



Performance Management Rater Desk Reference Guide

2020

Table of Contents

Using this Guide.....	3
Managing Performance at MCCS.....	4
Goals and Critical Elements.....	7
The Performance Management Cycle	13
<i>Step 1: Goal Setting.....</i>	<i>13</i>
<i>Steps 2 and 4: Quarterly Check-ins</i>	<i>15</i>
<i>Step 3: Mid-Year Evaluation.....</i>	<i>17</i>
<i>Step 5: Annual Performance Appraisal</i>	<i>19</i>
Additional Resources	24

Using this Guide

Welcome Raters!

At MCCS, we are committed to ensuring we have a best in class performance management process that:

- ✓ Establishes a common, consistent approach to managing and evaluating performance
- ✓ Enhances the Goal Setting process to ensure alignment with MCCS' strategy and mission and sets clear expectations for employees
- ✓ Encourages ongoing dialogue between the rater and the employee

In this guide, you'll find information on the different steps that make up our performance management cycle and your responsibilities as a rater during each step. Take time to read the information included in this guide, and refer back to it in conjunction with the Performance Appraisal Form as a resource to help you manage performance throughout the year.

Why do we do performance management at MCCS?	
1.	Provide clarity on expectations
2.	Enable raters to provide feedback on employees' Goal progress, job requirements and key elements that support MCCS' values
3.	Contribute to culture, drive elements we want and provide feedback on behaviors
4.	Set and manage employee expectations throughout the year and provide them with an opportunity to communicate what they want to focus on and provide input to their Goals
5.	Recognize employee contributions to the organization and reward appropriately

Managing Performance at MCCS

Quest for Excellence.

Performance management should be considered an ongoing, year-round process. It begins with Goal Setting at the beginning of the year and ends with the Annual Performance Appraisal, but raters and employees should take advantage of the available tools and resources to check-in on performance and recalibrate Goals in between.

The Performance Management Cycle

Each and every role at MCCS has a unique set of duties, responsibilities and expectations that collectively support our central mission of providing the highest level of service to our Marines and their families. Ensuring that we have a performance management process in place that successfully measures and rewards employees for their contributions to our organization is critical to the achievement of that mission.

The performance management process at MCCS consists of five steps, each with its own tools and forms to leverage and complete:



Multi-phased, year-round performance management produces these desired outcomes:

Every employee knows what's expected of him/her

Employees are getting meaningful, continuous feedback

Employees have a sense of purpose, and experience personal and professional growth

Employees feel recognized for their contributions and achievements

Timing	Description	Tool(s)
Step 1: Goal Setting		
April through May of the current calendar year	Mandatory meeting with your employees to establish Goals for the full appraisal period, which runs from 1 April of the current year to 31 March of the following year.	Goal Setting Instruction Sheet 
Step 2: The Q1 Quarterly Check-in		
End of Q1	Recommended meeting with your employees to reflect on their performance to date and discuss progress or roadblocks. Submit notes at end of cycle.	Performance Feedback Form 
Step 3: The Mid-Year Evaluation		
End of Q2	Mandatory meeting with your employees to reflect on their performance at mid-year and discuss progress or dependencies. Adjust Goals, if needed. Submit notes at end of cycle.	Mid-Year Evaluation Form 
Step 4: The Q3 Quarterly Check-in		
End of Q3	Recommended meeting with your employees as a last opportunity to evaluate progress and make adjustments before year end. Submit notes at end of cycle.	Performance Feedback Form 
Step 5: The Annual Performance Appraisal		

<p>At the end of the current calendar year</p>	<p>Mandatory employee self-assessment, rating and comments as well as rater evaluation and rating of employee performance, and rater comments. Final completed form submitted at year end.</p>	<p>Performance Appraisal Form</p>	<p>Rater Evaluation</p>	<p>Employee Self-Assessment</p>
				

