interpersonal Skills.

Employees with managerial responsibilities must be evaluated against two additional critical elements specific to fulfillment of managerial responsibilities: Coaching, Managing & Developing Staff and Leadership & Communication.

Raters should give employees the opportunity to complete a self-evaluation of the critical elements before finalizing ratings and conducting the annual performance discussion.

PLEASE NOTE: Employees and Raters are required to provide overall comments on all critical elements. In addition, raters are REQUIRED to provide an explanation for the rating given for each critical element, regardless of rating.

Critical Elements for All Employees

CRITICAL ELEMENTS	
1	Work Quality - Work meets customer/user requirements. Assignments are completed accurately and in a timely fashion. Accepts accountability, responsibilities and feedback. Exhibits dependability in meeting work requirements.
2	Customer Service - Prioritizes customer satisfaction, responsiveness, professionalism (courtesy and attitude) and willingness to assist customers, and always exemplifies our mission.
3	Interpersonal Skills - Establishes effective working relationships with supervisor, peers and other key stakeholders both internally and externally. Adapts positively to changes in workload and priorities. Takes positive action to promote teamwork. As appropriate by role, demonstrates effective communication skills.

NOTE: If you are rating employees that are also Supervisors (e.g., MEF Prevention and SAPR Program Managers) they will have an additional section of Critical Elements for Managers (totaling 5 Critical Elements).

MCCS Performance Appraisal

Select Performance Documents

Goals **Critical Elements**

Empl ID 12345 Name FITZGERALD,ELLA B Position ACCOUNTANT SUPV

Dept 901002 Job Title ACCOUNTANT SUPV NF4* Last Start Date 08/17/1987

Full/Part/Flex Full-Time Business Unit FIN14 Grade NF4 Company PNM Year 2018

EVALUATING CRITICAL ELEMENTS

Critical Elements for All Employees

CRITICAL ELEMENT	
1	Work Quality - Work meets customer/user requirements. Assignments are completed accurately and in a timely fashion. Accepts accountability, responsibilities and feedback. Exhibits dependability in meeting work requirements.
2	Customer Service - Prioritizes customer satisfaction, responsiveness, professionalism (courtesy and attitude) and willingness to assist customers, and always exemplifies our mission.
3	Interpersonal Skills - Establishes effective working relationships with supervisor, peers and other key stakeholders both internally and externally. Adapts positively to changes in workload and priorities. Takes positive action to promote teamwork. As appropriate by role, demonstrates effective communication skills.

Critical Elements for All Managers

CRITICAL ELEMENT	
1	Coaching, Managing & Developing Staff - Focuses on developing, coaching and mentoring staff in order to improve performance and help employees reach their full potential. Provides ongoing feedback to employees against goals, job requirement and critical elements. Creates developmental opportunities (e.g., challenging assignments as well as access to formal training) to develop employees skills and experience, and leverages a Development Plan to identify and track development. Utilizes the performance management process to provide constructive feedback throughout the year against expectations for achievement of goals, performance of job requirements and demonstration of critical elements. Delegates work and monitors work progress. Motivates, recognizes and rewards strong performance and supports employees' growth and development including career advancement and career moves. Conducts mid-year and end-of-year appraisals for all employees.
2	Leadership & Communication - Leads by example to inspire excellence, collaboration and results and to create aligned, engaged and high-performing teams. Develops and executes a mission-aligned vision of the organization and creates a positive, safe work environment that allows employees to excel. Ensures performance standards are met and addresses performance issues when they arise. Able to identify problems, formulate solutions and take corrective follow-up measures. Upholds high standards of integrity and ethical behavior. Effectively communicates upward and downward at the managerial level both verbally and in written form.

Review Critical Elements for Managers

Step 6: Generate PDF – Select this button to generate the Performance Appraisal Form in PDF format with pre-populated fields based on entries made by the Commander or employee.

Save – Select this button to save a draft of the entries made. The information will not be seen by the employee until the Share with Employee button is selected.

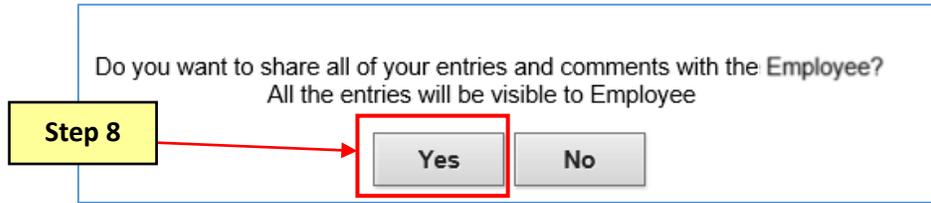
The screenshot shows the 'MCCS Performance Appraisal' interface. On the left is a navigation menu with options: Initial, Mid Year, Annual, Appendix / Feedback Form, and Return To Direct Reports. The main area is titled 'MCCS Performance Appraisal' and contains a header with 'Step 6' highlighted in a yellow box. Below the header, there are buttons for 'Generate PDF', 'Save', 'Share with Employee', and 'Finalize Initial'. The 'Generate PDF', 'Save', and 'Share with Employee' buttons are grouped in a red box. The interface displays employee information: Empl ID 12345, Name BLACK,LEONA, Position FINANCIAL TECHNICIAN LEADER, Dept 901002, Job Title FINANCIAL TECH LDR NF3*, Last Start Date 01/09/1984, Full/Part/Flex Full-Time, Business Unit FIN14, Grade NF3, Company PNM, Year 2018. Below this is a section titled 'EVALUATING & RATING GOAL ACHIEVEMENT' with instructions for raters and employees. A 'Goal Category' section shows 'Goal Type' set to 'Custom' and '*Goal Category' set to 'EFFICIENCY'. The goal details include: Specific: 'be efficient in reconciling of financial statements and documenting all actions', Measurable: 'Balance at end of the month', and Time Bound: 'Balance at end of the month'. An 'Audit History' section is visible at the bottom.

Step 7: Share with Employee – Select this button to make all comments and entries visible to the employee, the employee can view but will not be able to make any changes.

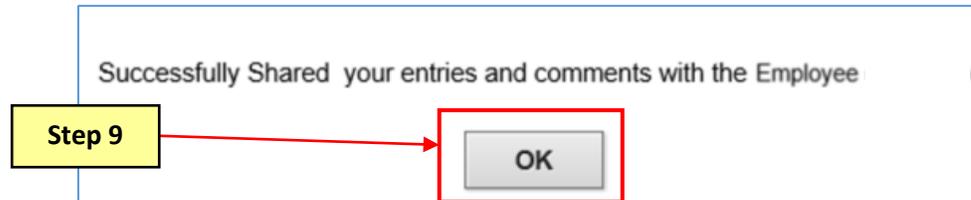
NOTE: If the Commander needs to make additional changes to the goals they will not be seen by the employee until they select the "Share with Employee" button again.

This screenshot is identical to the one for Step 6, showing the 'MCCS Performance Appraisal' interface. However, the 'Share with Employee' button is now highlighted with a red box, and a yellow box labeled 'Step 7' points to it. All other elements, including the navigation menu, employee information, goal details, and instructions, remain the same as in the Step 6 screenshot.

Step 8: Select “Yes” to share your comment entries with the Employee. *(The employee will be able to see all comments.)*



Step 9: Select “OK” to the message advising that you have successfully shared with the employee. This will open the Finalize Initial button.



NOTE: In the **Audit History** section, Save and Share actions by Commanders and employees are displayed with a date and time stamp of the last update made.

The screenshot shows the MCS Performance Appraisal system interface. The top navigation bar includes "Mcs Directreport" and "MCS Performance Appraisal". The main content area displays employee information for LEONA BLACK, including her ID (12345), department (901002), and position (FINANCIAL TECHNICIAN LEADER). There are buttons for "Generate PDF", "Save", "Share with Employee", and "Finalize Initial". Below this is a section for "EVALUATING & RATING GOAL ACHIEVEMENT" with instructions and a "PLEASE NOTE" section. A "Goal Category" section is visible with a dropdown menu set to "EFFICIENCY" and a list of goal details. At the bottom, an "Audit History" section is highlighted with a red box, showing a table of updates:

Audit History	
Last Updated by Employee	BLACK,LEONA 02/22/2018 08:33:22
Last Updated by Manager	JAMES,ETTA B 02/22/2018 08:42:01
Last Shared by Manager	
Last Shared by Employee	

A callout box with an orange border and a red arrow points to the "Audit History" table, containing the text: "The Audit History will display a time stamp of last updates made by the employee and the Commander."

Step 10: Finalize Initial – Select this button to complete and finalize the Initial Performance Review. This button will remain greyed out until the **"Share with Employee"** button is selected. The time-stamp under the Audit History section will update. This stamp is authorized as an electronic signature.

NOTE: The Initial Review should only be finalized once all goal discussions and changes have been completed. Once finalized this page will be greyed out and no additional edits can be made.

NOTE: Goal entries made under the Initial Review section will automatically carry over to the Annual Review page.

The screenshot shows the 'MCCS Performance Appraisal' interface. On the left is a navigation menu with options: Initial (selected), Mid Year, Annual, Appendix / Feedback Form, and Return To Direct Reports. The main content area displays employee details for Leona Black (Emp ID 12345, Dept 901002, Job Title FINANCIAL TECH LDR NF3*). A yellow box labeled 'Step 10' has a red arrow pointing to the 'Finalize Initial' button, which is highlighted with a red border. Other buttons include 'Generate PDF', 'Save', and 'Share with Employee'. Below the employee info is a section titled 'EVALUATING & RATING GOAL ACHIEVEMENT' with instructions for raters and employees. At the bottom, there is a 'Goal Category' section with a dropdown menu set to 'Custom' and another dropdown set to 'EFFICIENCY'.

PART 2 – Mid-Year Review

The Mid-Year review section is for the employee and the Commander to document their Mid-Year Discussion in which they review progress against goals set in the Initial, demonstration of critical elements and development and activities needed or completed to date. If needed, updates can be made to the goals using the Goal Comments section.

- Step 1:** Enter all updates and comments for the goals in the Rater Comments field of the Goal Comments section.
- Step 2:** Enter all comments for the Critical Elements in the Rater Comments field of the Critical Elements Comments section.
- Step 3:** Enter any additional comments or discussion points in the Rater Comments field of the Additional Comments/Discussion Points section.

NOTE: The Commander may enter the Employee Comments for the employee if the employee is unable to do so. The Commander must notate the reason they are completing the section for the employee.

MCCS Performance Appraisal

Emp ID 12345 Name BLACK,LEONA Position FINANCIAL TECHNICIAN LEADER
Dept 901002 Job Title FINANCIAL TECH LDR NF3* Last Start Date 01/09/1984
Full/Part/Flex Full-Time Business Unit FIN14 Grade NF3 Company PNM Year 2018

MID-YEAR EVALUATION FORM

The purpose of the mid-year discussion is for the employee and the rater to discuss progress against goals, demonstration of critical elements and development activities needed or completed to date. This is an opportunity for a more formal check-in when the employee and rater can re-visit goals to ensure they still reflect the priorities for the year. If needed, the rater and employee can update goals in the goal section of the form. It is recommended that at least the primary points of the discussion are noted below. The mid-year discussion is mandatory and the summary documentation should be submitted at the end of the year as part of the Performance Appraisal Form.

MID-YEAR COMMENTS

GOAL COMMENTS:

RATER COMMENTS	EMPLOYEE COMMENTS
Step 1 receivables - so far so good ing steps - not enough time, will revisit financial tech - so far so good	I AGREE

CRITICAL ELEMENTS COMMENTS:

RATER COMMENTS	EMPLOYEE COMMENTS
Step 2 meets customer/user requirements. Assignments are y and in a timely fashion. Accepts nsibilities and feedback. Exhibits dependability in meeting work requirements. Row 2	I AGREE

ADDITIONAL COMMENTS/DISCUSSION POINTS:

RATER COMMENTS	EMPLOYEE COMMENTS
Step 3	

Audit History

Last Updated by Employee	BLACK,LEONA	02/22/2018 08:33:22
Last Updated by Manager	JAMES,ETTA B	02/22/2018 08:31:49

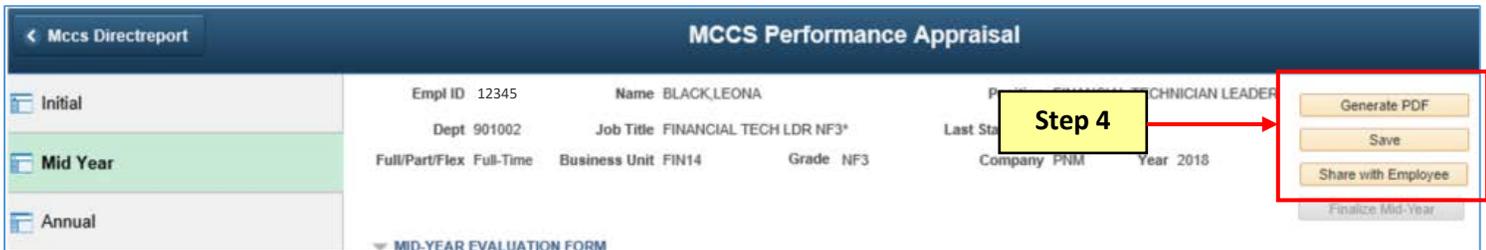
Employee Mid-Year comments

Step 4: Generate PDF – Select this button to generate the Performance Appraisal Form in PDF format with pre-populated fields based on entries made by the Commander or employee.

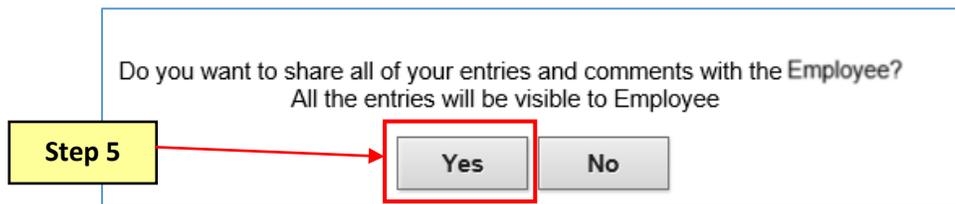
Save – Select this button to save a draft of the entries made. The information will not be seen by the employee until the **"Share with Employee"** button is selected.

Share with Employee – Select this button to make all comments and entries visible to the employee, the employee can view but will not be able to make any changes.

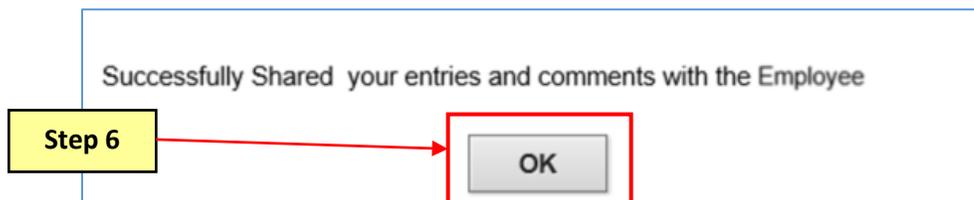
NOTE: If the Commander makes additional changes and saves, these changes will not be seen by the employee until the **"Share with Employee"** button is selected again.



Step 5: Select **"Yes"** to share your comments and entries with the employee. *(The employee will be able to see all comments.)*

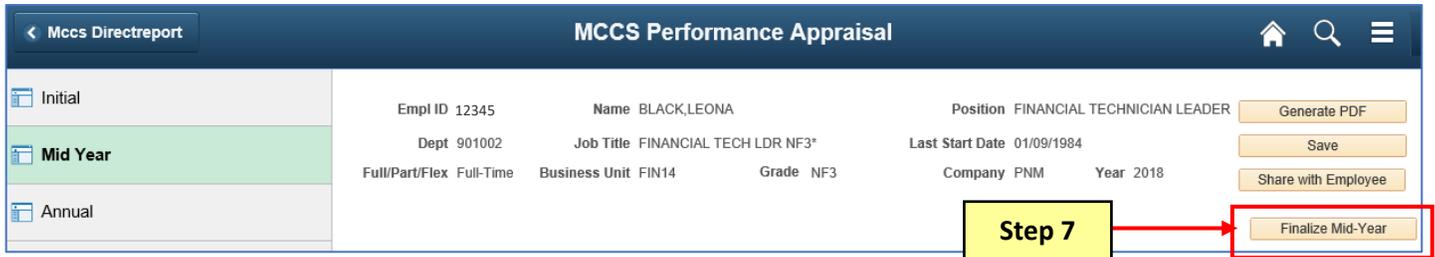


Step 6: Select **"OK"** to the message advising that you have successfully shared with the employee. This will open the Finalize Mid-Year button.



Step 7: Finalize Mid-Year – Select this button to complete and finalize the Mid-Year Review. This button will remain greyed out until the **"Share with Employee"** button is selected. The time-stamp under the Audit History section will update. This stamp is authorized as an electronic signature.

NOTE: The Mid-Year Review should only be finalized once all Mid-Year discussions and comments have been completed. Once finalized this page will be greyed out and no additional edits can be made.



PART 3 – Annual Review

The Annual Review section is used to determine the employee's overall annual performance appraisal rating. Goals from the Initial assessment carry over to the Annual Review section. In the Annual Review section the employee rates themselves on their goals and critical elements performance and the Commander also provides comments and ratings for the employee.

Step 1: Enter any necessary updates to the Goals.

Step 2: Enter comments on the employee's overall goal achievements in the Rater Comments field.

Step 3: Select a rating value for each goal from the Rater Rating drop down menu. This is required to calculate the employee's final annual performance appraisal rating.

NOTE: Ideally the employee will initiate the annual review by entering and submitting their self-assessment ratings and comments to their Commander. If the employee comments and ratings are already populated, this means the employee has already initiated the annual review. The employee's self-assessment should be completed prior to the Commander's annual comments and ratings and the annual performance discussion.

The screenshot displays the 'MCCS Performance Appraisal' interface. The top navigation bar includes 'Mccs Directreport', 'MCCS Performance Appraisal', and navigation icons. The left sidebar shows a menu with 'Initial', 'Mid Year', 'Annual' (highlighted), 'Appendix / Feedback Form', and 'Return To Direct Reports'. The main content area is divided into tabs: 'Goals', 'Critical Elements', and 'Final Annual Rating & Comments'. The 'Goals' tab is active, showing employee details (Empl ID 12345, Name BLACK,LEONA, Position FINANCIAL TECHNICIAN LEADER, Dept 901002, Job Title FINANCIAL TECH LDR NF3*, Last Start Date 01/09/1984, Full/Part/Flex Full-Time, Business Unit FIN14, Grade NF3, Company PNM, Year 2018) and buttons for 'Generate PDF', 'Save', and 'Share with Employee'. Below this is the 'EVALUATING & RATING GOAL ACHIEVEMENT' section with instructions and a 'PLEASE NOTE' regarding comments. A goal entry form is shown with fields for 'Goal Category' (set to 'EFFICIENCY'), 'Specific' (Be efficient in reconciling of financial statements and documenting all actions.), 'Measurable' (Balance at the end of the month.), and 'Time Bound' (Reviewed monthly.). To the right of the goal form is a 'Rating' section with 'Rater Rating' (EXCEEDS EXPECTATIONS) and 'Employee Rating' dropdowns. Below the goal form are 'ANNUAL PERFORMANCE GOAL COMMENTS' sections for 'RATER COMMENTS' and 'EMPLOYEE COMMENTS'. At the bottom is an 'Audit History' table with columns for 'Last Updated by Employee', 'Last Updated by Manager', and 'Last Shared by Manager'. Annotations include: 'Step 1' pointing to the 'Goal Category' dropdown; 'Step 2' pointing to the 'RATER COMMENTS' text area; and 'Step 3' pointing to the 'Rater Rating' dropdown. A yellow box at the bottom right contains the text 'Employee self-assessment comments and ratings on overall goal achievements.' with arrows pointing to the 'EMPLOYEE COMMENTS' and 'Employee Rating' fields.

