



UNITED STATES MARINE CORPS  
MARINE CORPS RECRUIT DEPOT/WESTERN RECRUITING REGION  
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SAN DIEGO, CALIFORNIA 92140-5001

DepO 12430.3C

1B

27 SEP 1999

DEPOT ORDER 12430.3C

From: Commanding General  
To: Distribution List

Subj: PERFORMANCE MANAGEMENT PROGRAM

Ref: (a) DepO 12451.2  
(b) DoD 1400.25-M Sub-chapter 430  
(c) SECNAVINST 12430.4  
(d) MCO 12430.2  
(e) 5 CFR 531.404 (NOTAL)  
(f) 5 CFR 293.404 (NOTAL)  
(g) 5 CFR 432.104 (NOTAL)  
(h) DepO 12751.2A

Encl: (1) Definitions  
(2) Performance Appraisal and Rating Procedures  
(3) Appendix A Additional Performance Requirements  
(4) United States Marine Corps Performance Appraisal Review System NAVMC form 11408

1. Purpose. To establish procedures for evaluating employees' performance using a two-tier system which is separate and independent from the various awards which are provided for in the Employee Recognition Program. Information regarding employee recognition is addressed in reference (a).

2. Cancellation. DepO 12430.3B.

3. Summary of Revisions. This Order contains a substantial number of changes to the previous order and should be reviewed in its entirety. In addition to the "Subj" being changed from: PERFORMANCE APPRAISAL REVIEW SYSTEM (PARS) to PERFORMANCE MANAGEMENT PROGRAM, the enclosures have been completely revised.

4. Background. The Department of Defense (DoD) Performance Appraisal System, reference (b), was approved by the Office of Personnel Management (OPM) on 31 January 1996. Reference (c) set

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the policy that all Performance Management Programs (PMP) used within the Department of the Navy (DON) be a two-level summary rating, which appraises an employees performance at either the "acceptable" or the "unacceptable" level. Further instruction for the two-level rating program within the Marine Corps is provided in reference (d).

5. Definitions. The terms used in this Order are defined in enclosure (1).

6. Coverage. The PMP in this Order covers appropriated fund employees in grades GS-1 through GS-15 and Federal Wage System (FWS) employees, except employees in temporary appointments not to exceed 120 days.

7. Policy. It is the policy of this Command to use the PMP as a management process to integrate performance and pay with basic management functions, to improve individual and organizational effectiveness, and to accomplish agency mission and goals by providing a means to:

a. Plan, direct, evaluate, and improve employee work.

b. Communicate goals and work requirements to employees.

c. Effect probationary actions.

d. Grant or deny General Schedule/General Manager (GS/GM) Within Grade Increases (WIGI) and Federal Wage System (FWS) Wage Grade Increases (WGI).

e. Promote, develop, and retain employees.

f. Effect removal, reassignment, or reduction in grade based upon performance.

8. Responsibilities

a. As amplified by enclosures (2) and (3), first level supervisors will:

(1) Conduct a planning conference with each employee to establish performance expectations. This includes details, temporary promotions, and temporary appointments which are expected to last 120 days or longer.

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(2) Encourage employee participation and ensure that covered employees are involved in the development of performance expectations.

(3) Each employee must have at least two critical elements. Supervisors are responsible for ensuring that each employee has the required and appropriate elements specific to their position. See enclosure (3) which is Appendix A extracted from reference (c).

(4) Provide one critical element for employees who are assigned to teams for their individual performance on the team.

(5) Provide employees with a copy of their written, or otherwise recorded, performance expectations within 30 days of the beginning of each appraisal period, utilizing enclosure (4). Employees arriving after the beginning of the rating cycle should have a performance plan established within 30 days of their arrival.

(6) Conduct an interim progress review of employees' performance at least once during the appraisal period. Progress reviews shall be developmental in nature and shall focus on future performance.

(7) Complete a rating of record for each covered employee.

(8) Provide a copy of the rating of record to each covered employee as soon as possible, but no later than 30 days after the end of the appraisal period.

(9) Provide assistance and take appropriate action on an employee whose performance falls to an "unacceptable" level anytime during the appraisal period.

(a) Notify the second level supervisor and the Manager of the Marine Corps Recruit Depot, San Diego, Civilian Human Resources Office (HRO), when an employee's performance falls to an "unacceptable" level anytime during the appraisal period.

(b) Following discussions with the second level supervisor and the Manager, HRO, establish a Performance Improvement Plan (PIP) when an employee's performance falls to an "unacceptable" level anytime during the appraisal period.

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(10) Review and certify position/job descriptions as current and accurate.

b. Second level supervisors will:

(1) Review, approve or modify PMP reviews and ratings of record.