Quick Drill: *Managing Performance at MCCS*

- Performance management is a year-round process
- Five steps to the performance management process at MCCS:
 - ✓ **Goal Setting:** April – May of the current performance year
 - ✓ **The Q1 Quarterly Check-in:** End of Q1
 - ✓ **The Mid-Year Evaluation:** End of Q2
 - ✓ **The Q3 Quarterly Check-in:** End of Q3
 - ✓ **The Annual Performance Appraisal:** After the end of the performance year
- Tools and forms exist for you to leverage and complete at each step

Goals and Critical Elements

There are two focus areas against which we evaluate employee performance in the Annual Performance Appraisal:

1. Achievement of Goals set at the beginning of the performance year
2. Demonstration of MCCS' Critical Elements

Goals

The first focus area of performance management at MCCS is geared towards managing our employees' individual performance and development. Each employee, in collaboration with their rater, will need to identify **3-5 tangible, attainable Goals** that align with business needs and their role, as well as their skills, experiences, capabilities and career aspirations. Goals should focus on the organization's four essential **Performance Areas** and follow the **SMART-Q Goal Format**.

Performance Areas

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.

Keep in mind, though, that not all Performance Areas will apply to all roles, so you won't need to set Goals in every Performance Area for every employee. Focus on setting Goals that fall into the Performance Areas that best apply to each employee's role and that focus on the primary impact of that role.

SMART-Q Format

Goals are expected to follow the SMART-Q Goal format:			
S	Specific	Clear outcome, detailed	<ul style="list-style-type: none"> – What exactly needs to be accomplished? – Who else will be involved? – Where will this take place? – Why do I want my employee to accomplish this Goal?
M	Measurable	Tangible, observable, allows progress evaluation	<ul style="list-style-type: none"> – How will the employee know he/she has succeeded? – How much change needs to occur? – How many accomplishments or actions will it take?
A	Achievable/Attainable	Motivating but doable, within role scope	<ul style="list-style-type: none"> – Does the employee have or can he/she get the resources needed to achieve the Goal? – Is the Goal a reasonable stretch for the employee (neither out of reach nor too easy)? – Are the actions the employee will need to take likely to bring success?
R	Relevant	Applicable to one's job or role	<ul style="list-style-type: none"> – Is there a clear, direct connection between standards (Critical Elements) and our Strategic Plan/Goals? – Is this a worthwhile Goal for the employee right now? – Would this Goal delay or prevent the employee from achieving more important Goals? – Does this match our team's overall efforts or needs?
T	Time-Bound	Includes date of completion	<ul style="list-style-type: none"> – What is the deadline for reaching the Goal? – When does the employee need to take action? – What can the employee do today?
Q	Quality	Improves a process, service or product	<ul style="list-style-type: none"> – What is the degree of excellence expected? – What are ways the employee can exceed external/internal customers' expectations? – What are ways the employee's level of work can exceed standards?



Example Goals in SMART-Q Goal Format

“ Increase efficiencies in programs by identifying and implementing a work process improvement with the team that will result in reducing costs by 2% in 2017 by the end of the year. ”

S ✓	M ✓	A ✓	R ✓	T ✓	Q ✓
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“ Support our people by completing a full review of all Behavioral Health sections, processes and products to ensure that vision and staffing are adequate to meet current tasks and requirements by 10/1/17. ”

S ✓	M ✓	A ✓	R ✓	T ✓	Q ✓
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Critical Elements

The second focus of performance management at MCCS is geared towards aligning employees' actions with MCCS' Critical Elements. **There are 3 Critical Elements that all employees must demonstrate in their roles, and 2 additional elements for employees with managerial responsibilities.**

It is important to ensure your employees are aware of the expectations against which they will be evaluated at the end of the performance year. We recommend you review the applicable Critical Elements with each of your employees at the start of the performance year and discuss what they can do to demonstrate them in their role.