Step 4: Select the **Critical Elements** tab.

Step 5: Select a rating value for each Critical Element from the Rater Rating drop down menu.

Step 6: Enter your comments that support your overall rating on all Critical Elements in the Rater Comments field.

NOTE: Employee ratings and comments are completed by the employee while conducting their self-assessment.

The screenshot shows the 'MCCS Performance Appraisal' interface. On the left is a navigation menu with options: Initial, Mid Year, Annual (highlighted), Appendix / Feedback Form, and Return To Direct Reports. A yellow box labeled 'Step 4' points to the 'Critical Elements' tab in the top navigation bar. The main content area shows employee details for LEONA BLACK, including her position as Financial Technician Leader and her current rating of 'EXCEEDS EXPECTATIONS'. Below this is a table of 'Critical Elements for All Employees' with three rows: Work Quality, Customer Service, and Interpersonal Skills. A yellow box labeled 'Step 5' points to the 'RATER RATING' dropdown menu for the first row. At the bottom, there are two text input fields: 'RATER COMMENTS' (containing 'doing a great job - keep up the good work') and 'EMPLOYEE COMMENTS'. A yellow box labeled 'Step 6' points to the 'RATER COMMENTS' field. A separate yellow box at the bottom right contains the text 'Employee self-assessment comments and ratings on overall critical element achievements.' with red arrows pointing to the 'EMPLOYEE COMMENTS' field and the 'RATER RATING' dropdown.

CRITICAL ELEMENTS	RATER RATING	EMPLOYEE RATING
1 Work Quality - Work meets customer/user requirements. Assignments are completed accurately and in a timely fashion. Accepts accountability, responsibilities and feedback. Exhibits dependability in meeting work requirements.	EXCEEDS EXPECTATIONS	
2 Customer Service - Prioritizes customer satisfaction, responsiveness, professionalism (courtesy and attitude) and willingness to assist customers, and always exemplifies our mission.	EXCEEDS EXPECTATIONS	
3 Interpersonal Skills - Establishes effective working relationships with supervisor, peers and other key stakeholders both internally and externally. Adapts positively to changes in workload and priorities. Takes positive action to promote teamwork. As appropriate by role, demonstrates effective communication skills.	EXCEEDS EXPECTATIONS	

Step 7: Select the **Final Annual Rating & Comments** tab.

Step 8: Select **Yes** or **No** from the drop down menu for the **Employee completed all Mandatory training requirements** field.

Step 9: Enter your comments that support your overall Annual Performance Appraisal Rating.

Step 10: When applicable, the Reviewer must review the Commander's ratings and comments prior to the Commander sharing them with the employee (See Part 4).

NOTE: Employee comments are completed by the employee while conducting their self-assessment.

NOTE: The Commander may enter the Employee Ratings and Comments for the employee if the employee is unable to.

NOTE: If the Commander enters comments, they must note the reason they are inputting for the employee.

The screenshot displays the 'MCCS Performance Appraisal' interface. The 'Final Annual Rating & Comments' tab is selected and highlighted with a red box and a yellow callout box labeled 'Step 7'. Below the employee information, the 'Employee completed all Mandatory training requirements' dropdown menu is highlighted with a red box and a yellow callout box labeled 'Step 8'. The 'Review completed by Reviewer' section, including checkboxes for 'Review completed by Reviewer', 'Reviewed By', and 'Reviewed On', is highlighted with a red box and a yellow callout box labeled 'Step 10'. The 'RATER COMMENTS' text area is highlighted with a red box and a yellow callout box labeled 'Step 9'. The 'EMPLOYEE COMMENTS' text area is highlighted with a yellow callout box containing the text 'Employee self-assessment comments on overall annual performance.' The interface also shows a 'RATING SCALE' section with five levels: Outstanding, Exceeds Expectations, Meets Expectations, Needs Improvement, and Does Not Meet Expectations. The overall layout includes a sidebar with navigation options like 'Initial', 'Mid Year', 'Annual', and 'Appendix / Feedback Form'.

Step 11: Generate PDF – Select this button to generate the Performance Appraisal Form in PDF format with pre-populated fields based on entries made by the Commander or employee.

Save – Select this button to save a draft of the entries made. The information will not be seen by the employee until the **"Share with Employee"** button is selected.

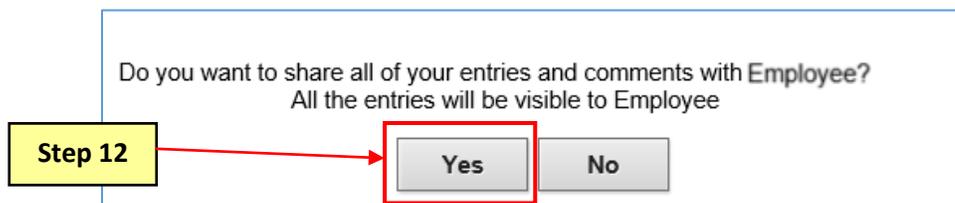
Share with Employee –Select this button to make all comments and entries visible to the employee, the employee can view the Commander’s comments and ratings but will not be able to make any changes to them.

NOTE: When applicable, the Reviewer must review the Commander’s ratings and comments prior to the Commander taking the **share with Employee** action (See Part 4).

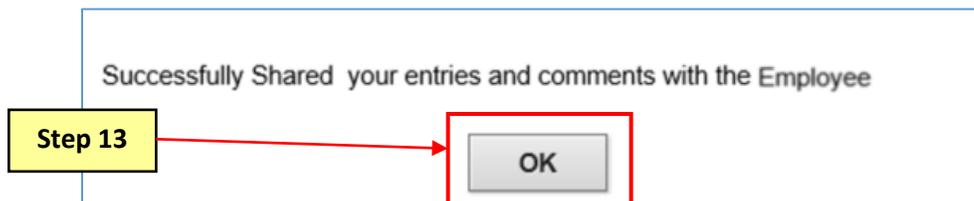
NOTE: If the Commander makes additional changes and saves, these changes will not be seen by the employee until the **"Share with Employee"** button is selected again.



Step 12: Select **"Yes"** to share your comments and entries with the employee. (*The employee will be able to see all comments.*)



Step 13: Select **"OK"** to the message advising that you have successfully shared with the employee. This will open the Finalize Annual button.



Step 14: Finalize Annual & Submit to HR – Select this button to complete and finalize the Annual Review. This button will remain greyed out until the "Share with Employee" button is selected. The time-stamp under the Audit History section will update. This stamp is authorized as an electronic signature.

NOTE: The employee's self-assessment must be completed prior to finalizing the review.

NOTE: The Annual Review should only be finalized once all Annual performance discussions, ratings, comments and changes have been completed. Once finalized this page will be greyed out and no additional edits can be made.



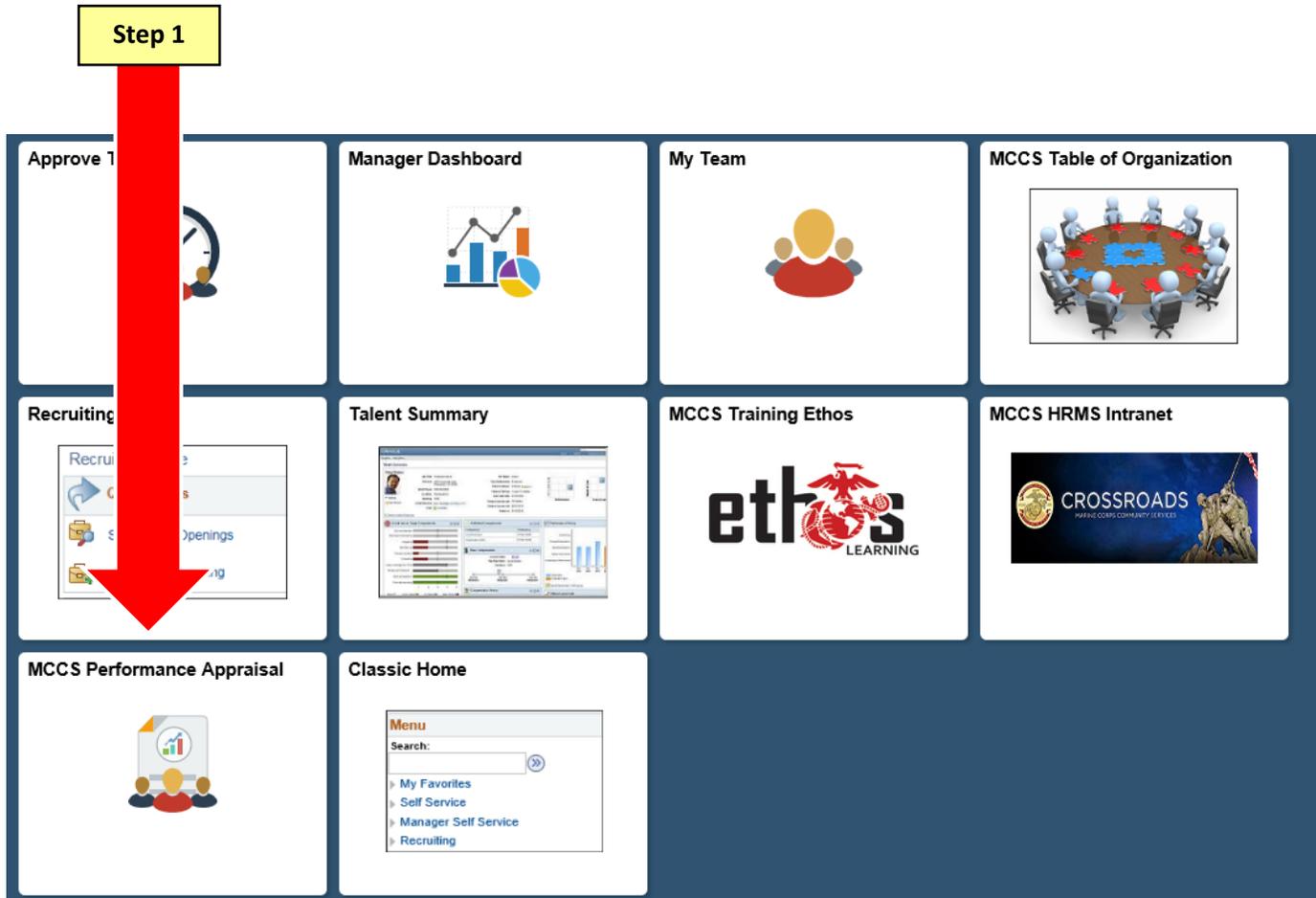
NOTE: Commanders should coordinate with their HR Office for local command policy regarding any requirement to submit a printed completed Annual Performance Appraisal PDF document.

This process is complete.

PART 4 – Reviewing Officials (Senior Level Commander)

The Reviewing Official is responsible for reviewing the Rater’s final annual performance appraisals, approving or making recommendations to the Commander for the employees that fall under the Reviewer’s direct reports.

Step 1: Log into PeopleSoft Self Service by entering your User ID and Password. Select the **MCCS Performance Appraisal** tile on the Manager Self Service homepage.



Step 2: The MCCS Performance Appraisal page will display with the Commander’s Direct Reports. Select the applicable MCCS Performance Appraisal Year.

Step 3: Select the plus sign next to the employee to view that employee’s Direct Reports.

The screenshot shows the 'MCCS Performance Appraisal' page. At the top, there is a dropdown menu for selecting a year, currently set to '2018'. Below this is a table titled 'ELLA FITZGERALD's employees'. The table has columns for Supervisor ID, Select, Name, Empl ID, Job, Empl Status, Full/Part/Flex, HR Status, Position, Job Code, Job Title, Department, and Location Description. The first row shows 'ELLA JAMES' with a plus sign icon next to her name. The second row shows 'GILII BAY'.

Supervisor ID	Select	Name	Empl ID	Job	Empl Status	Full/Part/Flex	HR Status	Position	Job Code	Job Title	Department	Location Description
99999	Select	+ ELLA JAMES	12345	0	Active	Full-Time	Active	PNM00193	030124	FINANCIAL TECH SUPV NF3*	ACCOUNTING	Camp Pendleton MCCS
99999	Select	+ GILII BAY			Active	Full-Time	Active	PNM00288	030124	FINANCIAL TECH SUPV NF3*	ACCOUNTING	Camp Pendleton MCCS

Step 4: Select the employee from the list that you want to review.

MCCS Performance Appraisal

*Select a Year for the MCCS Performance Appraisal 2018

ELLA FITZGERALD's employees

Supervisor ID	Select	Name	Empl ID	Job	Empl Status	Full/Part/Flex	HR Status	Position	Job Code	Job Title	Department	Location Description
99999	Select	ETTA JAMES	12345	0	Active	Full-Time	Active	PNM00193	030124	FINANCIAL TECH SUPV NF3*	ACCOUNTING	Camp Pendleton MCCS
12345	Select	ENOLA GAY			Active	Full-Time	Active	PNM00385	030229	FINANCIAL TECH NF3*	ACCOUNTING	Camp Pendleton MCCS
12345	Select	LEONA BLACK	22222	0	Active	Full-Time	Active	PNM00393	030123	FINANCIAL TECH LDR NF3*	ACCOUNTING	Camp Pendleton MCCS
99999	Select	GILII BAY	56789	0	Active	Full-Time	Active	PNM00288	030124	FINANCIAL TECH SUPV NF3*	ACCOUNTING	Camp Pendleton MCCS

Step 5: Select the **Annual** Performance Appraisal page. Review the Commander's entries on the Goals, Critical Elements and Final Annual Rating & Comments tabs.

Step 6: Once you have completed your review, select the **Final Annual Rating & Comments** tab.

Step 7: Select the checkbox for **Review Completed by Reviewer** to indicate you have completed your review of the employee's Annual Performance Appraisal ratings and comments.

Step 8: Click **Save**.

MCCS Performance Appraisal

Initial
Mid Year
Annual
Appendix / Feedback Form
Return To Direct Reports

Goals | Critical Elements | **Final Annual Rating & Comments**

Empl 12345 Name BLACK,LEONA Position FINANCIAL TECHNICIAN
Dept 901002 Job Title FINANCIAL TECH LDR NF3* Last St
Full/Part/Flex Full-Time Bus Grade NF3 Company Firm Year 2018

Employee completed all Mandatory training requirements [] Final annual performance appraisal rating (rater assessment) Frequently Exceeds Expectation

Review completed by Reviewer
 Review completed by Reviewer Reviewed By Reviewed On

Rating Scale

RATING SCALE The following scale will be used for the annual evaluation for goals, critical elements and the overall annual rating.

Outstanding Employee far exceeded the agreed upon goals and/or critical elements, thereby making a significant contribution to the team and/or organization. Employee set an extraordinary standard not commonly observed. Goals and/or results were achieved in an unexpected or extraordinary way, were of extremely high quality and

Generate PDF
Save
Share with Employee
Finalize Annual & Submit to HR

NOTE: The Reviewed By and Reviewed On time-stamp will update. This stamp is authorized as an electronic signature.

MCCS Performance Appraisal

Goals | Critical Elements | Final Annual Rating & Comments

Empl ID 22222 Name BLACK,LEONA Position FINANCIAL TECHNICIAN

Dept 901002 Job Title FINANCIAL TECH LDR NF3* Last Start Date 01/09/1984

Full/Part/Flex Full-Time Business Unit FIN14 Grade NF3 Company PNM Year 2018

Employee completed all Mandatory training requirements: Final annual performance appraisal rating (rater assessment): Frequently Exceeds Expectation

Review completed by Reviewer

Review completed by Reviewer Reviewed By FITZGERALD, ELLA Reviewed On 02/23/18 2:06PM

Rating Scale

RATING SCALE The following scale will be used for the annual evaluation for goals, critical elements and the overall annual rating.

Outstanding Employee far exceeded the agreed upon goals and/or critical elements, thereby making a significant contribution to the team and/or organization. Employee set an extraordinary standard not commonly observed.

The Reviewer process is complete.



MARINE CORPS COMMUNITY SERVICES

PERFORMANCE APPRAISAL FORM

NAME (Last, First, Middle Initial)

EMPLOYEE ID NUMBER

EMPLOYEE GRADE

DIVISION / BRANCH / DEPARTMENT

POSITION TITLE

EMPLOYMENT CATEGORY

THE PERFORMANCE MANAGEMENT PROCESS

The *Performance Appraisal Form* provides raters the ability to document performance expectations and record performance discussions throughout the year.

The form has three primary sections: 1) **Goals** 2) **Critical Elements** 3) **Overall Comments, Ratings and Signatures**

In addition, the form includes the *Mid-Year Evaluation Form* and the *Performance Feedback Form* that can be used quarterly for performance touch point discussions.

Please note that neither the Mid-Year Evaluation nor the quarterly feedback sessions include ratings. The Mid-Year Evaluation is mandatory, and it is recommended that you conduct quarterly feedback sessions to ensure ongoing dialogue. All completed documentation will be submitted at the end of the year.

Annual Performance Appraisal: The annual performance appraisal takes place at the end of the performance year (March or April following the current calendar year).

RATING SCALE The following scale will be used for the annual evaluation for goals, critical elements and the overall annual rating.



Outstanding	Employee far exceeded the agreed upon goals and/or critical elements, thereby making a significant contribution to the team and/or organization. Employee set an extraordinary standard not commonly observed. Goals and/or results were achieved in an unexpected or extraordinary way, were of extremely high quality and achieved by exceptional means.
Exceeds Expectations	Employee exceeded the agreed upon goals and may have far exceeded some goals, thereby contributing to the team and/or organization in multiple ways. Employee exceeded commonly observed standards and delivered results that surpassed expectations. Work completed was highly commendable.
Meets Expectations	Employee achieved the agreed upon goals, results and/or successfully demonstrated critical elements. The employee performed at the level of a valued professional. Contributions were well-regarded, valued and respected.
Needs Improvement	Employee achieved only some of the agreed upon goals, just a portion of each goal and/or demonstrated potentially some but not all of the critical elements. Results were below expectations and the employee may need additional guidance or assistance.
Does Not Meet Expectations	Employee did not achieve the agreed upon goals and/or demonstrate the critical elements. Results were less than expected, of poor quality, only partially complete and/or the employee did not demonstrate critical expectations required for all MCCS employees.

Refer to **Appendix A** for more details regarding the Performance Management Process, including Mid-Year Evaluation and Annual Performance Appraisal related activities and roles and responsibilities.