(2) Review and approve the PIP, as established by the First Level Supervisor.

c. Commanding Officers (CO's), Assistance Chiefs of Staff (AC/S's) and Special Staff Officers will:

(1) Ensure each employee has received a rating of record.

(2) The rating has been properly submitted to the HRO.

d. Covered employees will:

(1) Participate in the development of their performance expectations.

(2) Participate in at least one progress review.

e. The Manager, HRO will:

(1) Advise supervisors and covered employees on PMP requirements and related performance management issues.

(2) Maintain PMP records and forms.

(3) File and forward close-out ratings and ratings of record as appropriate.

(4) Review the supervisory certification for accuracy of position descriptions and initiate appropriate action.

(5) Administer the program and provide appropriate training.

(6) Assist first and second level supervisors in developing PIP's.

9. Action. All supervisors and managers of civil service employees

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will familiarize themselves with the contents of this Order and comply with the policies, procedures, and requirements herein.

  
JOHN B. SOLLIS  
Chief of Staff

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DEFINITIONS

1. Acceptable Level of Competence. Performance by an employee of the duties and responsibilities of his or her assigned position which warrants advancement of the employee's rate of basic pay to the next higher step of the grade of his or her position subject to the requirements of reference (e).
2. Appraisal Period. The period of time for which an employee's performance will be reviewed and rating of record will be prepared. The annual appraisal period for the rating of record begins 1 August and ends 31 July of each year.
3. Close-out Rating. A written rating as defined in reference (c), conducted when an employee or supervisor leaves a position after the employee has been under established performance standards for 90 days. Close-out ratings are not required for an employee who is promoted during the appraisal period unless the promotion results in a change of status from non-supervisor to supervisor. Close-out ratings are interim reviews but can, in some cases, serve as the annual rating of record.
4. Critical Elements. A component of a position consisting of one or more duties and responsibilities which contributes toward accomplishing organizational goals and objectives, which are of such importance that failure to perform these duties would affect the organization's mission and would result in unacceptable performance in the position.
5. Critical Element Rating. The rating assigned to critical job elements which indicates the degree to which performance expectations were met.
6. Employee. For purpose of this Order, the term employee refers to an individual employed in this agency including all permanent and temporary appointments of 120 days or longer.
7. Interim Reviews. Any progress review, training appraisal or close-out rating conducted during the annual appraisal period.
8. Performance. An employee's accomplishment of assigned work as specified in the critical elements of the employee's position.

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9. Performance Expectations. The performance threshold or requirement that must be met to be appraised at a particular level of performance. A performance expectation may include, but is not limited to, quality, quantity, timeliness and manner of performance.

10. Performance Improvement Plan (PIP). The process by which the supervisor assists the employee in bringing his or her performance to the "acceptable" level. This will be accomplished through counseling, closer supervision, on-the-job training, and/or formalized training, as appropriate and identification of specific written expectations. The PIP will cover a period of no less than 30 days but no more than 90 days.

11. Rating Official. The individual who is responsible for informing the employee of the critical elements of his or her position, establishes performance expectations for those elements, through a planning conference with the employee, appraises performance, and assigns the performance rating. Normally, this is the employee's first level supervisor.

12. Ratings of Record. The most recent overall official performance rating completed annually at the end of the appraisal period.

13. Reviewing Official. The supervisor who assigns, controls, and is responsible for the work of the first level supervisor and reviews and approves the Rating of Record given to subordinates of first level supervisors. Normally this is the employee's second level supervisor.

14. Sub-elements. Any distinguishable unit (element) of purposeful or goal-oriented work. The unit of work (element) may be at any level of specificity and may therefore correspond to what are commonly called tasks, duties, functions, responsibilities, performance dimensions, key result areas, or other terms for job aspects.

15. Supervisor. An employee in a position having authority to perform one or more of the following functions with respect to at least one subordinate employee, or to effectively recommend such actions as: hiring, directing, recalling, suspending, disciplining, removing, adjusting grievances, assigning, promoting rewarding, training, transferring and furloughing. This definition covers first and second level supervisors.

ENCLOSURE (1)

16. Unacceptable Level of Competence. Performance fails to meet established performance expectations in one or more critical element.

17. Wage Grade Increase (WGI). A periodic increase in an employee's rate of basic pay from one step of the grade of his or her position to the next higher step of that grade. This applies to FWS employees.

18. Within Grade Increase (WIGI). A periodic increase in an employee's rate of basic pay from one step of the grade of his or her position to the next higher step of that grade. This applies to GS/GM employees.

19. Workplan. Detailed written objectives of performance expectations. The establishment of a workplan is optional.

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PERFORMANCE APPRAISAL AND RATING PROCEDURES

1. Purpose. To establish procedures for evaluating employee performance. Performance appraisal results will be used as a basis for personnel decisions and pay determinations. The Performance Appraisal System shall:

a. Provide for the annual appraisal of job performance of employees.

b. Encourage employee participation in developing performance expectations.

c. Enhance the communication between the first level supervisor and the employee.

d. Use the results of performance appraisal as a basis for pay increases (WGI\WIGI's), training, reassigning, promoting, reducing in grade, retaining and removing employees.

