

Performance Management Rater Desk Reference Guide



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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: Employees have **Employees feel Employees are** a sense of **Every employee** recognized for getting purpose, and knows what's their meaningful, experience expected of contributions and continuous personal and him/her achievements feedback professional growth

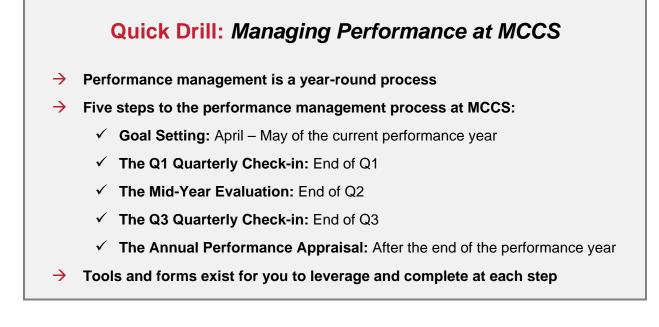


Description	Tool(s)
Setting	
Mandatory meeting with your employees to establish Goals for the full appraisal period, which runs from 1 April of the current year to 31 March of the following year.	Goal Setting Instruction Sheet
1 Quarterly Check-in	
Recommended meeting with your employees to reflect on their performance to date and discuss progress or roadblocks. Submit notes at end of cycle.	Performance Feedback Form
id-Year Evaluation	
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
3 Quarterly Check-in	
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
	etting 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. Quarterly Check-in Recommended meeting with your employees to reflect on their performance to date and discuss progress or roadblocks. Submit notes at end of cycle. d-Year Evaluation 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. Duarterly Check-in Recommended meeting with your employees as a last opportunity to evaluate progress and make



At the end of the current calendar year Mandatory employee selfassessment, rating and comments as well as rater evaluation and rating of employee performance, and rater comments. Final completed form submitted at year end.

Performance Appraisal Form	Rater Evaluation	Employee Self- Assessment
	Format in that they somet insure that	
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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 EFFICIENCES 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	 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?
м	Measurable	Tangible, observable, allows progress evaluation	 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		
R	Relevant	Applicable to one's job or role	 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?
т	T Time-Bound Includes date of completion - What is the deadline for reaching the Goal? - When does the employee need to take action - When does the employee of today?		— When does the employee need to take action?
Q	Quality	Improves a process, service or product	 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 🗸 R 🗸 Т 🗸 М 🗸 Α 🗸 Q 🗸 " 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. " Т 🗸 s 🗸 М 🗸 Α 🗸 R 🗸 Q 🗸

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 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 Prioritizes customer satisfaction, responsiveness, professionalism (courter and attitude) and willingness to assist customers, and always exemplifies mission		



Interpersonal Skills	Adapts positively to changes in workload and priorities			
Employees wit	All Managers <u>h managerial responsibilities</u> are evaluated on 2 additional Critical Elements			
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-cycle 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 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.



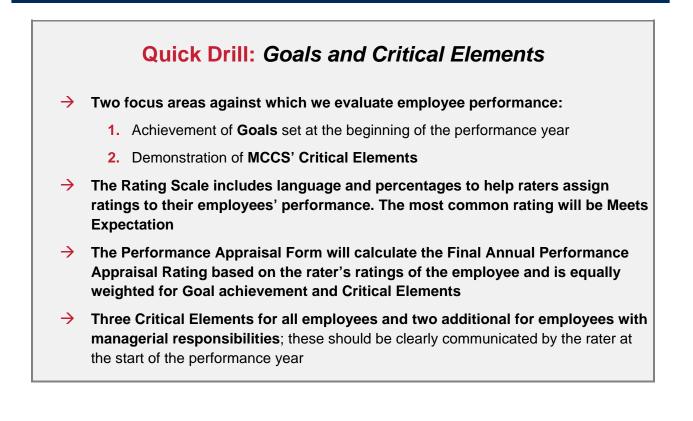
Outstanding	 Employee far exceeded the agreed upon Goals and/or Critical Elements, thereby making a significant contribution to the team and/or organization Employee set an extraordinary standard not commonly observed Goals and/or results were achieved in an unexpected or 	Typically, about 10- 15% of the organization would
	extraordinary way, were of extremely high quality and achieved by exceptional means	receive this rating.
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 	Typically, about 20- 25% of the organization would receive this rating.
Meets Expectations	 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 	Typically, about 50- 60% of the organization would receive this rating.
Needs Improvement	 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 	
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 and/or only partially complete and/or the employee did not demonstrate critical expectations required for all MCCS employees 	Typically, about 0-2% of the organization would receive this rating.