Employee completed all mandatory training requirements

Final annual performance appraisal rating (rater assessment of employee)

Employee (print name)

Rater (print name)

Reviewer (print name)

Employee (signature)

Date

Rater (signature)

Date

Reviewer (signature)

Date

GOAL SETTING INSTRUCTIONS

The performance appraisal process starts with a **DISCUSSION** between a **RATER** and an **EMPLOYEE** during which the **TWO PARTIES COLLABORATE** to set and/or discuss **GOALS** for the employee for the current performance period.

Goals should focus on four essential performance areas:

CUSTOMERS	Contributing to a culture committed to providing the highest quality of service to Marines and families; serving the needs of our existing customer base (internal and external).
PEOPLE	Collaborating with peers and/or interacting with direct reports to facilitate a productive work environment; enhancing trust, encouraging and enabling teamwork for the achievement of initiatives.
INCREASED EFFICIENCIES	Developing and adhering to resourcing strategies focused on process improvement; internalizing and implementing leadership directives focused on lean, efficient and effective operations.
GROWTH	Driving business expansion and/or expansion of MCCS services through innovation and achievement of goals; pursuing personal development opportunities in alignment with organizational initiatives that enable greater contributions to the organization.

Please establish at least 1- 3 goals for bargaining unit employees or 3-5 goals for non-bargaining unit employees for the performance appraisal period. Each goal is expected to follow the **SMART-Q goal format** to ensure that it is tangible and attainable, **but not all roles will have goals in all categories**. MCCS defines SMART-Q goals as:



Refer to **Appendix B** for more details regarding Goal Setting.

EVALUATING & RATING GOAL ACHIEVEMENT

Raters and employees should **review and may adjust goals** during the mid-year performance evaluation; then review and rate goals and critical expectations during the annual performance evaluation.

Raters should give employees the opportunity to complete a self-evaluation of their goals before finalizing ratings and conducting the annual performance discussion.

PLEASE NOTE: Employees and raters are required to provide overall comments on goal achievement. In addition, raters are REQUIRED to provide an explanation for the rating given for each goal, regardless of rating.

GOAL CATEGORY	<input type="text"/>	
SPECIFIC	<input type="text"/>	RATING
MEASUREABLE		EMPLOYEE
TIME-BOUND		RATER

GOAL CATEGORY

SPECIFIC

MEASUREABLE

TIME-BOUND

RATING

EMPLOYEE

RATER

ANNUAL PERFORMANCE APPRAISAL GOAL COMMENTS: EMPLOYEE

NOTE: Employees are required to provide comments for each of the goal categories selected above.

CUSTOMERS • PEOPLE • INCREASED EFFICIENCIES • GROWTH

ANNUAL PERFORMANCE APPRAISAL GOAL COMMENTS: RATER

NOTE: Raters are required to provide comments on each of the goal categories selected above regardless of ratings

CUSTOMERS • PEOPLE • INCREASED EFFICIENCIES • GROWTH

FINAL GOAL RATING: RATER ASSESSMENT OF EMPLOYEE
(to be rated at Annual Performance Appraisal)



EVALUATING CRITICAL ELEMENTS

During the Annual Performance Appraisal, use the rating scale on Page 1 to evaluate all employees' performance against these critical elements: Work Quality, Customer Service and Interpersonal Skills.

Employees with managerial responsibilities must be evaluated against two additional critical elements specific to fulfillment of managerial responsibilities: Coaching, Managing & Developing Staff and Leadership & Communication.

Raters should give employees the opportunity to complete a self-evaluation of the critical elements before finalizing ratings and conducting the annual performance discussion.

PLEASE NOTE: Employees and Raters are required to provide overall comments on all critical elements. In addition, **raters are REQUIRED to provide an explanation** for the rating given for each critical element, regardless of rating.

CRITICAL ELEMENTS FOR ALL EMPLOYEES

Work Quality - Work meets customer/user requirements. Assignments are completed accurately and in a timely fashion. Accepts accountability, responsibilities and feedback. Exhibits dependability in meeting work requirements.

RATING
EMPLOYEE
RATER

Customer Service - Prioritizes customer satisfaction, responsiveness, professionalism (courtesy and attitude) and willingness to assist customers, and always exemplifies our mission.

RATING
EMPLOYEE
RATER

Interpersonal Skills - Establishes effective working relationships with supervisor, peers and other key stakeholders both internally and externally. Adapts positively to changes in workload and priorities. Takes positive action to promote teamwork. As appropriate by role, demonstrates effective communication skills.

RATING
EMPLOYEE
RATER

CRITICAL ELEMENTS FOR ALL MANAGERS

Coaching, Managing & Developing Staff - Focuses on developing, coaching and mentoring staff in order to improve performance and help employees reach their full potential. Provides ongoing feedback to employees against goals, job requirement and critical elements. Creates developmental opportunities (e.g., challenging assignments as well as access to formal training) to develop employees' skills and experience, and leverages a Development Plan to identify and track development. Utilizes the performance management process to provide constructive feedback throughout the year against expectations for achievement of goals, performance of job requirements and demonstration of critical elements. Delegates work and monitors work progress. Motivates, recognizes and rewards strong performance and supports employees' growth and development including career advancement and career moves. Conducts mid-year and end-of-year appraisals for all employees.

RATING
EMPLOYEE
RATER

Leadership & Communication - Leads by example to inspire excellence, collaboration and results and to create aligned, engaged and high-performing teams. Develops and executes a mission-aligned vision of the organization and creates a positive, safe work environment that allows employees to excel. Ensures performance standards are met and addresses performance issues when they arise. Able to identify problems, formulate solutions and take corrective follow-up measures. Upholds high standards of integrity and ethical behavior. Effectively communicates upward and downward at the managerial level both verbally and in written form.

RATING
EMPLOYEE
RATER

CRITICAL ELEMENTS COMMENTS: EMPLOYEE

(Work Quality • Customer Service • Interpersonal Skills)

Empty text area for employee comments related to Work Quality, Customer Service, and Interpersonal Skills.

If Applicable - (Coaching, Managing & Developing Staff • Leadership & Communication)

Empty text area for employee comments related to Coaching, Managing & Developing Staff, and Leadership & Communication.

CRITICAL ELEMENTS COMMENTS: RATER

(Work Quality • Customer Service • Interpersonal Skills)

If Applicable - (Coaching, Managing & Developing Staff • Leadership & Communication)

FINAL CRITICAL ELEMENT RATING: RATER ASSESSMENT OF EMPLOYEE *(to be rated at Annual Performance Appraisal)*



DETERMINING THE OVERALL ANNUAL PERFORMANCE APPRAISAL RATING

The annual performance appraisal rating takes into account the overall achievement of both goals and demonstration of critical elements. Both are of equal importance when determining the overall annual rating.

OVERALL ANNUAL PERFORMANCE APPRAISAL COMMENTS: **EMPLOYEE**

OVERALL ANNUAL PERFORMANCE APPRAISAL COMMENTS: **RATER**

FINAL ANNUAL PERFORMANCE APPRAISAL RATING: **RATER** **ASSESSMENT OF EMPLOYEE** *(to be rated at Annual Performance Appraisal)*

THE PERFORMANCE FEEDBACK FORM

The goal of the *Performance Feedback Form* is to help guide a conversation about the employee's performance against expectations, career goals and development to date. The discussion points do not have to be documented, but can be if preferred in order to provide supporting documentation for the annual performance review. **Select 2-4 questions** below and feel free to add other questions based on the role, situation or employee's interest/needs.

Q1 FEEDBACK SESSION

1. What progress have you made toward completing your goals? Have you encountered any challenges or do you have any suggestions related to goal completion?

2. Please provide one or two examples of how you have demonstrated at least one of the critical elements in the last 3 months?

3. What can I do to better support you in your job?

4. What have you done to support your development in the last 90 days? What development activities would you like to focus on going forward? Have you developed/updated your development plan with these activities?

5. Do you have any suggestions from a job or culture perspective that we should discuss to ensure we are working in alignment with our values and meeting our mission?

6. Other (Discussion questions for consideration include, but are not limited to: How does the employee like to be coached? What does he/she expect from a coach? What motivates the employee? What are his/her strengths, professional goals or areas for improvement?)

Rater Name	Date

MID-YEAR EVALUATION FORM

The purpose of the mid-year discussion is for the employee and the rater to discuss progress against goals, demonstration of critical elements and development activities needed or completed to date. This is an opportunity for a more formal check-in when the employee and rater can re-visit goals to ensure they still reflect the priorities for the year. If needed, the rater and employee can update goals in the goal section of the form. It is recommended that at least the primary points of the discussion are noted below. **The mid-year discussion is mandatory and the summary documentation should be submitted at the end of the year as part of the Performance Appraisal Form.**

MID-YEAR GOAL COMMENTS: EMPLOYEE

MID-YEAR GOAL COMMENTS: RATER

CRITICAL ELEMENTS COMMENTS: EMPLOYEE

CRITICAL ELEMENTS COMMENTS: RATER

Please refer to the *Performance Feedback Form* for optional questions for consideration during the mid-year discussion.

ADDITIONAL COMMENTS/DISCUSSION POINTS: EMPLOYEE

ADDITIONAL COMMENTS/DISCUSSION POINTS: RATER

Employee (print name)

Rater (print name)

Employee (signature)

Date

--	--

Rater (signature)

Date

--	--

THE PERFORMANCE FEEDBACK FORM

The goal of the *Performance Feedback Form* is to help guide a conversation about the employee's performance against expectations, career goals and development to date. The discussion points do not have to be documented, but can be if preferred in order to provide supporting documentation for the annual performance review. **Select 2-4 questions** below and feel free to add other questions based on the role, situation or employee's interest/needs.

Q3 FEEDBACK SESSION

1. What progress have you made toward completing your goals? Have you encountered any challenges or do you have any suggestions related to goal completion?

2. Please provide one or two examples of how you have demonstrated at least one of the critical elements in the last 3 months?

3. What can I do to better support you in your job?

4. What have you done to support your development in the last 90 days? What development activities would you like to focus on going forward? Have you developed/updated your development plan with these activities?

5. Do you have any suggestions from a job or culture perspective that we should discuss to ensure we are working in alignment with our values and meeting our mission?

6. Other (Discussion questions for consideration include, but are not limited to: How does the employee like to be coached? What does he/she expect from a coach? What motivates the employee? What are his/her strengths, professional goals or areas for improvement?)

Rater Name

Date

--	--

APPENDIX A: THE PERFORMANCE MANAGEMENT PROCESS

The *Performance Appraisal Form* provides raters the ability to document performance expectations and record performance discussions throughout the year. The form has three primary sections:

- 1) Goals
- 2) Critical Elements
- 3) Overall Comments and Ratings

In addition, the form includes the *Mid-Year Evaluation Form* and the *Performance Feedback Forms* that can be used quarterly for performance touch point discussions.

Goal Setting Discussions should take place in February or March of the current calendar year and establish goals for the full appraisal period, which runs from April 1 of the current year to March 31 of the following year.

Mid-Year Evaluation: The mid-year performance evaluation takes place at the mid-way point in the performance year (September or October). **Mid-Year Evaluations are a mandatory step in the performance management process.** The rater and employee should discuss progress against goals and **may adjust goals** during the mid-year performance evaluation as appropriate. If the conversation results in updates to goals, then the rater should update the goals section of the form. In addition, the rater and employee should discuss how the employee is demonstrating the critical elements and progress against an employee's development plan. It is also a good opportunity to discuss career goals.

The rater should ask the employee to use the comment space on the *Mid-Year Evaluation Form* to provide a summary of how he/she views his/her performance to date and to send this summary to the rater prior to the mid-year meeting.

To make mid-year conversations more robust, raters are also encouraged to pull questions from the *Performance Feedback Form* and/or to ask employees to come to mid-year conversations prepared with responses to a few of these questions.

Quarterly Performance Feedback Touchpoints: Raters are encouraged to schedule quarterly touchpoint meetings with employees to review performance to date and gather feedback from the employee regarding performance and development.

Please note that neither the Mid-Year Evaluation nor the quarterly feedback sessions include ratings. The Mid-Year Evaluation is mandatory and it is recommended that you conduct quarterly feedback sessions to ensure ongoing dialogue. All completed documentation will be submitted at the end of the year.



Annual Performance Appraisal Process: The annual performance appraisal takes place at the end of the performance year (March or April following the current calendar year). The rater should send the *Performance Appraisal Form* to the employee and ask him/her to rate personal achievement of each goal, performance against the critical elements and provide comments describing accomplishments. Additionally, the rater should gather as much feedback as possible from those who work closely with the employee and incorporate this information as appropriate.

The final goal rating is the average of the rater's ratings for each goal. It will be calculated automatically by the form.

The final critical element rating is the average of the rater's ratings for each critical element. It will be calculated automatically by the form.

The overall annual rating is the average of the overall goal rating and the overall critical element rating with equal importance assigned to each. It will be calculated automatically by the form. This demonstrates the importance of not only "what" is done, but that "how" it is done also matters at MCCS. We want to make sure all employees are working in a way that aligns with our values and our mission.

Finally, the rater must deliver the completed *Annual Performance Appraisal* to the designated reviewer for approval and sign-off before meeting with the employee for the annual performance discussion.

Once the process is complete, the rater MUST submit the completed form to NAF HRO.

APPENDIX B: GOAL SETTING INSTRUCTIONS

The performance appraisal process starts with a discussion between a rater and an employee during which the two parties collaborate to set and/or discuss goals for the employee for the current performance period.

Discussions should take place in April or May of the current calendar year and establish goals for the full appraisal period, which runs from April 1 of the current year to March 31 of the following year.

Following this discussion, the rater is responsible for recording the resulting employee goals in the space provided and delivering them to the employee for review.

Goals should focus on four essential performance areas: Customers, People, Increased Efficiencies and Growth. Not every role will have a goal in each category. Achievements in these performance areas are essential contributions to the mission and vision of MCCS.

CUSTOMERS	Contributing to a culture committed to providing the highest quality of service to Marines and families; serving the needs of our existing customer base (internal and external).
PEOPLE	Collaborating with peers and/or interacting with direct reports to facilitate a productive work environment; enhancing trust, encouraging and enabling teamwork for the achievement of initiatives.
INCREASED EFFICIENCIES	Developing and adhering to resourcing strategies focused on process improvement; internalizing and implementing leadership directives focused on lean, efficient and effective operations.
GROWTH	Driving business expansion and/or expansion of MCCS services through innovation and achievement of goals; pursuing personal development opportunities in alignment with organizational initiatives that enable greater contributions to the organization.

Please establish at least 1-3 goals for bargaining unit employees or 3-5 goals for non-bargaining unit employees the performance appraisal period. Goals are performance expectations or job objectives that align with an employee's job duties and do not need to cover every aspect of an employee's role. Goals should focus on the key results expected from the employee and should align with the goals of the department/division as well as support achievement of MCCS's mission.

Each goal is expected to follow the **SMART-Q** goal format to ensure that it is tangible and attainable. Goals should meet all of the six **SMART-Q** values and the rater must at least articulate the *Specific, Measurable and Time-Bound* attributes of each goal. MCCS defines **SMART-Q** goals as:

S	M	A	R	T	Q
SPECIFIC	MEASUREABLE	ACHIEVABLE/ATTAINABLE	RELEVANT	TIME-BOUND	QUALITY

The following is an example of how to appropriately describe a goal using the **SMART-Q** format:

SPECIFIC - Create increased awareness of the Quality of Life Programs by communicating to Marines, sailors and family members.

MEASUREABLE - Increase the usage of our programs by 5% in 2017.

TIME-BOUND - Build awareness on a monthly basis through communications, Welcome Information Packets and Unit events.



APPENDIX C: CONDUCTING A PERFORMANCE FEEDBACK SESSION

Employees and raters both benefit from more frequent discussions on expectations and performance.

It is recommended that raters conduct feedback sessions with employees at the end of Q1 and Q3 in addition to the Mid-Year Evaluation to provide feedback and record commentary on performance to date. This form includes 6 questions; **raters should pick 2-4 questions** to discuss during each feedback session.

Raters may choose to have employees pick the questions they wish to discuss from the form and send back their written thoughts prior to the feedback session. All comments from each feedback session should be recorded within this form to ensure they are all available for review during the annual performance appraisal.

Employees and raters should continue to have frequent, informal coaching and feedback discussions. Feedback sessions and the feedback form are intended as an opportunity for more formal, planned conversations and to create a record of feedback and improvement as a result of that feedback. They are not a replacement for ongoing coaching and feedback dialogue.

PLEASE NOTE: Raters are encouraged to document at least a high-level summary of these discussions within the Performance Appraisal Form. This will allow raters to refer back to prior feedback discussions and becomes part of the documentation submitted at the end of the year.

Please select 2-4 questions from the questions in the form to help guide the feedback conversation. You are welcome to add additional questions or discussion topics as you see fit.



MCCS MARINE CORPS **MCCS MARINE CORPS**

TOPICS OF DISCUSSION

- PeopleSoft System Overview
- Letter of Instruction
- What is Performance Management
- Performance Appraisal Timeline
- Performance Appraisal Form
 - Goals
 - Critical Elements
 - Rating Scale
 - Appendix A - C
- PeopleSoft Access
- Performance Appraisal Review Board (PARB)
- Learning Development Plan (LDP)



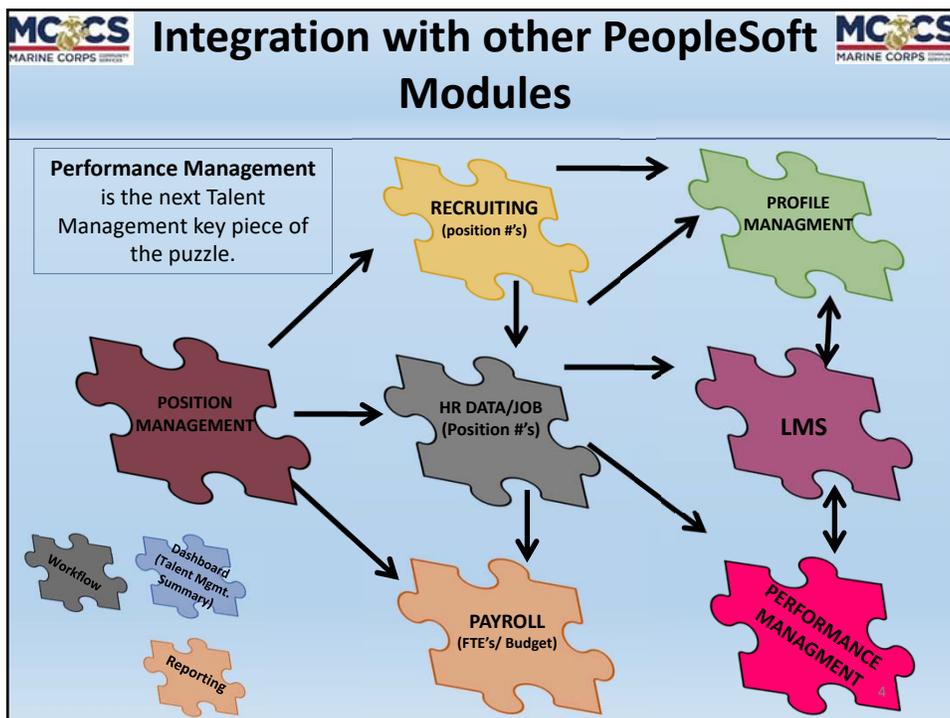


Peoplesoft System Overview

**Centralized Web-Based
Human Resource Management System**

This integrated online system shares data with all other PeopleSoft components. PeopleSoft is a Relational Database. All the modules within our PeopleSoft Portfolio are integrated and “real-time”, so when one part is touched, another part is affected.