2. Principles of Performance Appraisal. Performance appraisal is an integral part of a sound employee/supervisor relationship which provides the necessary communication regarding performance, objectives, and specific work products. Performance appraisal is a joint process involving employee participation in setting work objectives and developing specific plans for improving personal performance and productivity. The performance appraisal process is an important management tool designed to ensure that total mission requirements are met by measuring, tracking, and ultimately improving individual employee productivity.

3. Appraisal Period. The performance appraisal period for employees is annually, unless the period is deferred or advanced for authorized reasons, i.e. return from long-term training, leave without pay, WGI\WIGI determination purposes, etc.; the minimum appraisal period is 90 calendar days. Employees' annual rating period will end on 31 July. Employees who have served at least 90 calendar days in their position as of the end of the appraisal period will receive a performance rating. When necessary, the appraisal period will be extended to allow the employee to complete a minimum 90 day appraisal period.

ENCLOSURE (2)

4. Appraisal Procedures. The appraisal process involves three distinct stages: planning conference, interim review, and rating of record.

a. Planning Conference. At the beginning of the rating period, supervisors will conduct planning conferences with employees. During this conference, the employee will participate in the development of performance expectations. Critical elements and sub-elements will be discussed. The first level supervisor and the employee will sign the document and a copy will be provided to the employee.

b. Interim Reviews. Employees and supervisors will discuss performance issues throughout the course of the appraisal period. It is mandatory that supervisors conduct progress reviews of their employees' performance at least once during the appraisal period. This will consist of a discussion between the supervisor and the employee. At that time, supervisors will provide feedback on the employee's performance in relation to the critical elements and sub-elements. Formal written documentation of the interim review is required. Employees shall be informed of their levels of performance by comparison with the critical elements and sub-elements established for their positions. The first level supervisor and the employee will sign and date the performance appraisal form to indicate that the interim review was conducted.

c. Rating of Record

(1) At the end of the rating period, the first level supervisor will discuss with the employee each critical element and sub-element. This will allow the employee the opportunity to make comments about his or her performance before the rating is finalized by the first level supervisor. If an employee was unable to demonstrate performance in a sub-element due to circumstances beyond his or her control, the first level supervisor will mark "not applicable" next to that sub-element and an explanation will be provided.

(2) Ratings will then be assigned to each of the critical elements; i.e., "acceptable" or "unacceptable". The first level supervisor then assigns the rating of record. See paragraph f below for guidance on determining ratings of record.

ENCLOSURE (2)

(3) Performance appraisal results should be used for assessing and planning for training and developing needs at the end of the appraisal period or at the time of the next planning conference.

(4) Once the rating has been finalized and the employee has had an opportunity to add comments to the rating, the first level supervisor should record on the original the date the copy is provided to the employee and make the following distribution:

- (a) Original to the MCRD, HRO.
- (b) Copy to the employee.
- (c) Copy to the first level supervisor.

(5) The AC/S's are authorized to require all ratings submitted to the HRO be routed via their chain of command prior to submission.

(6) Ratings should be completed to ensure delivery to the employee and HRO not later than 30 days after the end of the appraisal period.

(7) At any time during the appraisal period that an employee's performance becomes "unacceptable", the employee must be removed, reassigned or reduced in grade, but only after the employee has an opportunity to demonstrate acceptable performance.

d. Critical Element Ratings. When completing a performance appraisal, the first level supervisor must assign one of the following rating levels to each critical element:

- (1) ACCEPTABLE. The majority of all sub-elements have been met.
- (2) UNACCEPTABLE. The majority of all sub-elements have not been met.

e. Unacceptable Performance. Overall performance fails to meet established performance in one or more of the critical elements.

- (1) When an employee's performance falls to an "unacceptable"

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level anytime during the appraisal period, the employee will be formally notified in writing and placed on a Performance Improvement Plan (PIP). In accordance with references (d) and (g), the PIP must include:

(a) The critical elements(s) determined to be unacceptable.

(b) The performance requirements(s) and acceptable standard that must be attained to demonstrate acceptable performance.

(c) A reasonable opportunity to demonstrate acceptable performance. A reasonable opportunity is defined as a minimum of 30 days and a maximum of 90 days.

(d) Assistance in improving performance which may include, but is not limited to, formal training, on-the-job training, counseling, close supervision or other appropriate measures.

(e) Notice to the employee that unless performance in the critical element(s) improves and is sustained at the acceptable level, the employee will be reassigned, reduced in grade or removed.

(2) If the PIP is completed successfully, the appropriate rating will be given.