All Employees <u>All Employees</u> are evaluated on 3 Critical Elements	
Work Quality	<ul style="list-style-type: none"> – 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
Customer Service	<ul style="list-style-type: none"> – Prioritizes customer satisfaction, responsiveness, professionalism (courtesy and attitude) and willingness to assist customers, and always exemplifies our mission

Interpersonal Skills	<ul style="list-style-type: none"> – 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
<p>All Managers <u>Employees with managerial responsibilities</u> are evaluated on 2 additional Critical Elements</p>	
Coaching, Managing & Developing Staff	<ul style="list-style-type: none"> – 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-cycle appraisals for all employees
Leadership & Communication	<ul style="list-style-type: none"> – 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 – Ensures that equal employment opportunity principles are adhered to; promptly addressing allegations of discrimination, harassment, and retaliation – Effectively communicates upward and downward at the managerial level both verbally and in written form

Rating Scale

During the Annual Performance Appraisal, you will assign a rating and provide comments to reflect the degree to which your employee achieved his/her Goals, and demonstrated MCCS' Critical Elements throughout the year. Employees will also complete a self-assessment rating their own performance. Review the language and recommended percentages included in MCCS' Rating Scale before assigning a rating to your employees' performance.

Outstanding	<ul style="list-style-type: none"> – 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 	<p>Typically, about 10-15% of the organization would receive this rating.</p>
Exceeds Expectations	<ul style="list-style-type: none"> – 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 	<p>Typically, about 20-25% of the organization would receive this rating.</p>
Meets Expectations	<ul style="list-style-type: none"> – Employee achieved the agreed upon Goals and results and/or successfully demonstrated Critical Elements – The employee performed at the level of a valued professional – Contributions were well-regarded, valued and respected 	<p>Typically, about 50-60% of the organization would receive this rating.</p>
Needs Improvement	<ul style="list-style-type: none"> – Employee achieved only some of the agreed upon Goals, or 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 	<p>Typically, about 5-10% of the organization would receive this rating.</p>
Does Not Meet Expectations	<ul style="list-style-type: none"> – Employee did not achieve the agreed upon Goals and/or demonstrate the Critical Elements – Results were less than expected, of poor quality and/or only partially complete and/or the employee did not demonstrate critical expectations required for all MCCS employees 	<p>Typically, about 0-2% of the organization would receive this rating.</p>

The Overall Annual Performance Appraisal Rating

The Performance Appraisal Form will calculate the overall rating for Goals based on the average rating that you assigned for each Goal, and will calculate the overall rating for Critical Elements based on the average rating that you assign for each Critical Element. The ratings that your employees assign themselves during their self-assessments are not taken into account when calculating the overall rating, only the ratings entered by the rater.

The Form then generates the Final Annual Performance Appraisal Rating based on equal weighting for Goal achievement and Critical Elements ratings.

Quick Drill: Goals and Critical Elements

- **Two focus areas against which we evaluate employee performance:**
 1. Achievement of **Goals** set at the beginning of the performance year
 2. Demonstration of **MCCS' Critical Elements**
- **The Rating Scale includes language and percentages to help raters assign ratings to their employees' performance. The most common rating will be Meets Expectation**
- **The Performance Appraisal Form will calculate the Final Annual Performance Appraisal Rating based on the rater's ratings of the employee and is equally weighted for Goal achievement and Critical Elements**
- **Three Critical Elements for all employees and two additional for employees with managerial responsibilities; these should be clearly communicated by the rater at the start of the performance year**

The Performance Management Cycle

Step 1: Goal Setting

Tool	Where to Find It	When to Use It
<p>Goal Setting Instruction Sheet</p> 	<p>Employees: Crossroads</p>	<p>Mandatory Goal Setting Conversation <i>April to May of the current year</i> Mid-Year Evaluation</p> <p>Optional Quarterly Check-ins (recommended) <i>As needed for Goal readjustment</i></p>
How to Use It		
<ol style="list-style-type: none"> 1. Leverage the Goal Setting Instruction Sheet to guide discussions with your employees to establish Goals for the full appraisal period 2. Document Goals 		

Goal Setting

Identifying Goals is a critical and fundamental step of MCCS' performance management cycle. The table below outlines the value of goal setting.

Expectations	It is the opportunity for raters to set clear expectations with their employees
Focus	It helps to maintain focus and drive results all year long
Communication and Collaboration	It improves communication and collaboration between employees and raters
Evaluation	It is essential in qualifying performance at the end of the cycle

You and your employees should look back frequently at the Goals you set during the Goal Setting phase and make updates based on employee progress throughout the year.