PeopleSoft HRMS Current System






LETTER OF INSTRUCTION



DEPARTMENT OF THE NAVY
 HEADQUARTERS UNITED STATES MARINE CORPS
 3844 CATLIN AVENUE
 QUANTICO, VIRGINIA 22134-5103

IN REPLY REFER TO:
 12000
 M&RA

From: Commandant of the Marine Corps
To: Distribution List

Subj: LETTER OF INSTRUCTION (LOI) PERFORMANCE MANAGEMENT FOR M&RA NONAPPROPRIATED FUND (NAF) PERSONNEL

Ref: (a) DODI 1400.25-V1404
 (b) MCO F12000.11A w/changes 1-5
 (c) CMLA, USMC and AFGE, dated 26 Jan 17
 (d) Guidance on Changes to NAF Labor - Management and Employee Relations, dated 8 Sep 14

Encl: (1) Performance Appraisal Form
 (2) M&RA Campaign/Strategic Plan
 (3) Appendix A: The Performance Management Process
 (4) Appendix B: Goal Setting Instructions
 (5) Appendix C: Conducting a Feedback Session

1. **Situation.** This letter of instruction (LOI) establishes the performance management process through which Marine Corps Nonappropriated Fund (NAF) personnel are appraised on performance and supersedes any previously issued orders.

2. **Mission.** This LOI provides procedural guidance for the management of Marine Corps Nonappropriated Fund (NAF) personnel performance appraisals,

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LETTER OF INSTRUCTION

- ❖ Appraisals **MUST be completed** via the Human Resources Management System (HRMS).
- ❖ **The employee jointly with the rater**, establishes goals and discusses critical elements.
- ❖ The employee **may initiate the establishment of goals after** collaborating with the rater, but the rater must approve and finalize the goals.
- ❖ **Self-assessments** are highly encouraged. If used, the rater should ensure that employee self-assessments and comments are entered and incorporated into appraisal via PeopleSoft.
- ❖ **The rater is responsible** for assessing the performance for the appraisal period:
 - **Jointly, with the employee**, establishes 3-5 goals utilizing the **SMART-Q goal format** and reviews critical elements **within 30 days** of the beginning of the performance appraisal period or **within 30 days of employment**.
 - **Meets with employee at Mid-Year to review and discuss** employees' progress against performance goals, demonstration of critical elements and development activities needed or completed to date.

INVESTING IN MARINES FOR DUTY, HOME AND SELF

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LETTER OF INSTRUCTION

- ❖ **The rater reviews the employee's year-end** self-assessment (if applicable), rates the employee on performance (achievement of goals and demonstration of critical elements), **adds comments to support ratings** for goals and critical elements and comments describing overall performance.
- ❖ **The reviewing official reviews the rater's final rating**, approves or recommends changes and utilizes PeopleSoft to indicate their review has been completed.
- ❖ **Meets with the employee to discuss the appraisal.**
- ❖ **The rater finalizes** the performance appraisal process in PeopleSoft and **sends the completed performance appraisal** documents to HR within 30 days from the end of the performance appraisal cycle for filing in the employee's official personnel file.
- ❖ **A rating of record is required when an employee has performed under an approved performance plan for 90 calendar days (Flex, Part/Full Time).**

INVESTING IN MARINES FOR DUTY, HOME AND SELF

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PERFORMANCE MANAGEMENT

Is now standardized and
modernized across the
MCCS Enterprise!

INVESTING IN MARINES FOR DUTY, HOME AND SELF

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MC CS MARINE CORPS **MC CS** MARINE CORPS

PERFORMANCE MANAGEMENT



- ❖ **Establishes** a common, consistent approach to managing and evaluating performance
- ❖ **Enhances** the goal-setting process to ensure an alignment with MCCS's strategy and mission and clearer expectations for employees
- ❖ **Encourages** ongoing dialogue between the Commander and the employee

INVESTING IN MARINES FOR DUTY, HOME AND SELF

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MC CS MARINE CORPS **MC CS** MARINE CORPS

PERFORMANCE APPRAISAL TIMELINE

Rating Cycle: 1 April – 31 March

- Initial Appraisal**
 - **Within 30 days** of the beginning of the performance period (NLT 30 April) or **within 30 days of employment.**
- 1st Quarter Check-in**
 - During June/July
- Midyear**
 - NLT 31 October
- 3rd Quarter Check-in**
 - NLT 31 December
- Annual**
 - NLT 31 March

INVESTING IN MARINES FOR DUTY, HOME AND SELF

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PERFORMANCE APPRAISAL FORM

Enterprise Wide Standardized Performance Appraisal Form




PERFORMANCE APPRAISAL FORM

NAME (Last, First, Middle Initial)

EMPLOYEE ID NUMBER

EMPLOYEE GRADE

DIVISION / BRANCH / DEPARTMENT

POSITION TITLE

EMPLOYMENT CATEGORY

THE PERFORMANCE MANAGEMENT PROCESS

The Performance Appraisal Form provides raters the ability to document performance expectations and record performance discussions throughout the year.

The form has three primary sections: 1) **Goals** 2) **Critical Elements** 3) **Overall Comments, Ratings and Signatures**. In addition, the form includes the **Mid-Year Evaluation Form** and the **Performance Feedback Form** that can be used quarterly for performance touch point discussions.

Please note that neither the Mid-Year Evaluation nor the quarterly feedback sessions include ratings. The Mid-Year Evaluation is mandatory, and it is recommended that you conduct quarterly feedback sessions to ensure ongoing dialogue. All completed documentation will be submitted at the end of the year.

Annual Performance Appraisal: The annual performance appraisal takes place at the end of the performance year (March or April following the current calendar year).

RATING SCALE The following scale will be used for the annual evaluation for goals, critical elements and the overall annual rating.

Outstanding	Employee far exceeded the agreed upon goals and/or critical elements, thereby making a significant contribution to the team and/or organization. Employee set an extraordinary standard not commonly observed. Goals and/or results were achieved in an unexpected or extraordinary way, one of extremely high quality and achieved by exceptional means.
Exceeds Expectations	Employee exceeded the agreed upon goals and may have far exceeded some goals, thereby contributing to the team and/or organization in multiple ways. Employee exceeded commonly observed standards and achieved results that surpassed expectations. Work completed was highly commendable.
Meets Expectations	Employee achieved the agreed upon goals, results and/or successfully demonstrated critical elements. The employee performed at the level of a valued professional. Contributions were well regarded, valued and recognized.
Needs Improvement	Employee achieved only some of the agreed upon goals, just a portion of each goal and/or demonstrated potentially some but not all of the critical elements. Results were below expectations and the employee may need additional guidance or assistance.
Does Not Meet Expectations	Employee did not achieve the agreed upon goals and/or demonstrate the critical elements. Results were less than expected, of poor quality, only partially complete and/or the employee did not demonstrate critical expectations required for all MCSS employees.

Refer to **Appendix A** for more details regarding the Performance Management Process, including Mid-Year Evaluation and Annual Performance Appraisal related activities and responsibilities.

Employee completed all mandatory training requirements Final annual performance appraisal rating (rater assessment of employee)

Employee (print name) **Rater** (print name) **Reviewer** (print name)

Employee (signature) **Date** **Rater** (signature) **Date** **Reviewer** (signature) **Date**




GOAL SETTING

GOAL SETTING INSTRUCTIONS

The performance appraisal process starts with a **DISCUSSION** between a **RATER** and an **EMPLOYEE** during which the **TWO PARTIES COLLABORATE** to set and/or discuss **GOALS** for the employee for the current performance period.

Goals should focus on four essential performance areas:

CUSTOMERS	Contributing to a culture committed to providing the highest quality of service to Marines and families; serving the needs of our existing customer base (internal and external).
PEOPLE	Collaborating with peers and/or interacting with direct reports to facilitate a productive work environment; enhancing trust, encouraging and enabling teamwork for the achievement of initiatives.
INCREASED EFFICIENCIES	Developing and adhering to resourcing strategies focused on process improvement; internalizing and implementing leadership directives focused on lean, efficient and effective operations.
GROWTH	Driving business expansion and/or expansion of MCSS services through innovation and achievement of goals; pursuing personal development opportunities in alignment with organizational initiatives that enable greater contributions to the organization.

Please establish at least 1 goal for bargaining unit employees or 3-5 goals for non-bargaining unit employees for the performance appraisal period. Each goal is expected to follow the **SMART-Q** goal format to ensure that it is tangible and attainable, **but not all roles will have goals in all categories**. MCSS defines SMART-Q goals as:

S
SPECIFIC

M
MEASURABLE

A
ACHIEVABLE/ATTAINABLE

R
RELEVANT

T
TIME-BOUND

Q
QUALITY

Commanders and/or employees should establish a **minimum 3-5** goals focusing on **one** or a combination of the **four** essential performance areas that the Commander considers to be relevant to the command and its needs.

INVESTING IN MARINES FOR DUTY, HOME AND SELF

APPENDIX A THE PERFORMANCE MANAGEMENT PROCESS

APPENDIX A: THE PERFORMANCE MANAGEMENT PROCESS

The Performance Appraisal Form provides raters the ability to document performance expectations and record performance discussions throughout the year. The form has three primary sections:

- 1) Goals
- 2) Critical Elements
- 3) Overall Comments and Ratings

In addition, the form includes the Mid-Year Evaluation Form and the Performance Feedback Forms that can be used quarterly for performance touch-point discussions.

Goal Setting: Discussions should take place in February or March of the current calendar year and establish goals for the full appraisal period, which runs from April 1 of the current year to March 31 of the following year.

Mid-Year Evaluation: The mid-year performance evaluation takes place at the mid-way point in the performance year (September or October). This Year Evaluation is a mandatory step in the performance management process. The rater and employee should discuss progress against goals and may adjust goals during the mid-year performance evaluation as appropriate. If the conversation results in updates to goals, then the rater should update the goals section of the form.

In addition, the rater and employee should discuss how the employee is demonstrating the critical elements and progress against an employee's development plan. It is also a good opportunity to discuss career goals.

The rater should ask the employee to see the comments typed on the Mid-Year Evaluation Form to provide a summary of how his/her views his/her performance to date and to send this summary to the rater prior to the mid-year meeting.

To make mid-year conversations more robust, raters are also encouraged to post quarterly touchpoint meetings with employees to review performance to date and gather feedback from the employee regarding performance and development.

Quarterly Performance Feedback Touchpoints: Raters are encouraged to schedule quarterly touchpoint meetings with employees to review performance to date and gather feedback from the employee regarding performance and development.

Please note that neither the Mid-Year Evaluation nor the quarterly feedback sessions include ratings. The Mid-Year Evaluation is mandatory and it is recommended that you conduct quarterly feedback sessions to ensure ongoing dialogue. All completed documentation will be submitted at the end of the year.

Annual Performance Appraisal Process: The annual performance appraisal takes place at the end of the performance year (March or April following the current appraisal period). The rater should send the Performance Appraisal form to the employee and ask him/her to rate personal achievement of each goal, performance against the critical elements and provide comments describing accomplishments. Additionally, the rater should gather as much feedback as possible from those who work closely with the employee and incorporate this information as appropriate.

The final goal rating: is the average of the rater's ratings for each goal. It will be calculated automatically by the form.

The final critical element rating: is the average of the rater's ratings for each critical element. It will be calculated automatically by the form.

The overall annual rating: is the average of the overall goal rating and the overall critical element rating with equal importance assigned to each. It will be calculated automatically by the form. This demonstrates the importance of not only "what" is done, but that "how" it is done also matters at MCSS. We want to make sure all employees are working in a way that aligns with our values and our mission.

Finally, the rater must deliver the completed Annual Performance Appraisal to the designated reviewer for approval and sign-off before meeting with the employee for the annual performance discussion.

Once the process is complete, the rater **MUST** submit the completed form to NAF HRG.

APPENDIX B GOAL SETTING

APPENDIX B: GOAL SETTING INSTRUCTIONS

The performance appraisal process starts with a discussion between a rater and an employee during which the two parties collaborate to set and/or discuss goals for the employee for the current performance period.

Discussions should take place in April or May of the current calendar year and establish goals for the full appraisal period, which runs from April 1 of the current year to March 31 of the following year.

Following this discussion, the rater is responsible for recording the resulting employee goals in the space provided and delivering them to the employee for review.

Goals should focus on four essential performance areas: Customers, People, Increased Efficiencies and Growth. **Not every role will have a goal in each category.** Achievements in these performance areas are essential contributions to the mission and vision of MCSS.

CUSTOMERS	Contributing to a culture committed to providing the highest quality of service to Marines and families; serving the needs of our existing customer base (internal and external).
PEOPLE	Collaborating with peers and/or interacting with direct reports to facilitate a productive work environment; enhancing trust, encouraging and enabling teamwork for the achievement of initiatives.
INCREASED EFFICIENCIES	Developing and adhering to resourcing strategies focused on process improvement, internalizing and implementing leadership directives focused on lean, efficient and effective operations.
GROWTH	Driving business expansion and/or expansion of PCCS services through innovation and achievement of goals; pursuing personal development opportunities in alignment with organizational initiatives that enable greater contributions to the organization.

Please establish at least 1 goal for bargaining unit employees or 3-5 goals for non-bargaining unit employees for the performance appraisal period. Goals are performance expectations or job objectives that align with an employee's job duties and do not need to cover every aspect of an employee's role. Goals should focus on the key results expected from the employee and should align with the purpose of the department/division as well as support achievement of MCSS's mission.

Each goal is expected to follow the SMART-Q goal format to ensure that it is tangible and attainable. Goals should meet all of the six SMART-Q values and the rater must at least articulate the Specific, Measurable and Time-Bound attributes of each goal. MCSS defines SMART-Q goals as:

S SPECIFIC **M** MEASURABLE **A** ACHIEVABLE/ATTAINABLE **R** RELEVANT **T** TIME-BOUND **Q** QUALITY

The following is an example of how to appropriately describe a goal using the SMART-Q format:

SPECIFIC - Create increased awareness of the Quality of Life Programs by communicating to Marines, sailors and family members.

MEASURABLE - Increase the usage of our programs by 5% in 2017.

TIME-BOUND - Build awareness on a monthly basis through communications, Welcome Information Packets and Unit events.

GOAL SETTING INSTRUCTIONS

The performance appraisal process starts with a DISCUSSION between a RATER and an EMPLOYEE during which the TWO PARTIES COLLABORATE to set and/or discuss GOALS for the employee for the current performance period.

Goals should focus on four essential performance areas:

CUSTOMERS	Contributing to a culture committed to providing the highest quality of service to Marines and families; serving the needs of our existing customer base (internal and external).
PEOPLE	Collaborating with peers and/or interacting with direct reports to facilitate a productive work environment; enhancing trust, encouraging and enabling teamwork for the achievement of initiatives.
INCREASED EFFICIENCIES	Developing and adhering to resourcing strategies focused on process improvement; internalizing and implementing leadership directives focused on lean, efficient and effective operations.
GROWTH	Driving business expansion and/or expansion of MCSS services through innovation and achievement of goals; pursuing personal development opportunities in alignment with organizational initiatives that enable greater contributions to the organization.

Please establish at least 1 goal for bargaining unit employees or 3-5 goals for non-bargaining unit employees for the performance appraisal period. Each goal is expected to follow the SMART-Q goal format to ensure that it is tangible and attainable, **but not all roles will have goals in all categories.** MCSS defines SMART-Q goals as:

S SPECIFIC **M** MEASURABLE **A** ACHIEVABLE/ATTAINABLE **R** RELEVANT **T** TIME-BOUND **Q** QUALITY



APPENDIX C

PERFORMANCE FEEDBACK SESSION



THE PERFORMANCE FEEDBACK FORM

The goal of the Performance Feedback Form is to help guide a conversation about the employee's performance against expectations, career goals and development to date. The discussion points do not have to be documented, but can be if preferred in order to provide supporting documentation for the annual performance review. **Select 2-4 questions below** and feel free to add other questions based on the role, situation or employee's interests/needs.

Q3 FEEDBACK SESSION

1. What progress have you made toward completing your goals? Have you encountered any challenges or do you have any suggestions related to goal completion?
2. Please provide one or two examples of how you have demonstrated at least one of the critical elements in the last 8 months?
3. What can I do to better support you in your job?
4. What have you done to support your development in the last 90 days? What development activities would you like to focus on going forward? Have you developed/updated your development plan with these activities?
5. Do you have any suggestions from a job or culture perspective that we should discuss to ensure we are working in alignment with our values and meeting our mission?
6. Other (Discussion questions for consideration include, but are not limited to: how does the employee like to be coached? What does he/she expect from a coach? What motivates the employee? What are his/her strengths, professional goals or areas for improvement?)

Rater Name: _____ Date: _____

NOTE:
This should be done in Q1 (June/July) prior to a mid-year appraisal review and in Q3 (Nov/Dec) prior to the end of year appraisal.

APPENDIX C: CONDUCTING A PERFORMANCE FEEDBACK SESSION

Employees and raters both benefit from more frequent discussions on expectations and performance. It is recommended that raters conduct feedback sessions with employees at the end of Q1 and Q3 in addition to the Mid-Year Evaluation to provide feedback and record commentary on performance to date. This form includes 6 questions; raters should pick 2-4 questions to discuss during each feedback session.

Raters may choose to have employees pick the questions they wish to discuss from the form and send back their written thoughts prior to the feedback session. All comments from each feedback session should be recorded within this form to ensure they are all available for review during the annual performance appraisal.

Employees and raters should continue to have frequent, informal coaching and feedback discussions. Feedback sessions and the feedback form are intended as an opportunity for more formal, planned conversations and to create a record of feedback and improvement as a result of that feedback. They are not a replacement for ongoing coaching and feedback dialogue.

PLEASE NOTE: Raters are encouraged to document at least a high-level summary of these discussions within the Performance Appraisal Form. This will allow raters to refer back to prior feedback discussions and becomes part of the documentation submitted at the end of the year.

Please select 2-4 questions from the questions in the form to help guide the feedback conversation. You are welcome to add additional questions or discussion topics as you see fit.

NOTE: You should pick 2 or more questions as your discussion topics.



PEOPLESOFT ACCESS

THE COMMANDER'S PERSPECTIVE



Performance Appraisal from the Rater's Perspective

INVESTING IN MARINES FOR DUTY, HOME AND SELF

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MCCS MARINE CORPS **PERFORMANCE MANAGEMENT** **MCCS MARINE CORPS**

PERFORMANCE MANAGEMENT DEMO

The Performance Management Module is available in Self Service for Employees and Managers.