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.







The Performance Management Cycle

Step 1: Goal Setting

ΤοοΙ	Where to Find It	When to Use It	
Goal Setting Instruction Sheet	Employees: Crossroads	Mandatory Goal Setting Conversation April to May of the current year Mid-Year Evaluation Optional Quarterly Check-ins (recommended) As needed for Goal readjustment	
	How to Use It		
	 Leverage the Goal Setting Instruction Sheet to guide discussions with your employees to establish Goals for the full appraisal period 		
2. Document Goals	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 will employees		
Focus	It helps to maintain focus and drive results all year long	
Communication and Collaboration		
Evaluation It is essential in qualifying performance at the end of the c		

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.

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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

	0	
GOAL SE	TTING INSTRUCTIONS	
	ce appraisal process starts with a DISCUSSION between a RATER and an EMPLOYEE during which the COLLABORATE to set and/or discuss GOALS for the employee for the current performance period.	
Goals should fo	ocus 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.	Rater and employee revie
INCREASED EFFICIENCIES	Developing and adhering to resourcing strategies focused on process improvement; internalizing and implementing leadership directives focused on lean, efficient and effective operations.	Performance Areas
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.	
oal format to defines SMART	sh 3-5 goals for the performance appraisal period Each goal is expected to follow the SMART-Q ensure that it is tangible and attainable, but not all roles will have goals in all categories MCCS -Q goals as: MEASUREABLE ACHIEVABLE/ATTAINABLE RELEVANT TIME-BOUND QUALITY Indix B for more details regarding Goal Setting.	Rater and employee review SMART-Q Goal Format
laters and emp eview and rate	TING & RATING GOAL ACHIEVEMENT ployees should review and may adjust goals during the mid-year performance evaluation; then e goals and critical behaviors during the annual performance evaluation. give employees the opportunity to complete a self-evaluation of their goals before finalizing ratings	
	gree employees the opportunity to complete a sen-evaluation of their goals before imaging ratings g the annual performance discussion.	
	: Employees and Raters are required to provide overall comments on goal achievement. In addition, raters to provide an explanation for the rating given for each goal, regardless of rating. GOAL 1: PLEASE SELECT THE PERFORMANCE AREA RATING EMPLOYEE	Rater and employee select the Performance Area from the drop down
MEASUREABLE	RATER	list; then, enter employee Goals following the
TIME-BOUND		SMART-Q Goal Format
		J

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

	ΤοοΙ	Where to Find It	When to Use It
Pe	erformance Feedback Form	MR Employees: Crossroads	Recommended Q1 Quarterly Check-in End of Q1
			Recommended Q3 Quarterly Check-in End of Q3
		How to Use It	
1.	Select 2-4 questions from the your employee	ne Performance Feedback Form to g	guide conversations with
2.	Discuss performance to date	e	
3.	While this Form is not mand to throughout the year	latory, it is recommended that you d	ocument key points to refer
4.	Any documentation should I year end	be submitted as part of the Performa	ance Appraisal Form at