Key times to reassess your Goals and consider making updates based on employee progress are during the Q1 Quarterly Check-in, the Mid-Year Evaluation and the Q3 Quarterly Check-in.

How to Use the Tool(s): Goal Setting Instruction Sheet

2

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 **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**. MCCS defines SMART-Q goals as:

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

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 behaviors 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 1: PLEASE SELECT THE PERFORMANCE AREA:

SPECIFIC	
MEASUREABLE	
TIME-BOUND	

RATING

EMPLOYEE

RATER

Rater and employee review Performance Areas

Rater and employee review SMART-Q Goal Format

Rater and employee select the Performance Area from the drop down list; then, enter employee Goals following the SMART-Q Goal Format

Quick Drill: Goal Setting

- Each employee should have **3-5 tangible, attainable Goals**
- Goals should align with the essential **Performance Areas** and follow the **SMART-Q Goal Format**. When writing the Goals on the Form, select the Performance Area it is aligned with and list the specific, measurable and time-bound characteristics of the Goal

Steps 2 and 4: Quarterly Check-ins

Tool	Where to Find It	When to Use It
<p>Performance Feedback Form</p> 	<p>MR Employees: Crossroads</p>	<p>Recommended Q1 Quarterly Check-in <i>End of Q1</i></p> <p>Recommended Q3 Quarterly Check-in <i>End of Q3</i></p>
How to Use It		
<ol style="list-style-type: none"> 1. Select 2-4 questions from the Performance Feedback Form to guide conversations with your employee 2. Discuss performance to date 3. While this Form is not mandatory, it is recommended that you document key points to refer to throughout the year 4. Any documentation should be submitted as part of the Performance Appraisal Form at year end 		

Quarterly Check-ins

The two Quarterly Check-ins are MCCS' approach to ensuring that you and your employees are engaging in frequent, ongoing discussions about performance and development throughout the year.

- **The Q1 Quarterly Check-in:** Provides an opportunity fairly early in the appraisal year to discuss your employee's performance against expectations, career goals and development to date. The purpose of the Q1 Quarterly Check-in is to ensure your employee is on track to achieving the Goals set for the year, or if not, to identify what barriers are hindering successful performance and discuss how to address them.
- **The Q3 Quarterly Check-in:** Provides an opportunity to discuss what Goals have been accomplished so far, as well as what the employee still has left to achieve and determine a plan on how to do so before year end. Leverage your notes from your Q1 Quarterly Check-in and the Mid-Year Evaluation to develop a comprehensive understanding of how your employee has performed throughout the year.
- **Ongoing Check-ins:** Employees and raters should continue to have frequent, informal coaching and feedback discussions throughout the year.

Conducting the Quarterly Check-ins

1. Review performance-related information to help support your conversation.

- Prior to any performance check-in – whether it is the Q1 Quarterly Check-in, the Q3 Quarterly Check-in or simply informal conversations about performance and development throughout the year – be sure to familiarize yourself with existing information about your employee
- Keep in mind their strengths, developmental areas, previously stated career goals, Goals and Critical Elements that are relevant to their role and any ongoing feedback you may have received from others
- You may refer to notes you have taken during previous check-ins, or comments you have provided around feedback or coaching

2. Select 2-4 questions from the Performance Feedback Form to discuss with your employee during each feedback session.

- You may choose to have your employee select the questions they wish to discuss from the Form and send back their written thoughts prior to the feedback session, or you may wish to add additional questions based on the role, situation or employee’s interests/needs
- When providing feedback, be sure you state specific behaviors or actions that were observed; then, explain how the action or behavior impacts the employee or others

3. Record comments directly onto the Performance Feedback Form.

- While it is not mandatory for you to complete this Form, raters are encouraged to document at least a high-level summary of these discussions on the Performance Feedback Form, so you can draw on feedback from throughout the year when completing the annual review. This Form and summary documentation should be submitted as part of the Performance Appraisal Form at year end

How to Use the Tool(s): The Performance Feedback Form

Rater selects 2-4 questions to guide quarterly discussions with employee, or adds additional questions based on the role, situation or employee’s interests/needs.