<http://crossroads/MRG/HRMS%20%20ARTICULATE/TAKE%20%20MANAGER%20PERFORMANCE%20%20-%20Storyline%20output/story.html>

INVESTING IN MARINES FOR DUTY, HOME AND SELF 19

MCCS MARINE CORPS **PERFORMANCE MANAGEMENT** **MCCS MARINE CORPS**

PERFORMANCE MANAGEMENT

MCCS Performance Appraisal

The Performance Management Module is available in Self Service for Employees and Managers.
One click away to Performance Appraisal information!



Manager Self Service

- Approve Time
- Manage Dashboard
- My Team
- MCCS Table of Organization
- Recruiting Home
- Talent Summary
- MCCS Training Ethics
- MCCS HRMS Intranet
- Classic Home
- MCCS Performance Appraisal

Employee Self Service

- MCCS Annual W2 and 1095C
- MCCS Time Reporting
- Pay
- Talent Profile
- Careers
- MCCS Training Ethics
- Setup Online Password Reset
- MCCS HRMS Intranet
- Company Directory
- MCCS Performance Appraisal
- Personal Details

INVESTING IN MARINES FOR DUTY, HOME AND SELF 20

MCCS
MARINE CORPS

PERFORMANCE MANAGEMENT

COMMANDER

▼ Manager Self Service

Approve Time

Manager Dashboard

My Team

MCCS Table of Organization

Recruiting Home

Quick Links

Search Job Openings

Create Job Opening

Talent Summary

MCCS Training Ethos

MCCS HRMS Intranet

Classic Home

Menu

Search

- My Favorites
- Self Service
- Manager Self Service
- Recruiting

MCCS Performance Appraisal

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MCCS
MARINE CORPS

PERFORMANCE MANAGEMENT

COMMANDER

Commanders are able to access the Performance Appraisal information for all of their Direct Reports (NAF Employees).

MCCS Performance Appraisal

*Select a Year for the MCCS Performance Appraisal [2018]

BEYONCE KNOWLES's employees

Supervisor ID	Select	Name	Empl ID	Job	Empl Status	Full/Part/Flex	HR Status	Position	Job Code	Job Title	Department	Location
12345	Select	GARTH BROOKS	11111	0	Active	Full-Time	Active	H0100419	030221	ADMIN SPEC NF3*	SUPPORT WAREHOUSE	Headquarters
12345	Select	BLAKE SHELTON	22222	0	Active	Flexible	Active	H0100141	030219	SUPPLY/PROP WAREHOUSE MOIR NF4*	SUPPORT WAREHOUSE	Headquarters
22222	Select	AARON RODGERS	66666	0	Active	Full-Time	Active	H0100611	93027A	MAINTENANCE WORKER AB7*	SUPPORT WAREHOUSE	Headquarters
22222	Select	KANYE WEST	77777	0	Active	Full-Time	Active	H0100595	96029A	MAINTENANCE MECH AD9*	SUPPORT WAREHOUSE	Headquarters
12345	Select	GWEN STEFANI	33333	0	Active	Full-Time	Active	H0100642	030084	ADMIN ASST NF2*	SUPPORT WAREHOUSE	Headquarters
12345	Select	LUKE BRYAN	44444	0	Active	Full-Time	Active	H0100481	030221	ADMIN SPEC NF3*	SUPPORT WAREHOUSE	Headquarters
12345	Select	QUEEN LATIFAH	55555	0	Active	Full-Time	Active	H0100531	030221	ADMIN SPEC NF3*	SUPPORT WAREHOUSE	Headquarters

Example:
 Beyoncé is the Commander.
 Her Direct Reports are:
 Garth, Blake, Gwen, Luke and Queen.
 She also has access to Blake's Direct Reports (Aaron and Kanye).
 And she is the Reviewer for Aaron and Kanye's appraisals.



PERFORMANCE MANAGEMENT

COMMANDER

Both Employees and Commanders have the capability to INITIATE the Initial, Mid Year and Annual review steps and share their entries with each other when they are ready within the PeopleSoft Performance Management Module.



↔



Commanders also have the capability to ENTER the Initial, Mid-Year and Annual review information for their employees within the PeopleSoft Performance Management Module.



INVESTING IN
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PERFORMANCE MANAGEMENT

COMMANDER

MCCS Performance Appraisal

Initial

Mid Year

Annual

Appendix / Feedback Form

Return To Direct Reports

Goals | Critical Elements

Empl ID	22222	Name	BROOKS, GARTH	Position	SUPPORT SERVICES SUPERVISOR
Dept	100908	Job Title	SUPPLY/PROP WAREHOUSE MGR NF4*	Last Start Date	01/01/2012
Full/Part/Flex	Flexible	Business Unit	MR10	Grade	NF4
		Company	H01	Year	2018

EVALUATING & RATING GOAL ACHIEVEMENT
 Raters and employees should review and may adjust goals during the mid-year performance evaluation, then review and rate goals and critical expectations during the annual performance evaluation.
 Raters should give employees the opportunity to complete a self-evaluation of their goals before finalizing ratings and conducting the annual performance discussion.
 PLEASE NOTE: Employees and raters are required to provide overall comments on goal achievement. In addition, raters are REQUIRED to provide an explanation for the rating given for each goal, regardless of rating.

Goal Category

Goal Type: Custom

Find | View All | First | 1 of 1 | Last

Goal Category: CUSTOMER

Specific:

Measurable:

Time Bound:

Audit History
 Last Updated by Employee
 Last Updated by Manager: KNOWELES, BEYONCE | 02/21/2018 09:30:40

Generate PDF

Save

Share with Employee

Finalize Initial

Initial, Mid-Year and Annual Links are all on one page!

The Audit History will display time/date stamps for updates made throughout the process.

MC CS
MARINE CORPS

PERFORMANCE MANAGEMENT

COMMANDER

The Goal Category section contains free form text fields for the Employee or Commander to enter the Custom SMART-Q goals. They are able to type, copy/paste text into these fields.

3-5 Goals for Employees.

Commanders have the ability to enter the goal information for their employees.

NOTE:
Goals are limited to 250 characters of text in these fields so that they are properly displayed on the PDF form.

MC CS
MARINE CORPS

PERFORMANCE MANAGEMENT

COMMANDER

In the future, the HRMS Team will load predefined SMART-Q goals into the Performance Management Module. Employees and Commanders would then be able to select a Predefined Goal from the look up menu and the applicable Goal Category fields would populate.

Employees and Commanders still have the option to add/remove text, copy/paste text into these fields.

Search Results

Job Code	Description
93015A	FOOD SERVICE WORKER A01*
93054A	WAITSTAFF A03*
960061	DESK CLERK NF1*
960066	SALES ASSOC NF1*
960116	REC ATTENDANT NF1*

PERFORMANCE MANAGEMENT

MCCS Performance Appraisal

Initial | Goals | Critical Elements

Emp ID 22222 Name BROOKS, GARTH Position SUPPORT SERVICES SUPERVISOR
 Dept 100908 Job Title SUPPLY/PROP WAREHOUSE MGR Last Start Date 01/01/2012
 Full/Part/Flex Flexible Business Unit MR10 Grade NF4 Company H01 Year 2018

CRITICAL ELEMENTS

Critical Elements for All Employees

CRITICAL ELEMENTS

- 1 Work Quality - Work meets customer/user requirements. Assignments are completed accurately and in a timely fashion. Accepts accountability, responsibilities and feedback. Exhibits dependability in meeting work requirements.
- 2 Customer Service - Prioritizes customer satisfaction, responsiveness, professionalism (courtesy and attitude) and willingness to assist customers, and always exemplifies our mission.
- 3 Interpersonal Skills - Establishes effective working relationships with supervisor, peers and other key stakeholders both internally and externally. Adapts positively to changes in workload and priorities. Takes positive action to promote teamwork. As appropriate by role, demonstrates effective communication skills.

Critical Elements for All Managers

CRITICAL ELEMENTS

- 1 Coaching, Managing & Developing Staff - Focuses on developing, coaching and mentoring staff in order to improve performance and help employees reach their full potential. Provides ongoing feedback to employees against goals, job requirements and critical elements. Creates developmental opportunities (e.g. challenging assignments as well as access to formal training) to develop employees skills and experience, and leverages a Development Plan to identify and track development. Utilizes the performance management process to provide constructive feedback throughout the year against expectations for achievement of goals, performance of job requirements and demonstration of critical elements. Delegates work and monitors work progress. Motivates, recognizes and rewards strong performance and supports employees' growth and development including career advancement and career moves. Conducts mid-year and end-of-year appraisals for all employees.
- 2 Leadership & Communication - Leads by example to inspire excellence, collaboration and results and to create aligned, engaged and high-performing teams. Develops and executes a mission-aligned vision of the organization and creates a positive, safe work environment that allows employees to excel. Ensures performance standards are met and addresses performance issues when they arise. Able to identify problems, formulate solutions and take corrective follow-up measures. Upholds high standards of integrity and ethical behavior. Effectively communicates upward and downward at the managerial level both verbally and in written form.

Annotations:

- All Employee's have 3 basic Critical Elements.
- If an employee is a supervisor, they will also have 2 additional Critical Elements.

PERFORMANCE MANAGEMENT

MCCS Performance Appraisal

Initial | Goals | Critical Elements

Emp ID 22222 Name BROOKS, GARTH Position SUPPORT SERVICES SUPERVISOR
 Dept 100908 Job Title SUPPLY/PROP WAREHOUSE MGR Last Start Date 01/01/2012
 Full/Part/Flex Flexible Business Unit MR10 Grade NF4 Company H01 Year 2018

GOALS

Annotations:

- The Commander is responsible for finalizing the Initial Goals.
- Once the Initial Goals have been entered, the Commander can Generate a PDF, Save or Share with Employee. After reviewing the initial goals with the Employee, the Commander will select Finalize Initial to mark the Initial Review as Completed.

PERFORMANCE MANAGEMENT COMMANDER

MCCS Performance Appraisal

PERFORMANCE APPRAISAL FORM

NAME (Last, First, Middle Initial) EMPLOYEE ID NUMBER EMPLOYEE GRADE
 BRANCHLINE TITLE MFR
 DIVISION / BRANCH / DEPARTMENT POSITION TITLE EMPLOYMENT CATEGORY
 MOBE ACORN (MPC) M/F Full Time

THE PERFORMANCE MANAGEMENT PROCESS

The Performance Appraisal Form provides raters the ability to document performance expectations and record performance discussions throughout the year. The form has three primary sections: 1) Goals 2) Critical Behaviors 3) Overall Comments, Ratings and Signatures. In addition, the form includes the Mid Year Evaluation Form and the Performance Feedback Points that can be used quarterly for performance touch point discussions.

Annual Performance Appraisal The annual performance appraisal takes place at the end of the performance year (January or February following the current calendar year).

RATING SCALE The following scale will be used for the annual evaluation for goals, critical behaviors and the overall annual rating.

Excellent: An individual has exceeded the annual goals and/or critical behaviors, thereby making a significant contribution to the team and/or organization. Employees set an extraordinary standard not commonly observed. Goals and/or results were achieved in an exceptional or extraordinary way, some of extremely high quality and achieved by exceptional means. Typically, about 10-15% of the organization would receive this rating.

Good: An individual has met the annual goals and has been an excellent team player, thereby contributing to the team and/or organization in multiple ways. Employees exceeded commonly observed standards and achieved results that are exceptional, which completed one highly commendable. Typically, about 20-25% of the organization would receive this rating.

Satisfactory: An individual has met the annual goals, results and/or commonly observed critical behaviors. The employee performed at the level of a solid professional. Contributions were commendable, valued and appreciated. Typically, about 50-60% of the organization would receive this rating.

Needs Improvement: An individual has not met the annual goals and/or critical behaviors. The employee needs to improve performance. Typically, about 10-15% of the organization would receive this rating.

Not Applicable: An individual is not currently performing in the position being evaluated.

Generate PDF
 Save
 Share with Employee
 Finalize Initial

Generate PDF will create a PDF with the employee's appraisal information that can be viewed, printed or saved.

PERFORMANCE MANAGEMENT COMMANDER

MCCS Performance Appraisal

Empl ID 22222 Name BROOKS, GARTH Position SUPPORT SERVICES SUPERVISOR
 Dept 100908 Job Title SUPPLY/PROP WAREHOUSE MGR Last Start Date 01/01/2012
 Full/Part/Flex Flexible Business Unit MR10 Grade NF4 Company H01 Year 2018

MID-YEAR EVALUATION FORM

The purpose of the mid-year discussion is for the employee and the rater to discuss progress against goals, demonstration of critical elements and development needs needed or completed to date. This is an opportunity for a more formal check-in when the employee and rater can re-visit goals to ensure they still reflect the year. If needed, the rater and employee can update goals in the goal section of the form. It is recommended that at least the primary points of the discussion be documented below. The mid-year discussion is mandatory and the summary documentation should be submitted at the end of the year as part of the Performance Appraisal Form.

MID-YEAR COMMENTS

GOAL COMMENTS: RATER COMMENTS

CRITICAL ELEMENTS COMMENTS: RATER COMMENTS

ADDITIONAL COMMENT/DISCUSSION POINTS: RATER COMMENTS

Generate PDF
 Save
 Share with Employee
 Finalize Mid-Year

The Commander is responsible for finalizing the Mid-Year.

Commanders have the option to type, copy/paste text into the Mid-Year Comments fields.

Once the Mid-Year comments have been entered, the Commander can Generate PDF, Save or Share with Employee.

After reviewing the Mid-Year with the Employee, the Commander will select Finalize Mid-Year to mark the Mid-Year Review as Completed.

COMMANDER

MCCA PERFORMANCE MANAGEMENT

MCCA Performance Appraisal

Goals CRITICAL ELEMENTS Final Annual Rating & Comments

Empl ID 22222 Name BROOKS, GARTH Position SUPPORT SERVICES SUPERVISOR
 Dept 100908 Job Title SUPPLY/PROP WAREHOUSE MGR Last Start Date 01/01/2012
 Full/Part/Flex Flexible Business Unit MR10 Grade NF4 Company H01 Year 2018

Generate PDF
Save
Share with Employee

Annual

Appendix / Feedback Form
Return To Direct Reports

EVALUATING & RATING GOAL ACHIEVEMENT

Raters and employees should review and may adjust goals during the mid-year performance evaluation, then review and rate goals and critical expectations during the annual performance evaluation.

Raters should give employees the opportunity to complete a self-evaluation during the annual performance discussion.

PLEASE NOTE: Employees and raters are required to provide overall comments for the rating given for each goal, regardless of rating.

Goal Category
Goal Type Custom

Goal Category CUSTOMER
Specific Maintain a service time of no more than four minutes to fulfill guest orders.

Time Bound On a monthly basis.

RATER COMMENTS EMPLOYEE COMMENTS

**OUTSTANDING
EXCEEDS EXPECTATIONS
MEETS EXPECTATIONS
NEEDS IMPROVEMENT
DOES NOT MEET EXPECTATIONS**

Commanders select the applicable Goal Rating value from the drop down menu and enter their comments.

COMMANDER

MCCA PERFORMANCE MANAGEMENT

MCCA Performance Appraisal

Goals Critical Elements Final Annual Rating & Comments

Empl ID 22222 Name BROOKS, GARTH Position SUPPORT SERVICES SUPERVISOR
 Dept 100908 Job Title SUPPLY/PROP WAREHOUSE MGR Last Start Date 01/01/2012
 Full/Part/Flex Flexible Business Unit MR10 Grade NF4 Company H01 Year 2018

Generate PDF
Save
Share with Employee

Annual

Appendix / Feedback Form
Return To Direct Reports

EVALUATING CRITICAL ELEMENTS

During the Annual Performance Appraisal, use the rating scale on Appendix to evaluate all employees' performance against their critical elements: Work Quality, Customer Service and Interpersonal Skills.

Employees with managerial responsibilities must be evaluated against two additional critical elements specific to Managing & Developing Staff and Leadership & Communication.

Raters should give employees the opportunity to complete a self-evaluation of the critical elements before final discussion.

PLEASE NOTE: Employees and Raters are required to provide overall comments on all critical elements. In addition, employees are required to provide an explanation for the rating given for each critical element, regardless of rating.

Critical Elements for All Employees

CRITICAL ELEMENTS	RATER RATING	EMPLOYEE RATING
1 Work Quality - Work meets customer/user requirements. Assignments are completed accurately and in a timely fashion. Accepts accountability, responsibilities and feedback. Exhibits dependability in meeting work requirements.	<input type="text"/>	<input type="text"/>
2 Customer Service - Prioritizes customer satisfaction, responsiveness, and customer needs.	<input type="text"/>	<input type="text"/>
3 Interpersonal Skills - Establishes effective working relations with supervisor, peers and other key stakeholders both internally and externally. Adapts positively to changes in workload and priorities. Takes positive action to promote teamwork. As appropriate by role, demonstrates effective communication skills.	<input type="text"/>	<input type="text"/>

RATER COMMENTS EMPLOYEE COMMENTS

**OUTSTANDING
EXCEEDS EXPECTATIONS
MEETS EXPECTATIONS
NEEDS IMPROVEMENT
DOES NOT MEET EXPECTATIONS**

Commanders select the applicable Critical Element "Rating values" from the drop down menus and enter their comments.

MCCS MARINE CORPS **PERFORMANCE MANAGEMENT** **COMMANDER**

Employees that are Supervisors (e.g., MEF Prevention and SAPR Programs) will have also have a Critical Elements for All Managers section to complete.

MCCS Performance Appraisal

Initial | Mid Year | **Annual** | Appendix / Feedback Form | Return To Direct Reports

Goals | **CRITICAL ELEMENTS** | Final Annual Rating & Comments

Critical Elements for All Managers

CRITICAL ELEMENTS	RATER RATING	EMPLOYEE RATING
1 Coaching, Managing & Developing Staff - Focuses on developing, coaching and mentoring staff in order to improve performance and help employees reach their full potential. Provides ongoing feedback to employees against goals, job requirement and critical elements. Creates developmental opportunities (e.g., challenging assignments as well as access to formal training) to develop employee skills and experience, and leverages a Development Plan to identify and track development. Utilizes the performance management process to provide constructive feedback throughout the year against expectations for achievement of goals, performance of job requirements and demonstration of critical elements. Delegates work and monitors work progress. Motivates, recognizes and rewards strong performance and supports employee growth and development including		
2 Leadership & Communication - Leads by example to inspire excellence, collaboration and results and to create aligned, engaged and high-performing teams. Develops and executes a mission-aligned vision of the organization and creates a positive, safe work environment that allows employees to excel. Ensures performance standards are met and addresses performance issues when they arise. Able to identify problems, formulate solutions, and take corrective follow-up measures. Upholds high standards of integrity and ethical behavior. Effectively communicates upward and downward at the managerial level both verbally and in written form.		

RATER COMMENTS | EMPLOYEE COMMENTS

Commanders select the applicable Critical Elements "Rating values" from the drop down menus and enter their comments.