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

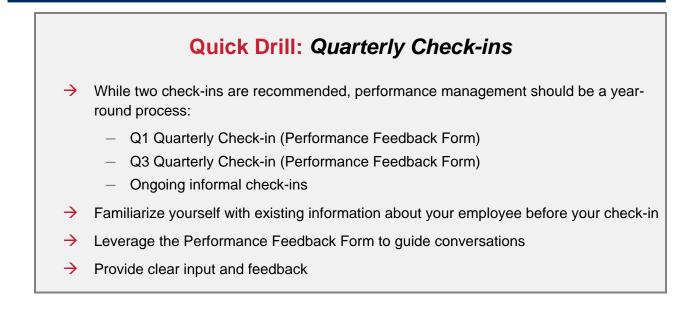
How to Use the Tool(s): The Performance Feedback Form



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.





Step 3: Mid-Year Evaluation

	ΤοοΙ	Where to Find It	When to Use It
	Mid-Year Evaluation Form		
		Employees: Crossroads	Mandatory Mid-Year Evaluation <i>End of</i> Q2
		How to Use It	
1.	Meet with employee to disc	uss progress against Goals to dat	ie
2.	Determine if Goals need to	be adjusted, and update as need	ed
3.	Employee and rater add con Performance Appraisal Form	mments and sign and date the Fo n at year end	rm and submit it as part of the
4.		nent key points of the mid-year co ubmitted as part of the Performan	•

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.

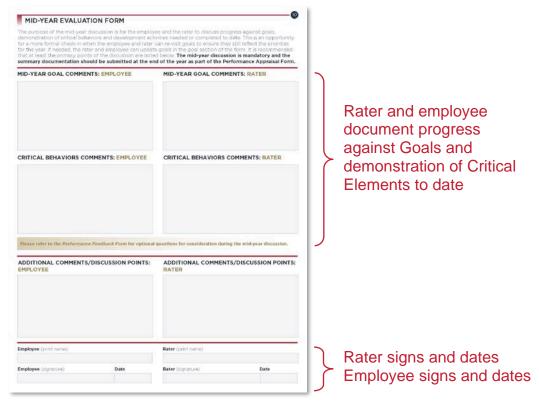
Mid-Year Goal Adjustments

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





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

	ΤοοΙ		Where to Find It	When to Use It
Perforr Appra For	aisal Evaluatior	Employee Self- Assessment		Mandatory
			Employees: Crossroads	March through April after the end of the appraisal cycle
		H	low to Use It	
per	formance on achie	evement of each	ee Self-Assessment, which cons Goal and on demonstration of ea omplishments and demonstration	ach Critical Element,

- 2. Employee sends his/her completed Performance Appraisal Form to the rater
- **3.** 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