Document the conversation in the Performance Feedback Form.

Quick Drill: Quarterly Check-ins

- While two check-ins are recommended, performance management should be a year-round process:
 - Q1 Quarterly Check-in (Performance Feedback Form)
 - Q3 Quarterly Check-in (Performance Feedback Form)
 - Ongoing informal check-ins
- Familiarize yourself with existing information about your employee before your check-in
- Leverage the Performance Feedback Form to guide conversations
- Provide clear input and feedback

Step 3: Mid-Year Evaluation

Tool	Where to Find It	When to Use It
<p>Mid-Year Evaluation Form</p> 	<p>Employees: Crossroads</p>	<p>Mandatory Mid-Year Evaluation <i>End of Q2</i></p>
How to Use It		
<ol style="list-style-type: none"> 1. Meet with employee to discuss progress against Goals to date 2. Determine if Goals need to be adjusted, and update as needed 3. Employee and rater add comments and sign and date the Form and submit it as part of the Performance Appraisal Form at year end 4. It is required that you document key points of the mid-year conversation. Summary documentation should be submitted as part of the Performance Appraisal Form at year end 		

The Mid-Year Evaluation

The Mid-Year Evaluation is required to discuss employees' progress against Goals, demonstration of Critical Elements and development activities needed or completed to date. The

Mid-Year Evaluation discussion is mandatory and the Mid-Year Evaluation Form must be signed and dated by both you and your employee to demonstrate that this conversation occurred. The Form, along with the summary documentation from the discussion, should be submitted at the end of the year as part of the Performance Appraisal Form.

Mid-Year Goal Adjustments

The Mid-Year Evaluation is your opportunity to revisit the Goals you set with your employee at the beginning of the year, and to ensure they still reflect the priorities for the year. If needed, you and your employee can adjust the Goals in the Goal section of the Form. Review the Goal Setting section of this guide to ensure that the adjusted Goal aligns with MCCS' **Performance Areas** and follows the **SMART-Q Goal Format**.

There are several reasons you and your employee may decide to make Goal adjustments:

- ✓ Role and/or expectations have changed (more/less challenging than expected, etc.)
- ✓ New priorities have emerged
- ✓ The project from which the Goal originated has been cancelled
- ✓ The work context has significantly changed
- ✓ Dependencies impact the goal

How to Use the Tool(s): Mid-Year Evaluation Form

Rater and employee document progress against Goals and demonstration of Critical Elements to date

Rater signs and dates
Employee signs and dates

Quick Drill: *Mid-Year Evaluation*

- Mandatory Mid-Year Evaluations are held at the end of Q2 to discuss performance thus far and adjust Goals, if needed
- The Mid-Year Evaluation Form must be signed by both the employee and rater and submitted
- Summary documentation should be submitted at the end of the year as part of the Performance Appraisal Form
- Familiarize yourself with existing information about your employee before the check-in
- Leverage the Performance Feedback Form to guide conversations
- Provide clear input and feedback

Step 5: Annual Performance Appraisal

Tool			Where to Find It	When to Use It
Performance Appraisal Form 	Rater Evaluation 	Employee Self-Assessment 	Employees: Crossroads	Mandatory <i>March through April after the end of the appraisal cycle</i>
How to Use It				
<ol style="list-style-type: none"> Employee first completes the Employee Self-Assessment, which consists of rating his/her performance on achievement of each Goal and on demonstration of each Critical Element, and adding comments to support accomplishments and demonstration of Critical Elements Employee sends his/her completed Performance Appraisal Form to the rater Rater reviews the Employee Self-Assessment and rates employee on performance (both on achievement of each Goal and on demonstration of each Critical Element). The rater is required to add comments to support ratings for each Goal and Critical Element 				