**OUTSTANDING
EXCEEDS EXPECTATIONS
MEETS EXPECTATIONS
NEEDS IMPROVEMENT
DOES NOT MEET EXPECTATIONS**

MCCS MARINE CORPS **PERFORMANCE MANAGEMENT** **COMMANDER**

MCCS Performance Appraisal

Initial | Mid Year | **Annual**

Goals | Critical Elements | Final Annual Rating & Comments

Emp ID 22222 Name BROOKS, GARTH Position SUPPORT SERVICES SUPERVISOR
 Dept 100908 Job Title SUPPLY/PROP WAREHOUSE MGR Last Start Date 01/01/2012
 Full/Part/Flex Flexible Business Unit MRO Grade NF4 Company H01 Year 2018

Employee Completed all Mandatory training requirements Yes
 Final annual performance appraisal rating (rater assessment) Frequently Exceeds Expectation

Review completed by Reviewer
 Review completed by Reviewer Reviewed By BARKER, BOB Reviewed On 02/22/18 10:57AM

COMMANDER'S RATING SCALE

Rating	Description
Exceeds Expectations	Employee far exceeded the agreed upon goals and/or critical elements, thereby making a significant contribution to the team and/or organization. Employee set an extraordinary standard not commonly observed. Goals and/or results were achieved in an unexpected or extraordinary way, were of extremely high quality, achieved by exceptional means.
Meets Expectations	Employee exceeded the agreed upon goals and may have far exceeded some goals, thereby contributing to the team and/or organization in multiple ways. Employee exceeded commonly observed standards and delivered results that surpassed expectations. Work completed was highly commendable.
Needs Improvement	Employee achieved the agreed upon goals, results and/or successfully demonstrated critical elements. The employee performed at the level of a valued professional. Contributions were well-regarded, valued and respected.
Does Not Meet Expectations	Employee achieved only some of the agreed upon goals, just a portion of each goal and/or demonstrated potentially some but not all of the critical elements. Results were below expectations and the employee need additional guidance or assistance.
Does Not Meet Expectations	Employee did not achieve the agreed upon goals and/or demonstrate the critical elements. Results were far below expectations, of poor quality, only partially complete and/or the employee did not demonstrate critical elements required for all MCCS employees.

Commanders indicate if the Employee has completed all required mandatory training.

Reviewers indicate that they have completed their review of the Commander's ratings and comments.

The Final Annual Performance Appraisal Rating will automatically calculate once the Rater enters their Annual Ratings.

MCCS PERFORMANCE MANAGEMENT

COMMANDER

MCCS Performance Appraisal

Initial | Mid Year | **Annual** | Appendix / Feedback Form | Return To Direct Reports

Goals | Critical Elements | Final Annual Rating & Comments

Empl ID 22222 Name BROOKS, GARTH Position SUPPORT SERVICES SUPERVISOR
 Dept 100908 Job Title SUPPLY/PROP WAREHOUSE MGR Last Start Date 01/01/2012
 Full/Part/Flex Flexible Business Unit MR10 Grade NF4 Company H01 Year 2018

Employee Completed all Mandatory training requirements Yes Final annual performance appraisal rating (rater assessment) Frequently Exceeds Expectation

Review completed by Reviewer Review completed by Reviewer Reviewed By BARKER, BOB Reviewed On 02/22/18 10:57AM

RATING SCALE The following scale will be used for the annual evaluation for goals, critical elements and the overall annual rating.

Outstanding	Employee far exceeded the agreed upon goals and/or critical elements and/or contribution to the team and/or organization. Employee set an exceptional goal and/or results were achieved in an unexpected or extraordinary manner.
Exceeds Expectations	Employee exceeded the agreed upon goals and may have far exceeded to the team and/or organization in multiple ways. Employee set and delivered results that surpassed expectations. Work completed by exceptional means.
Meets Expectations	Employee achieved the agreed upon goals, results and/or contributions. Employee performed at the level of a valued professional. Contributions were recognized, valued and respected.
Needs Improvement	Employee achieved only some of the agreed upon goals, results and/or contributions. Results were below expectations and the employee may need additional guidance or assistance.
Does Not Meet Expectations	Employee did not achieve the agreed upon goals and/or did not demonstrate the critical elements. Results were less than expected, of poor quality, only partially complete and/or the employee did not demonstrate critical expectations required for all MCCS employees.

DETERMINING THE OVERALL ANNUAL PERFORMANCE APPRAISAL RATING
 The annual performance appraisal rating takes into account the overall annual rating when determining the overall annual rating.

RATER COMMENTS

EMPLOYEE COMMENTS

Generate PDF
 Save
 Share with Employee
 Finalize Annual

Once the Commander's Annual ratings and comments have been entered, the Commander can Generate PDF, Save or Share with Employee.
 *When applicable, the Reviewer must review the Commander's ratings and comments prior to the Commander Sharing with Employee.

MCCS PERFORMANCE MANAGEMENT

COMMANDER

MCCS Performance Appraisal

Initial | Mid Year | **Annual** | Appendix / Feedback Form | Return To Direct Reports

Goals | Critical Elements | Final Annual Rating & Comments

Empl ID 22222 Name BROOKS, GARTH Position SUPPORT SERVICES SUPERVISOR
 Dept 100908 Job Title SUPPLY/PROP WAREHOUSE MGR Last Start Date 01/01/2012
 Full/Part/Flex Flexible Business Unit MR10 Grade NF4 Company H01 Year 2018

Employee Completed all Mandatory training requirements Yes Final annual performance appraisal rating (rater assessment) Frequently Exceeds Expectation

Review completed by Reviewer Review completed by Reviewer Reviewed By BARKER, BOB Reviewed On 02/22/18 10:57AM

RATING SCALE The following scale will be used for the annual evaluation for goals, critical elements and the overall annual rating.

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Exceeds Expectations	Employee exceeded the agreed upon goals and may have far exceeded to the team and/or organization in multiple ways. Employee set and delivered results that surpassed expectations. Work completed by exceptional means.
Meets Expectations	Employee achieved the agreed upon goals, results and/or contributions. Employee performed at the level of a valued professional. Contributions were recognized, valued and respected.
Needs Improvement	Employee achieved only some of the agreed upon goals, results and/or contributions. Results were below expectations and the employee may need additional guidance or assistance.
Does Not Meet Expectations	Employee did not achieve the agreed upon goals and/or did not demonstrate the critical elements. Results were less than expected, of poor quality, only partially complete and/or the employee did not demonstrate critical expectations required for all MCCS employees.

DETERMINING THE OVERALL ANNUAL PERFORMANCE APPRAISAL RATING
 The annual performance appraisal rating takes into account the overall annual rating when determining the overall annual rating.

RATER COMMENTS

EMPLOYEE COMMENTS

Generate PDF
 Save
 Share with Employee
 Finalize Annual & Submit to HR

Once the Commander Finalizes and Submits to HR, the appraisal will grey out for them. The Commander is responsible for entering their ratings, comments and finalizing the Annual.

After reviewing the Annual Appraisal with the Employee, the Commander will select "Finalize Annual and Submit to HR" to mark the Annual Review as Completed.



PERFORMANCE MANAGEMENT



← MCSS Directreport
MCSS Performance Appraisal

Initial
Appendix A
Appendix B
Appendix C
Q1 Feedback Form
Q3 Feedback Form

Mid Year

Annual

Appendix / Feedback Form

Return To Direct Reports

The Appendix section contains resources to assist with the Performance Management Process, Goal Setting and Feedback Sessions.

Appendix A Provides guidance on the Performance Management Process

APPENDIX A: THE PERFORMANCE MANAGEMENT PROCESS

The Performance Appraisal Form provides raters the ability to document performance expectations and record performance discussions throughout the year. The form has three primary sections:

- 1) Goals
- 2) Critical Behaviors
- 3) Overall Comments and Ratings

In addition, the form includes the Mid-Year Evaluation Form and the Performance Feedback Form that can be used quarterly for performance goal setting discussions.

Goal Setting Discussions should take place in February or March of the current calendar year and establish goals for the full appraisal period, which runs from February 1st of the current year to March 31st of the following year.

Mid-Year Evaluation: The mid-year performance evaluation takes place at the mid-way point of the performance year (July or August). Mid-Year Evaluations are a mandatory step in the performance management process. The rater and employee should discuss progress against goals and expectations. The mid-year performance evaluation is the conversational results of the goal setting discussion. The rater should update the goals section of the form.

Additionally, the rater and employee should discuss how the employee is demonstrating the critical behaviors and ongoing opportunity to discuss career goals.

The rater should ask the employee to use the summary table on the Mid-Year Evaluation Form to provide a summary of how he/she rates his/her performance to date and to send this summary to the rater prior to the mid-year meeting.

To make mid-year conversations more robust, raters are also encouraged to pull questions from the Performance Feedback Form to ask employees to come to the year conversations prepared with responses to a few of these questions.

Quarterly Performance Feedback Touchpoints: Raters are encouraged to schedule quarterly touchpoint discussions with employees to review performance to date and gather feedback from the employees regarding performance and development.

Please note that neither the Mid-Year Evaluation nor the quarterly feedback sessions include ratings. The mid-year discussion is mandatory and it is recommended that you conduct quarterly feedback sessions to ensure ongoing dialogue. All conversations will be submitted at the end of the year.

Annual Performance Appraisal Process: The annual performance appraisal takes place at the end of the performance year (January or February) following the current calendar year. The rater should send the Performance Appraisal Form to the employee and ask him/her to rate personal achievement of each year performance against the critical behaviors and provide comments describing accomplishments. Additionally, the rater should gather as much feedback as possible from those who work closely with the employee and incorporate this information as appropriate.

The final goal rating: is the average of the rater's ratings for each goal. It will be calculated automatically by the form.

The final critical behavior rating: is the average of the rater's ratings for each critical behavior. It will be calculated automatically by the form.

The overall annual rating: is the average of the overall goal rating and the overall critical behavior rating with equal importance assigned to each. It will be calculated automatically by the form. This summarizes the importance of raters' input. It does not give "more" or "less" importance to any one goal or behavior. Finally, the rater must submit the completed Annual Performance Appraisal to the designated reviewer for approval and sign-off before meeting with the employee for the annual performance discussion.

Once the process is complete, the rater **MUST** submit the completed form to NAF HRD.



PERFORMANCE MANAGEMENT



Appendix A
Appendix B
Appendix C
Q1 Feedback Form
Q3 Feedback Form

APPENDIX B: GOAL SETTING INSTRUCTIONS

The performance appraisal process starts with a discussion between a rater and an employee during which the two parties collaborate to set and/or discuss goals for the employee for the current performance period. Discussions should take place in April or May of the current calendar year and establish goals for the full appraisal period, which runs from April 1st of the current year to March 31st of the following year. Following this discussion, the rater is responsible for recording the resulting employee goals in the space provided and delivering them to the employee for review.

Goals should focus on four essential performance areas: Customers, People, Increased Efficiencies and Growth. **Not every role will have a goal in each category.** Achievements in these performance areas are essential contributions to the mission and vision of MCSS.

CUSTOMERS	Contributing to a culture committed to providing the highest quality of service to Marines and families, serving the needs of our existing customer base (internal and external).
PEOPLE	Collaborating with peers and/or interacting with direct reports to facilitate a productive work environment; enhancing trust, encouraging and enabling teamwork for the achievement of initiatives.
INCREASED EFFICIENCIES	Developing and adhering to reasoning strategies focused on process improvement, managing and implementing leadership directives focused on lean, efficient and effective operations.
GROWTH	Driving business expansion and/or expansion of MCSS services through innovation and achievement of goals; pursuing personal development opportunities in alignment with organizational initiatives that enable greater contributions to the organization.

Please establish at least 1-3 goals for bargaining unit employees or 1-5 goals for non-bargaining unit employees the performance appraisal period. Goals are performance expectations or job objectives that align with an employee's job duties and do not need to cover every aspect of an employee's role. Goals should focus on the key results expected from the employee and should align with the goals of the department/division as well as support achievement of MCSS's mission.

Each goal is expected to follow the SMART-Q goal format to ensure that it is tangible and attainable. Goals should meet all of the SMART-Q values and the rater must at least articulate the Specific, Measurable and Time-Bound attributes of each goal. MCSS defines SMART-Q goals as:

S SPECIFIC **M** MEASURABLE **A** ACHIEVABLE/ATTAINABLE **R** RELEVANT **T** TIME-BOUND **Q** QUALITY

The following is an example of how to appropriately describe a goal using the SMART-Q format:

SPECIFIC - Create increased awareness of the Quality of Life Programs by communicating to Marines, sailors and family members.

MEASURABLE - Increase the usage of our programs by 5% in 2017.

TIME-BOUND - Build awareness on a monthly basis through communications, Welcome Information Packets and Unit events.

S
M
A
R
T
-Q

SMART-Q Goal training is available online via Ethos – search using the key words “Performance Management”.

Appendix B Provides guidance on Goal Setting



PERFORMANCE MANAGEMENT



Appendix A
Appendix B
Appendix C
Q1 Feedback Form
Q3 Feedback Form

APPENDIX C: CONDUCTING A PERFORMANCE FEEDBACK SESSION

Employees and raters both benefit from more frequent discussions on expectations and performance. It is recommended that raters conduct feedback sessions with employees at the end of Q1 and Q3. In addition to the Mid-Year Evaluation to provide feedback and record commentary on performance data, raters should pick 2-4 questions during each feedback session.

Raters may choose to have employees pick the questions they wish to discuss. Employees should write their thoughts prior to the feedback session. All comments from each feedback session should be included in this form to ensure they are all available for review during the annual performance review.

Employees and raters should continue to have frequent, informal coaching and feedback sessions and the feedback form are intended as an opportunity for more formal discussions. The form creates a record of feedback and improvement as a result of that feedback. They are not a replacement for coaching and feedback dialogue.

PLEASE NOTE: Raters are encouraged to document at least a high-level summary of these discussions within the Performance Appraisal Form. This will allow raters to refer back to prior feedback discussions and becomes part of the documentation submitted at the end of the year.

Please select 2-4 questions from the questions in the form to help guide the feedback conversation. You are welcome to add additional questions or discussion topics as you see fit.

Appendix C
Provides guidance
on Feedback
Sessions



PERFORMANCE MANAGEMENT



Appendix A
Appendix B
Appendix C
Q1 Feedback Form
Q3 Feedback Form

THE PERFORMANCE FEEDBACK FORM - Q1 Feedback Session

The goal of the Performance Feedback Form is to help guide a conversation about the employee's performance against expectations, career goals and development to date. The discussion points do not have to be documented, but can be if preferred in order to provide supporting documentation for the annual performance review. Select 2-4 questions below and feel free to add other questions based on the role, situation or employee's interests/needs.

What progress have you made toward completing your goals? Have you encountered any challenges or do you have any suggestions related to goal completion?

Please provide one or two examples of how you have demonstrated at least one of the critical behaviors in the last 3 months?

What can I do to better support you in your job?

What have you done to support your development in the last 90 days? What development activities would you like to focus on going forward? Have you developed/updated your development plan with these activities?

Do you have any suggestions from a job or culture perspective that we should discuss to ensure we are working in alignment with our values and meeting our mission?

Other (Discussion questions for consideration include, but are not limited to: How does the employee like to be coached? What does he/she expect from a coach? What motivates the employee? What are his/her strengths, professional goals or areas for improvement?)

Save

THE PERFORMANCE FEEDBACK FORM - Q3 Feedback Session

The goal of the Performance Feedback Form is to help guide a conversation about the employee's performance against expectations, career goals and development to date. The discussion points do not have to be documented, but can be if preferred in order to provide supporting documentation for the annual performance review. Select 2-4 questions below and feel free to add other questions based on the role, situation or employee's interests/needs.

What progress have you made toward completing your goals? Have you encountered any challenges or do you have any suggestions related to goal completion?

Please provide one or two examples of how you have demonstrated at least one of the critical behaviors in the last 3 months?

What can I do to better support you in your job?

What have you done to support your development in the last 90 days? What development activities would you like to focus on going forward? Have you developed/updated your development plan with these activities?

Do you have any suggestions from a job or culture perspective that we should discuss to ensure we are working in alignment with our values and meeting our mission?

Other (Discussion questions for consideration include, but are not limited to: How does the employee like to be coached? What does he/she expect from a coach? What motivates the employee? What are his/her strengths, professional goals or areas for improvement?)

Save

The Q1 & Q3 Performance Feedback Forms are available to help guide a conversation about the employee's performance against expectations, career goals and development to date.



PERFORMANCE APPRAISAL REVIEW BOARD (PARB)



- III MEF NAF embedded employees consist of DRCs, Prevention Specialists, Behavioral Health Specialists, SARC, OSCAR spread over three separate locations (Okinawa, Iwakuni, Hawaii).
- One PARB rule for all localities (see **PARB Operating Guidance**).
- DRC Bonus program is regulated by HQMC.
- The other NAF employees (Prevention Specialists, Behavioral Health Specialists, SARC, OSCAR) are regulated by the local MCCS.

INVESTING IN MARINES FOR DUTY, HOME AND SELF
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PERFORMANCE APPRAISAL REVIEW BOARD (PARB)



<p>DEPLOYMENT RESPONSE COORDINATOR</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <ul style="list-style-type: none"> Cash Award: Awarded to CL “4, or 5” rating level). Total Max allowable is \$18,988: \$12,851 (Oki); \$4,215 (HA); \$1,922 (Iwa) Time-off: Cannot exceed 80/hrs in one leave year or 40/hrs for a single contribution (Awarded to CL “4 or 5” rating level). Merit Pay Increase: 1.58% of aggregate NAF payroll not to exceed Pay Band. (Awarded to CL “5” rating level). </div>	<p>BEHAVIORAL HEALTH, PREVENTION SPECIALIST, SEXUAL ASSAULT RESPONSE COORDINATOR</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <ul style="list-style-type: none"> Cash Award: Awarded to CL “4 or 5” rating level). Total Max allowable is \$17,100 Time-off: Cannot exceed 80/hrs in one leave year or 40/hrs for a single contribution (Awarded to CL “4 or 5” rating level). Merit Pay Increase: 1.58% of aggregate NAF payroll not to exceed Pay Band. (Awarded to CL “5” rating level). </div>
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INVESTING IN MARINES FOR DUTY, HOME AND SELF
42



Agenda

- Objectives
- What Changed?
- Policies & Performance Management
- Creating a Position Specific LDP
- Getting Started



Objectives

- Understand the purpose of Learning Development Plans (LDP).
- Learn how LDPs compliment and support the Performance Management Process.
- Receive tips for creating Position Specific LDPs.

Ethos LDP Objectives

- **Developmental**
 - To improve a competency, job performance or behavior
- **Future/Career**
 - To support long-term development goals and career planning
- **Performance Goal**
 - To achieve a short-term performance goal

What is an LDP?

- Identifies development goals aligned with organizational / Command strategy.
- Contains training, education and development activities to enhance job performance.
- Gives a clear guide for working toward career goals.
- LDP does **NOT** replace a performance plan or performance appraisal.

Learning Development Plan (LDP) vs. Individual Development Plan (IDP)

LDP

- Designated for NAF Employees
- Employee-driven partnership with supervisor
- Based upon aspirational and/or performance goals
- Created and tracked on Ethos LMS

IDP

- Designated for APF Employees
- Partnership between individual and supervisor
- Based primarily upon current job performance
- Created and tracked manually or automated system (TWMS)

What Changed?