NAME (Last, Pinty, Middle Inder) EMPLOYEE ID MUMBER EMPLOYEE GRACE DIVERDM / BRAMCH / DEGRARTHENT DOITED TITLE EMPLOYEE GRACE DIVERDM / BRAMCH / DEGRARTHENT DOITED TITLE EMPLOYEE GRACE DIVERDM / BRAMCH / DEGRARTHENT DOITED TITLE EMPLOYEE GRACE DIVERDM / BRAMCH / DEGRARTHENT DOITED TITLE EMPLOYEE GRACE DIVERDM / BRAMCH / DEGRARTHENT DOITED TITLE EMPLOYEE GRACE DIVERDM / BRAMCH / DEGRARTHENT DOITED TITLE EMPLOYEE GRACE DIVERDM / BRAMCH / DEGRARTHENT DOITED TITLE EMPLOYEE GRACE DIVERDM / BRAMCH / DEGRARTHENT DEGRACE DOITED TITLE EMPLOYEE GRACE DIVERDM / BRAMCH / DEGRARTHENT DEGRACE DOITED TITLE EMPLOYEE GRACE DIVERDM / BRAMCH / DEGRARTHENT DEGRACE DOITED TITLE EMPLOYEE GRACE DIVERDM / BRAMCH / DEGRARTHENT DEGRACE DOITED TITLE EMPLOYEE GRACE DIVERDM / BRAMCH / DEGRARTHENT DEGRACE DOITED TITLE EMPLOYEE GRACE DIVERDM / DEGRARTHENT DEGRACE DOITED TITLE EMPLOYEE GRACE DIVERDM / DEGRARTHENT DEGRACE DOITED TITLE EMPLOYEE GRACE DIVERDM / DEGRARTHENT DEGRACE DOITED TITLE EMPLOYEE GRACE DI	Employee information Overall Annual Performance Appraisal Comments from rater and employee
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The Analysis and Analysis	Comments from rater and employee
Partnersce discussion throughout the year. The form has three primary accions: 10 Goals 2) GHE Like and 3) Overall Connects, Rathga and Signatures in addition, the form includes the MP-Pare Forwardson Form and the Performance Revelacit' Form that can be used guarterily for performance buch, point discussions. Instantion, and the form includes the MP-Pare Forwardson Form and the Performance Revelacit' Form that can be used guarterily for performance buch, point discussions. Instantion, and the form includes the MP-Pare Forwardson Form and the Performance Revelacit's form that can be used guarterily for performance Accentrate. Instant Determination Accentrate: The annual performance appraisal takes place at the end of the performance and wheth of Apit folio ways that and the owner annual in the set of the part of the same discretion of the performance appraisal takes place at the end of the performance part (Sector of Apit folio ways that and the owner all annual relations for guart, and the rest of the appending performance appraisal takes place at the end of the performance appraisal takes of the same adject part and the owner all annual relations for guart, and the same adject part and the owner all annual relations for an adject performance appendix adject on the appendix adject on the part of the performance and adject performance and the appendix adject on the appendix adject on the part of the part of the performance and adject performance appendix adject on the appendix adject on the part of the part of the performance and performance of the appendix adject performance appendix adject on the part of the performance and performance of the appendix appendix adject on the adject downer of the take performance and performance of the appendix adject performance appendix adject performance appendix adject performance and adject adject adject adject performance adject adje	Comments from rater and employee
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FINAL ANNUAL PERFORMANCE APPRAISAL RATING: RATER ASSESSMENT OF EMPLOYEE (to be rated at Annual Performance Appr

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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

OAL CATEGORY	GOAL 2: PLEASE SELECT THE PERFORMANCE AREA:	
SPECIFIC		RATING
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TIME-BOUND		
OAL CATEGORY	GOAL 3: PLEASE SELECT THE PERFORMANCE AREA:	
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		EMPLOYEE
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		-
TIME-BOUND		
SPECIFIC		EMPLOYEE
MEASUREABLE		RATER
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TIME-BOUND		
OAL CATEGORY	GOAL 5: PLEASE SELECT THE PERFORMANCE AREA	
SPECIFIC		RATING
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MEASUREABLE	2	
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TIME-BOUND		

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)

ANNUAL PERFORMANCE APPRAISAL GOAL COMMENTS: EMPLOYEE

to for each or the goal calls

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Both rater and employee are required to provide comments on each of the Goal categories (Customers, People, Increased Efficiencies, and Growth)		ANNUAL PERFORMANCE APPRAISAL GOAL COMMENTS: RATER NOTE MAN are required to provide comments on each or the post categories minimum requires of refrige CARTOMERS + PEOPLE + INCREASED REPORTENDES + RECOMMEN
Rater is required to provide comments that support ratings for each goal		
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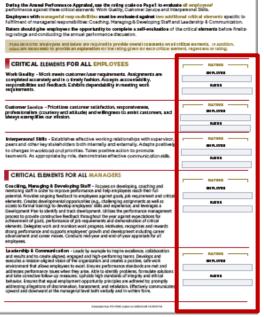
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How to Use the Tool(s): Rater Evaluation and Employee Self-Assessment

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Evaluating Critical Elements



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

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Additional Resources

For questions, please contact your NAF Human Resource Office