4. The Performance Appraisal Form calculates an overall rating for the Goals section based on the average rating that the rater assigned for each Goal
5. The Performance Appraisal Form calculates an overall rating for the Critical Elements section based on the average rating that the rater assigned for each Critical Element
6. The rater sends the Performance Appraisal Form to the reviewer to review and sign-off on the front page of the Form
7. Rater and employee schedule a meeting to discuss the performance year
8. Employee and rater both sign and date the Performance Appraisal Form
9. Rater sends completed and signed Performance Appraisal Form to HR, along with any documentation summarizing key points from the two Quarterly Check-ins and the Mid-Year Evaluation discussion

Annual Performance Appraisal

During the Annual Performance Appraisal, raters will rate their employees, and employees will rate themselves, on the two focus areas against which MCCS evaluates employee performance:

- The overall achievement of **Goals**, and
- Demonstration of **Critical Elements**

Both are of equal importance when determining the final Annual Performance Appraisal Rating.



The Performance Appraisal Form provides raters with a tool to record performance expectations and document performance discussions throughout the year in order to support more meaningful and comprehensive year-end performance reviews, and a more accurate performance rating. The Form contains three primary sections, all of which are to be completed and submitted as part of the Annual Performance Appraisal:

1. Goals
2. Critical Elements
3. Overall Comments and Ratings

In addition, the Performance Appraisal Form includes:

- The Mid-Year Evaluation Form and
- Performance Feedback Forms to use during Quarterly Check-ins

Finally, there are 3 Appendices where you can find more detail and instructions on the process, Goal Setting and conducting performance feedback discussions.

How to Use the Tool(s): Performance Appraisal Form

Determining the Overall Annual Performance Rating

MCSCS PERFORMANCE APPRAISAL FORM
MARINE CORPS COMMUNITY SERVICES 2019

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 with the 6-year evaluation and 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 trained 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 elements required for all levels 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) _____ rater (signature) _____ reviewer (signature) _____

Employee information

Overall Annual Performance Appraisal Comments from rater and employee

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 behaviors. 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) →

Signature Section

Final Annual Performance Appraisal rating:
Rater's assessment of the employee

Form calculates the overall Annual Performance Appraisal rating based on equal weighting for Goal achievement and demonstration of Critical Elements

How to Use the Tool(s): Rater Evaluation and Employee Self-Assessment Evaluating and Rating Goal Achievement

Both the rater and employee use drop down's provided to select employee evaluation rating or self-assessment rating for achievement of Goals (Outstanding, Exceeds Expectations, Meets Expectations, Needs Improvement or Does Not Meet Expectations)

Both rater and employee are required to provide comments on each of the Goal categories (Customers, People, Increased Efficiencies, and Growth)

Rater is required to provide comments that support ratings for each goal

How to Use the Tool(s): Rater Evaluation and Employee Self-Assessment

Evaluating Critical Elements

EVALUATING CRITICAL ELEMENTS

During the Annual Performance Appraisal, use the rating scale on Page 11 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: raters and rates are required to provide overall comments on all critical elements. In addition, rates 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.

Customer Service - Prioritizes customer satisfaction, responsiveness, professionalism (courtesy and attitude) and willingness to assist customers, and always a sample of the mission.

Interpersonal Skills - Establishes effective working relationships with supervisor, peers and other key stakeholders both internally and externally. Adapts proactively 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

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. Initiates, recognizes and rewards strong performance and supports employee growth and development including career advancement and career moves. Conducts mid-year and end-of-year appraisals for all employees.

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 work. Initiates 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. Ensures that equal employment opportunity principles are adhered to promptly addressing allegations of discrimination, harassment, and retaliation. Effectively communicates upward and downward at the managerial level both verbally and in written form.

Both rater and employee use drop down's provided to select employee evaluation rating or self-assessment rating for demonstration of each Critical Element (Outstanding, Exceeds Expectations, Meets Expectations, Needs Improvement or Does Not Meet Expectations)

Both rater and employee are required to provide comments on all Critical Elements

Raters are required to provide comments that support ratings for each Critical Element

CRITICAL ELEMENTS COMMENTS: EMPLOYEE

(Work Quality - Customer Service - Interpersonal Skills)

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

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Additional Resources

For questions, please contact your **NAF Human Resource Office**