- IDPs expanded to Learning Development Plans (LDP) on Ethos Learning Management System
- An IDP is a tool to **identify specific competencies** for which a person requires development.
- An LDP covers a **development continuum** related to:
 - *career*
 - *competency*
 - *improvement*
 - *position*

Policies & Performance Management

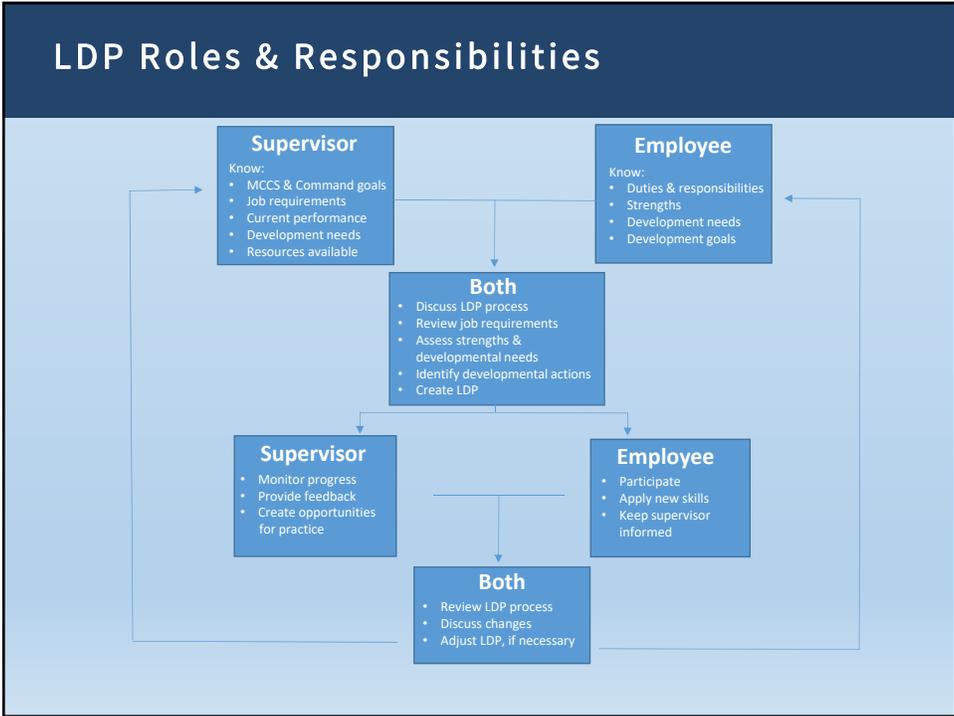
DODI 1400.25 V410	25 SEP 2013
SECNAV 1240.25A	12 DEC 2016
MARADMIN 133/17	17 MAR 2017

- New Performance Management Process
 - Critical Behavior for All Managers
 - *Coaching, Managing & Developing Staff*
- LDP complimentary to Performance Management Process



Position Specific LDP

- Functional Learning Development Plan.
- Outlines learning objectives to support performance goals.
- Can be assigned to employee by Supervisor.
- Requires review and approval by Supervisor.
- Position Specific LDP created in Ethos required for all NAF employees.



Other Types of Ethos Learning Development Plans

- **Career Development**

- *Identifies learning areas to take individual from Position A to Position B*
- *Aspirational plan – not tied to performance*

- **Competency Development**

- *Individual proficiency improvement at a particular competency (i.e. facilitation skills or budget management)*
- *Tied to Competency Assessments – projected FY18*
- *Intended to strengthen performance*

Other Types of Ethos Learning Development Plans

- **Improvement LDP**

- *Identifies areas of learning an individual needs to focus on due to a skill deficiency.*
- *Is not a disciplinary tool*
- *Does not tie to formal HR process (PIP)*

Q & A



HUMAN RESOURCES POINTS OF CONTACT



Chief, Human Resources

Mr. Jerry W. Bosken / 645-4620

Director, Human Resources

Mr. Lawrence T. Ocomy / 645-8242

For Performance Management and Performance Appraisals

Ms. Amanda Davis, Employee Relations Specialist / 645-8259

For Learning Development Plans (LDP) and Ethos

Ms. Cynthia Barnett, Employee Development Supervisor / 645-6154

Ms. Mayumi Waters, Ethos Administrative Specialist / 645-0443



THE ICONIC BUSINESS FORCE OF THE ARMED FORCES

MCCS PEOPLESOFT (HRMS) ACCESS REQUEST FORM

PLEASE ENSURE ALL FIELDS ARE COMPLETED AND ACCURATE. Completion of this form provides an HR representative minimally required information needed to create a profile for an embedded employee's (EE) Timekeeper, Time Approver, Rater or Reviewer under the MCCS PeopleSoft Human Resources Management System (HRMS). Completion provides the requester access to an EE Performance Appraisal and/or Timesheets.

Deliver this form to 2F NAF HRO, Bldg. 5966, Camp Foster or email your encrypted form to the POCs listed below:

Robert Sabado robert.sabado.rp@okinawa.usmc-mccs.org
 Michelle Inoya michelle.inoya.ja@okinawa.usmc-mccs.org

Last Name:	
First Name:	
Middle Name:	
SSN:	
Date of Birth:	
Gender:	
Rank:	
Unit:	
Mailing Address:	
Work Phone:	
Work Email:	
Rotation Date:	
	<small>*Accounts to be deactivated based on the date indicated above. Please notify the POCs for any changes.</small>
Purpose:	
	<small>*Choose from the following: TIMEKEEPER, TIME APPROVER, PERFORMANCE APPRAISAL RATER, PERFORMANCE APPRAISAL REVIEWER</small>
MCCS Embedded Employee(s) Name:	
Name of the person whom you will be replacing (if applicable):	

*Information requested above may be handwritten. Please write legibly.

SIGNATURE _____ DATE _____

COMMANDING OFFICER'S SIGNATURE _____



Addressing Performance and Conduct Issues

BUSINESS & SUPPORT SERVICES



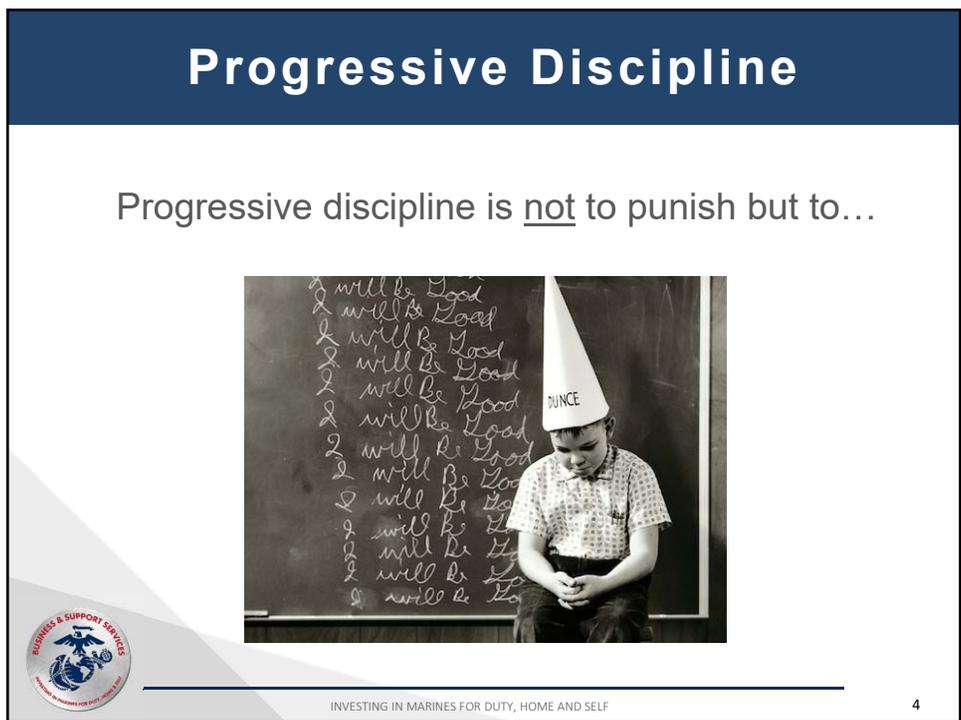
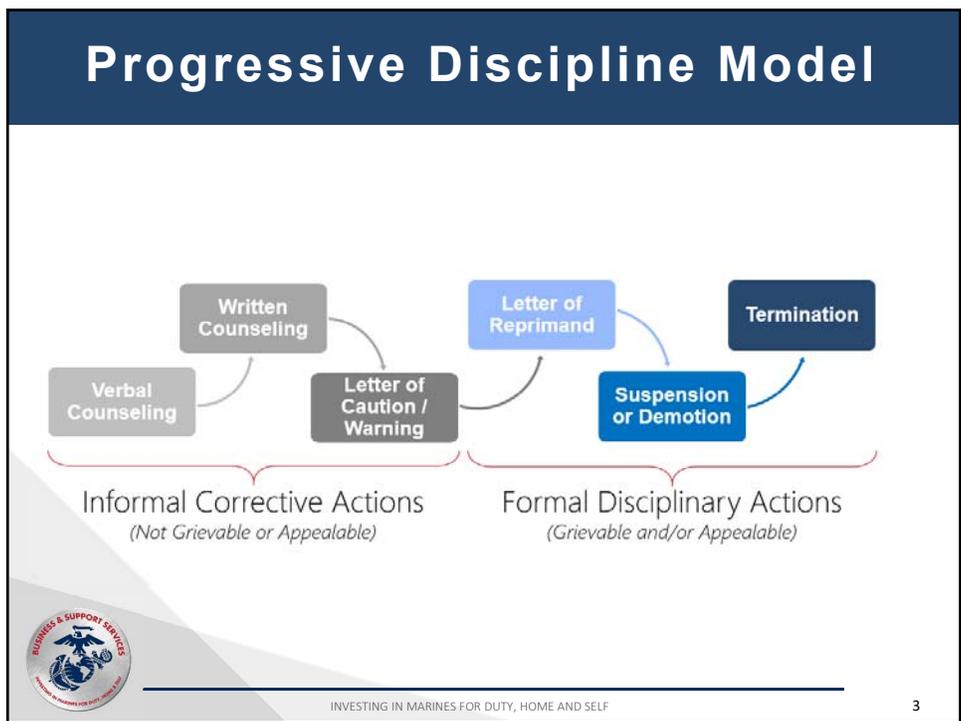
Progressive Discipline: Supervisor Responsibilities

- Set Performance and Conduct expectations with your staff in writing.
- Apply them equally (avoid favoritism).
- Follow-through.
- Get in the habit of keeping Memorandums for Record.
- Address issues as soon as possible.
- Communicate effectively – it's all in the packaging...



INVESTING IN MARINES FOR DUTY, HOME AND SELF

2



Progressive Discipline

correct, coach, rehabilitate,
and set employees up for success!



INVESTING IN MARINES FOR DUTY, HOME AND SELF

5

Performance Issues

- Performance issues are defined as the inability of an employee to meet standards in the performance of their job, assigned projects, or tasks.
- Performance based disciplinary actions must be supported by documentation (ex. established policies, checklists, standard operating procedures)
- Supervisors must make an effort to ensure the employee has received proper training and guidance first, before pursuing performance based disciplinary actions.



INVESTING IN MARINES FOR DUTY, HOME AND SELF

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Performance Issues

- **Non-Disciplinary Actions** (not grievable/appealable)
 - Verbal Counseling
 - Record of Employee Counseling
 - Letter of Caution/Performance Improvement Plan
 - Probationary Release
- **Disciplinary Actions** (grievable/appealable)
 - Letter of Reprimand
 - Suspension/Demotion
 - Termination



Conduct Issues

- Conduct issues are defined as behaviors and/or actions of an employee that violate organizational policy.
- Conduct based disciplinary actions must be supported by documentation
(ex. emails, memorandums of record, official statements)
- Supervisors must make an effort to ensure the employee has received proper expectations regarding an employee's conduct first, before pursuing conduct based disciplinary actions.



Conduct Issues

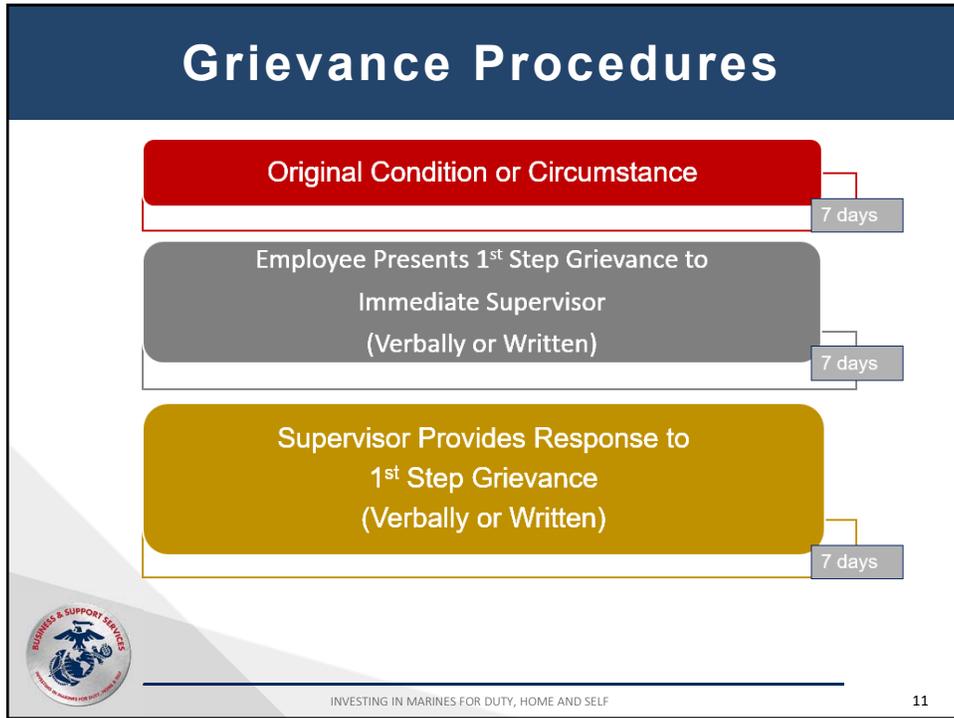
- **Non-Disciplinary Actions** (not grievable/appealable)
 - Verbal Counseling
 - Record of Employee Counseling
 - Letter of Warning
 - Probationary Release
- **Disciplinary Actions** (grievable/appealable)
 - Letter of Reprimand
 - Suspension/Demotion
 - Termination



Grievances

- Employees have the right to express their dissatisfaction through the filing of a grievance.
- All employees will be treated fairly and free from reprisal.
- **An Employee May NOT Grieve** (not all inclusive):
 - Non-Selection for Promotion
 - Failure to Receive Pay Increase or Amount of Pay Increase
 - Content of Published Policy
 - Probationary Release
 - Business Based Actions





Grievance Procedures

Third Level Supervisor Provides Response to
3rd Step Grievance
(Written)

20 days



INVESTING IN MARINES FOR DUTY, HOME AND SELF

13

Appeals

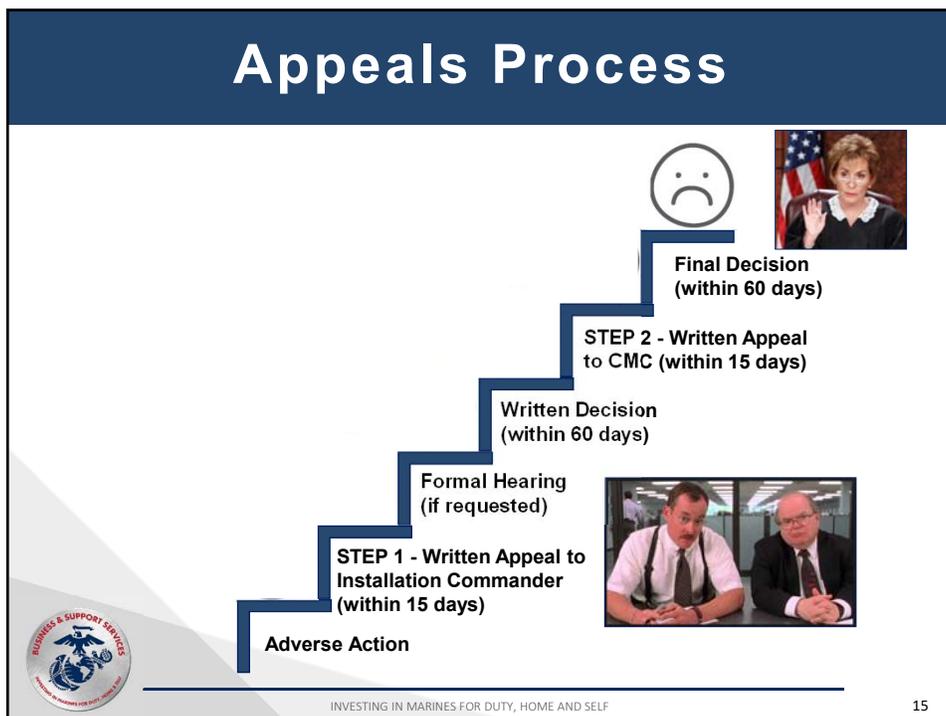
- Employees have the right to express their dissatisfaction through the filing of an appeal.
- All employees will be treated fairly and free from reprisal.
- Appeals can only be filed for the following:
 - Suspensions Over 30 Calendar Days
 - Pay Decreases
 - Reduction in Grade
 - Terminations



INVESTING IN MARINES FOR DUTY, HOME AND SELF

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Appeals Process



Point of Contact

- NAF Employee Relations Specialist
Amanda Garig Davis
DSN: 645-8259
amanda.davis@okinawa.usmc-mccs.org
- Resource: MCO P12000.11A, Chapter 5
- Visit the Employee Relations page on SharePoint for additional information and resources.





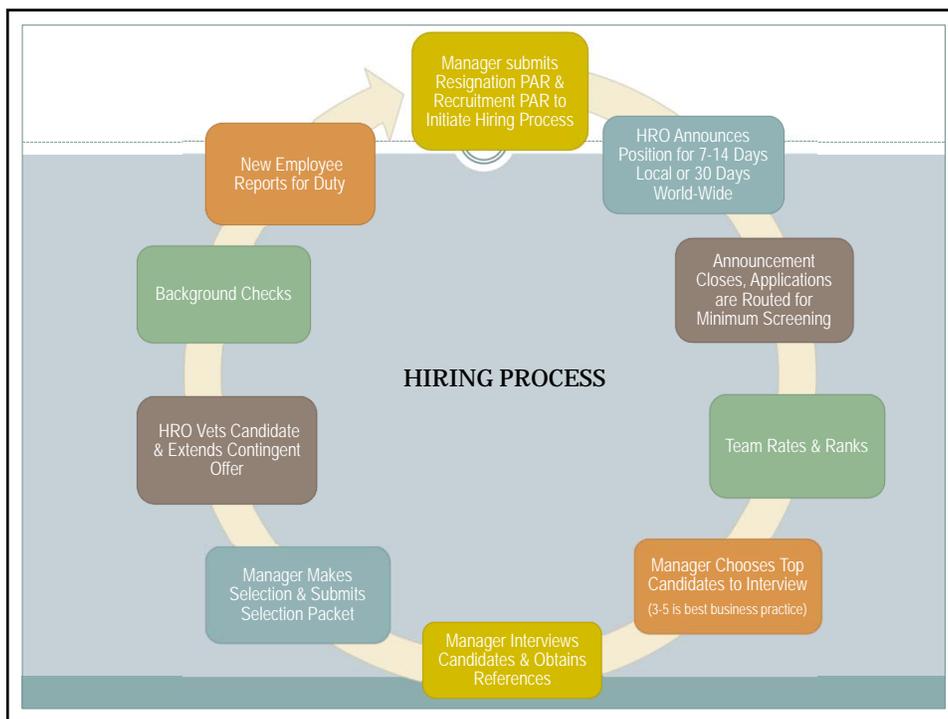
THE ICONIC BUSINESS FORCE OF THE ARMED FORCES



HR Staffing 101

DISCUSSION TOPICS

- 1. The Hiring Process**
- 2. Screening for Minimum Qualifications**
- 3. Rating and Ranking**
- 4. The Interview**
- 5. Legal Minefields to Avoid**
- 6. Selection Process**



Manager submits Resignation PAR & Recruitment PAR to HRO to initiate hiring process

PAR Submission

Administrative Spec. NF-030-03 HQ/C 030221 0KZPO 045P11911

NONAPPROPRIATED FUND POSITION DESCRIPTION

JOB TITLE: Administrative Specialist
JOB SERIES: 0303 **PAY LEVEL:** NF-3

INTRODUCTION:
This position is located within the Personnel Services Branch, Marine Corps Community Services (MCCS). Purpose of this position is to serve as Secretary, performing administrative and clerical support duties in support of Chief, Marine and Family Branch.

DUTIES AND RESPONSIBILITIES:
Prepares correspondence, reports and other documents. Accurately types correspondence, reports or similar materials from handwritten or electronic drafts using word processor. Ensures correct grammar, spelling, capitalization, punctuation, and appropriate format in work prepared by self and others. Provides training and guidance to staff on clerical, administrative, and personnel matters. Reviews work prepared by other clerical staff. Returns material pending correction to the originator when necessary. Accurately writes office e-mail on administrative and procedural requirements and instructions. Accurately establishes and updates office procedures.

Reacts and processes incoming correspondence and material. Thoroughly screens material prior to distribution for response dates, establishes controls, and follows up on responses which are due. Ensures that correspondence is properly routed in a timely manner.

Establishes and maintains office records of various types that may be needed or will assist in the efficient operation of the office and/or all other programs.

Schedules meetings, appointments, and conferences in accordance with instruction from the Branch Chief. Researchs Branch Chief and Program Leaders of scheduled events to ensure prompt and timely attendance. Makes calendar available to Branch Chief and Program Leaders to minimize conflicts in scheduling. Coordinates other personnel to attend meetings in lieu of supervisor. Conducts personnel (civilian and military) outside of branch to attend meetings.

Receives visitors and phone calls. Accurately determines nature of request and refers callers or visitors to appropriate staff. Personally answers routine and a variety of relevant questions in a timely and accurate manner and provides accurate information when procedural matters are involved.

Uses a variety of office automation software in support of the organization. Effectively enhances the ability of the office to support overall mission requirements through performance of all of the following: (1) Develops methods for summarizing administrative reports considering the interrelationships of reports and multiple uses of data. (2) Determines the best software type for each report (such as database or spreadsheets). (3) Determines data categories to be established, sorting, and calculating functions to be performed, and procedures for entering and retrieving data. (4) Accurately and promptly transmits and retrieves documents and manages electronically.

Page 1 of 3

NAF PERSONNEL ACTION REQUEST (PAR)

Create New PAR

Search (0)
In process (0)
For Acknowledgment (0)
Cancelled (10)
Disapproved (0)
Returned by user (0)

Filter by status:
In Process (1)
Approved (0)
Cancelled (1)
Disapproved (0)

- Ensure that the Position Description (PD) is accurate and up-to-date.
- Initiate Recruitment PAR.
 - o Enter max salary (min/salary auto-populates per pay grade).
- HR Analysis/Classification reviews/updates PD, annotates salary range, and then routes PAR to designated recruiter.

HRO Announces Position for 7-14 Days Local or 30 Days World-Wide

Announcement Dates

- ❑ The PAR that is submitted by management must indicate the type of announcement and the time period to be announced.

NOTE: The minimum duration is seven (7) calendar days.

- ❑ As an example: This announcement is a World-wide announcement for 30 days

PAR #: 180522

1	Action Requested:	RECRUITMENT
2	Vicor:	CRYSTAL A WAITES
POSITION INFORMATION		
4	Line #:	10713
4.1	Proprietary POC #:	180522
5	Position Title:	NEW PARENT SUPPORT HOME VISITOR
6	Working Title:	NEW PARENT SUPPORT HOME VISITOR
7	SFD:	000170
8	WFO:	1012413
9	WFO % Control and Accruals/ % Ttl	
10	Series:	1101
11	Type:	RFT
12	Cost Center:	617630
13	Pay Grade:	1F-04
14 Location of Position:		
Branch: MARINE AND FAMILY PROGRAMS		
Section: BEHAVIORAL HEALTH PROGRAM		
Unit: NEW PARENT SUPPORT PROGRAM		
Camp Assign: FOSTER		
15 Type of Announcement:		
<input type="checkbox"/> Local Hire <input checked="" type="checkbox"/> World-wide <input type="checkbox"/> EXEMPTION: 1 month. General Monthly Salary Range: From: \$ 24.50 - To: \$ 26.50		
16 Remarks by Requesting Office:		
Thank you.		
17 Responded by:		
Name: BAUGHER, JON J Title: NEW PARENT SUPPORT PROGRAM MANAGER Phone: 645-0396		
Approved by:		
Name: ZORHL, MARGARET D Title: FAMILY ADVOCACY PROGRAM MANAGER		Comments: Approve
JUSTICE AND DATE: 11 Z 04 APR 18		

MCO P12000.11A, Personnel Policy Manual, Appendix A, Merit Staffing Program

Announcement Closes, Applications are Reviewed for Minimal Qualifications

Announcement closes

How is Priority Preference determined?

Applicants self-identify as one of the four below Priorities:

- ❑ **Priority 1:** Military Spouse Preference (MSP) for Command Sponsored Spouses of Active Duty service members.
Note: One time use when an offer is extended to the applicant. Whether they accept or decline the position.
- ❑ **Priority 2:** Transition Assistance (TA) Preference.
Note: 2-year DoD Transition Assistance Management Program. Veterans in this program will have a "TA" stamp on their ID card.
- ❑ **Priority 3:** Command Sponsored Family Members and Command Sponsored Spouses who have already used their MSP (if applicable).
Note: Must be an Active Duty or Civilian family member on orders.
- ❑ **Priority 4:** U.S. Citizen without SOFA (i.e., Local Hires).

**One of the strategic priorities for MCCS is to provide jobs for spouses and dependents of active duty military and DoD Civilians stationed in foreign areas.*

MCO P12000.11A, Personnel Policy Manual, Chapter 2, para 2113, Employment Preferences

Announcement Closes,
Applications are
Reviewed for Minimal
Qualifications

Screening Process

- ❑ **For NF1-3 positions:**
 - Recruiter routes all applications to the hiring official, who screens all applicants for minimum qualifications based off the Position Description.
- ❑ **For NF4-5 positions:**
 - Recruiter routes all applications to Branch Chief, who screens all applicants for minimum qualifications based off of the Position Description.
- ❑ **Review of Resumes:**
 - When reviewing the resumes, do not use personal or professional knowledge of the applicant.
- ❑ **Resume Content:**
 - Only assess what is on the resume/application.
- ❑ **Qualifications:**
 - Applicants must meet all minimal qualifications for rating and ranking and/or interviews.

MCO P12000.11A, Personnel Policy Manual, Appendix A, Merit Staffing Program, 8.b. Merit Staffing Procedures

Announcement Closes,
Applications are
Reviewed for Minimal
Qualifications

Screening Process

***Priority Placement, Priority Consideration and Employment Preference determined per MCO P12000.11A, Chapter 2, 2113**

PRIORITY DEFINITION:
SP Priority 1: Spouse Preference
TA Priority 2: Transition Assistance Employment Preference
CS Priority 3: Command Sponsored Family Members
NA Priority 4: U.S. Citizen without SOFA, Veteran Preference &

Team Rates & Ranks

Rating & Ranking

Team Rates and Ranks

- ❑ Recommended for NF-04 and NF-05 positions; optional for NF-03 positions.
- ❑ Minimum 5 applicants that meet minimum qualifications.
- ❑ Program manager selects a minimum of 2 individuals who have knowledge of the qualifications and duties of the position.
 - All routed applications/resumes are reviewed by the panel.
 - The panel scores by comparing the qualifications from the PD, with the information on the applicants' resumes/applications.
- ❑ Master Matrix is created to identify which applicants rate an interview.

MCO P12000. 11A, Personnel Policy Manual, Appendix A, Merit Staffing

Rating & Ranking and Master Matrix

MASTER MATRIX
 ADMINISTRATIVE SPECIALIST
 JOB ID 33279
 8/9/2018 - 8/23/2018

RATING & RANKING (PRIORITY 1-3)						
RANK	APPLICANT	PRIORITY	RR1	RR2	TOTAL	Interviewed Y/N
1	CANDIDATE A	TA	160	160	320	
2	CANDIDATE H	CS	150	150	300	
3	CANDIDATE D	SP	120	120	240	
4	CANDIDATE G	NA	120	120	240	
5	CANDIDATE I	SP	70	70	140	
6	CANDIDATE J	SP	60	60	120	
7	CANDIDATE C	CS	50	50	100	

INTERVIEWS				
APPLICANT	INT 1	INT 2	INT 3	TOTAL POINTS

PRIORITY DEFINITION:
 SP Priority 1: Spouse Preference
 TA Priority 2: Transition Assistance Employment Preference
 CS Priority 3: Command Sponsored Family Members
 NA Priority 4:

*NOTES:

Manager Chooses Top Candidates to Interview
(3-5 is best business practice)

Interview Process

- Managers may decide to interview as many candidates as they would like, however, HR recommends to interview the top 3-5 candidates or up to where there is a natural break between candidate scores.
 - Contact applicants to schedule interviews and provide specific details.
 - Strategically assemble your interview panel (must be consistent).
 - Devise behavioral and hypothetical questions.
 - Ensure everyone on the panel has read and reread the PD.
 - Plan to spend a minimum of 1 hour with each candidate.
 - Allot time in between interviews for panel discussions.
 - Obtain professional references.

Interview Candidates

Interview Process

- Use the standardized template.
- All interview forms should be fully completed in pen.
- Take notes that are business related and legal.
- Capture what you hear and what you deem to be relevant with each question. Do not paraphrase.
- The interview scores will be added on the Master Matrix under the interviews section.

The screenshot shows a detailed interview form template. It includes a section for picking a question from the PD, a space for the candidate's response, and a sub-total score field. Below that is a 'Generalizing Questions' section with instructions and a space for questions posed by the candidate. This is followed by a 'Final Interview and/or Follow-up Questions' section with a specific question prompt and a space for the candidate's answer. The bottom part of the form features an 'Overall Impression' section with a scale of 1-10 and checkboxes for 'Recommend for Hire' and 'Do not recommend for Hire'. It also includes fields for the interviewer's signature and date.

Keeping Interview Questions Legal

Key Federal Legislation	Intent of the Law
Title VII of the Civil Rights Act of 1964	Protects individuals on the basis of race, sex, religion, color and national origin
Civil Rights Act of 1991	Expands Title VII rights and increases potential liability for claims of discrimination
Americans with Disabilities Act	Further defines rights of qualified disabled individuals, expands definition of disabled
Age Discrimination in Employment Act of 1975	Protects rights of people over 40
Immigration and Nationality Act	Prohibits discrimination on the bases of citizenship or national origin

Legal and Compliance Considerations

Why would it be inappropriate to ask the following?

- What clubs or organizations do you belong to?
- What Church do you belong to?
- What year did you graduate high school?
- Are you pregnant/planning on having children?
- How many children do you have?
- Do you have a reliable childcare provider?
- Have you ever been arrested?
- What does your spouse do?
- What was your maiden name?



Common Interviewer Mistakes

- Allowing applicant to answer in vague generalities
- Inappropriate body language
- Being unprepared
- Telling applicants what you're looking for before asking about their skills
- Talking too much
- Excessive note-taking
- Allowing interruptions
- Criticizing another company or department
- Allowing the applicant to lead the interview

Manager Makes Selection
& Submits Selection
Packet

Selection Process

Once a selection is made, the manager must put together a selection packet to submit to the recruiter.

- ❑ Recruiters cannot proceed with the selection without all of the required forms.
- ❑ Required Forms:
 - Selection Packet checklist
 - Selection Form with salary recommendation (for NF4-5 & SOFA package)
 - Selection/Non-Selection Memorandum
 - SOFA Request
 - If the Hiring Official cannot find a qualified candidate from the identified **Priority 1-3** applicants, a **detailed written statement** must be included and in accordance with established policies to support and request SOFA Sponsorship for the Priority 4 selection.
 - Salary/Job Offer entered into PeopleSoft
 - Screening Form
 - Rating & Ranking forms (if applicable)
 - Master Matrix (if applicable)
 - Original Interview notes for all candidates that were interviewed
 - Completed Reference Check form(s)

Manager Makes Selection
& Submits Selection
Packet

Selection Process

Applicant Interview Form - MEF Pr.

Candidate:
Facility: III MEF Prevention Program (E)

Interviewer:

Note to Selecting Officials: Interview questions of all candidates. Probing and vague, too general, and/or raises questions is rated according to the proficiency level.

Proficiency Level	Score	Definition
Awareness	1	Applies the core
Basic	2	Applies the core
Intermediate	3	Applies the core
Advanced	4	Applies the core
Expert	5	Applies the core

EPBHC Director will explain the structure of the interview.

Introduction
Breaker Question: The opening of the interview should be designed to make the candidate feel welcomed, to should also explain the position and the interview process.

Tell us a little about yourself and your interest in the position.

TARGETED RESPONSE: Candidate will share relevant information about their background and interest in the position.

Behavior Based and Situational Questions
This portion of the interview is directly based on past work experience and past performance/conduct. Situational questions might encounter on the job. It allows for relevant skills.

1. Please describe your experience in the position.

Candidate Response:

TARGETED RESPONSE: Candidate will share relevant information about their background and interest in the position.

PRE-EMPLOYMENT REFERENCE CHECK

Name: _____ **Reference Completed By:** _____
Applicant Name: _____
Position Title: _____

Name of Reference: _____ **Company:** _____
Title: _____ **Phone:** _____

What is the nature of your relationship with the applicant?

What was the applicant's job title at your organization? How long did you work with the applicant?

Based on your observations, how would you describe the applicant's overall work ethic, attitude, and ability to excel in a demanding work environment?

Would you re-employ the applicant? Why or why not?

Can you comment on the applicant's:

- reliability
- punctuality
- professionalism
- team work

If applicable, would you recommend this applicant for a supervisory level position?

Do you have any final comments?

Thank you for taking the time to provide feedback.

As the selecting official I acknowledge receipt of this professional reference

Approve for hire **Disapprove for hire**

HRO Vets Candidate &
Extends Contingent Offer

Vetting Candidate

- Recruiter receives selection packet
 - Verify selection package is complete.
 - Update Hiring Process with selectee information.
 - Enter candidate into Security Tracker.
 - Compensation reviews & prepares Executive Compensation Analysis Worksheet for NF4-5 & SOFA requests.
 - Notify applicant they are being further considered and requests documentation to proceed with selection.
 - ❖ Orders w/name & DEROS (to verify priority preference)
 - ❖ Education requirements (based off position description)
 - ❖ DD214 (if applicable)
 - ❖ SF50 (if applicable)
 - ❖ Off Duty Employment Approval (if Active Duty)

HRO Vets Candidate &
Extends Contingent Offer

Contingent Offer

Once HRO vets the candidate, a contingent offer is extended.

If offer is accepted:

- Proceed with background checks and new hire paperwork
- If current MCCS employee; losing Chief approves transfer date

If offer is declined:

- Notify hiring manager and ask how they want to proceed

PeopleSoft Entry and Availability

- **PeopleSoft:** Is a central repository where all MCCS employees' information is entered and stored. Systems/servers are located stateside.
- **Time Difference:** For MCCS Okinawa, PeopleSoft systems changes over/transitions to the next day at 2pm (JST) not at 12am (Based on DST)
- PeopleSoft entries/actions must be keyed in on/after the effective date; future dated entries not permitted
- Entry dates/times differ for each type of action
- Why the need to know: This provides Managers/Supervisors awareness on the availability of their subordinates in PeopleSoft and the timing to perform actions such as Timekeeping and Approval, Ethos training, etc.

PeopleSoft Entry and Availability

- ❑ New Hires / Rehires
 - Effective dates may be any day of the week (usually Mondays) and earliest time available for PeopleSoft entry is on the same day @ 14:00
- ❑ Sample scenario
 - Employee: Dave
 - Effective Start Date: 02 Jan
 - PeopleSoft Entry: 02 Jan @ 14:00 ~
 - Availability: 03 Jan

PeopleSoft Entry:
Earliest time HR representative can enter action in PeopleSoft @ 1400 ~ onwards.

JANUARY						
SUN	MON	TUE	WED	THU	FRI	SAT
01	02	03	04	05	06	07
08	09	10	11	12	13	14

Effective Start Date: → 01 → 02 → 03 ← 04 → 05 → 06 → 07

Availability: New employee profile available for timekeeping, Ethos training, etc.

PeopleSoft Entry and Availability

- ❑ Transfers / Promotions
 - Effective dates must be at the beginning of the pay period. These actions cannot be entered until the previous pay period has closed. Previous pay periods usually closes on the first Thursday of each pay period.
- ❑ Sample scenario:
 - Employee: Dave
 - Effective Transfer/Promotion Date: 01 Jan
 - PeopleSoft Entry: 05 Jan
 - Availability: 06 Jan

PeopleSoft Entry:
Earliest date HR representative can enter transfer / promotion action in PeopleSoft

JANUARY						
SUN	MON	TUE	WED	THU	FRI	SAT
01	02	03	04	05	06	07
08	09	10	11	12	13	14

Effective Transfer / Promotion Date: → 01 → 02 → 03 → 04 → 05 → 06 → 07

*must be at the beginning of each pay period

Availability: Updated employee profile available for timekeeping, Ethos training, etc.

QUESTIONS?**Contact Information****MCCS NAF HRO**

MCB Camp S.D. Butler
 Unit 35023
 FPO AP 96378-5023
 DSN: 645-3052
 Off-Base: 098-970-3052

Your Recruiters!**Desserie Ferraris**

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 - Clubs and Restaurants
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 - Entertainment

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 - Child Development Centers
 - Exceptional Family Member Program

Kristy Wolosonowich

- Semper Fit Branch
 - Athletics Section
 - Aquatics Section
 - Health Promotion Section
 - Single Marine Program
- Community Services Coordination
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- Camp Fuji
- Camp Mujuk

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- Marine and Family Programs Branch
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Ana King

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 - Tours Plus
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 - Scuba Program
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