(3) A rating of record of "unacceptable" may not be assigned until the above requirements have been met.

(4) If an employee fails the PIP, the employee will be removed, reduced in grade, or reassigned. Guidelines regarding adverse actions are provided in reference (h).

f. Rating of Record. After determining summary ratings, the first level supervisor will determine the overall rating of record as follows: Acceptable. The employee consistently performs in a manner which meets established performance expectations. All critical elements are rated ACCEPTABLE. No critical element may be rated UNACCEPTABLE.

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5. Rating Form Procedures

a. Enclosure (4) is to be used for appraising all civil service employees.

b. The completed performance appraisal forms and any supporting documents shall be maintained in the Employee's Performance File in the HRO.

c. Performance appraisal forms indicating rating of records are retained as described in reference (f).

6. Records

a. Retention. Employees' performance rating of record will be maintained in the HRO. The HRO shall ensure that records are made accessible for pay, Reduction-in-Force (RIF), and other personnel actions, and copies are provided to the Human Resources Service Center-SW for input to the automated civilian personnel records system.

b. Probationary Period. Performance shall be a factor in the decision to retain or remove an employee during the probationary period. General criteria for retention are described below. A formal written rating will not be completed when removing an employee during the probationary period.

(1) Initial Probationary Period. Evaluation of the employee's performance, as well as other considerations will serve as a basis for the decision to retain or remove the employee from Federal Service.

(2) Supervisory and Managerial Probationary Period. Evaluation of the employee's performance of supervisory or managerial elements of the position will serve as a basis for the decision to retain or remove the employee from the supervisory or managerial position.

c. Removal, Demotion and Reassignment

(1) An employee whose performance is "unacceptable" must be removed, reassigned or reduced in grade, but only after the employee has had an opportunity to demonstrate acceptable performance as

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required by references (d) and (g). The written notice of opportunity period must inform the employee in writing of the "acceptable" performance expectation that must be reached to be retained.

(2) If, at the conclusion of the "opportunity" period the employee's performance continues to be "unacceptable", the activity must initiate reassignment, reduction in grade, or removal, subject to provisions of references (d) and (g).

d. Reduction-in-Force (RIF)

(1) The rating of record for RIF purposes will be the annual rating conducted at the time specified by the activity and special ratings conducted to support WIGI/WGI determinations. Close-out ratings can, in some cases, count as the official rating of record for RIF purposes.

(2) No rating will be assigned for the purpose of affecting an employee's RIF retention standing.

(3) Three out of four most recent ratings of record are considered for RIF purposes. To determine retention standing, an employee receives additional years of service for each "acceptable" rating. The calculations for Service Computation Dates are addressed in detail in reference (d).

e. Training and Development. Identification of training requirements to improve performance is a significant element in the appraisal process. The performance appraisal process shall clearly identify areas where training and development may be appropriate. Whenever it is determined that an employee's performance is "unacceptable", supervisors are responsible for assisting the employee in bringing his or her performance to the "acceptable" level. This will be accomplished through counseling, closer supervision, on-the-job training or formalized training, as appropriate.

7. Grievances and Appeals. Covered employees who are not members of a bargaining unit may grieve their performance ratings through the administrative grievance procedure. Covered employees who are bargaining-unit members may grieve through the negotiated grievance

ENCLOSURE (2)

procedure. Appealable issues may be appealed to the Merit System Protection Board (MSPB). The Special Counsel of the MSPB shall review any allegation of a prohibited personnel practice. Guidance on grievable/appealable matters follows:

a. Contents of the individual performance plan are neither grievable nor appealable.

b. Failure to inform the employees of critical elements and expectations within the required timeframe is grievable.

c. Rating on critical elements and ratings of record are grievable.

d. Performance-based demotions and removals may be grieved through the appropriate grievance procedure or appealed to MSPB, but not both.

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## APPENDIX A

## ADDITIONAL PERFORMANCE REQUIREMENTS

1. Purpose. Specific provisions of law, regulation, and DOD policy require certain matters to be considered in the performance evaluations of some employees. Except as provided below, this does not require the establishment of specific performance elements and standards addressing the individual's performance. Rating officials may just consider these requirements in the performance rating or provide narrative evaluations of progress in meeting these requirements (e.g., in a statement on an appraisal form reserved for remarks).
2. DoD Performance Evaluation Requirements
  - a. Audit Follow-Up. Performance evaluations of appropriate managers must reflect the degree of effectiveness in addressing audit findings and recommendations and implementing agreed-upon corrective actions as required by Office of Management and Budget (OMB) Circular A-50, "Audit Follow-Up," September 29, 1982. This requirement applies to audits conducted by the General Accounting Office (GAO) and the DoD Inspector General. This requirement is established in paragraph E.3.g. of DoD Directive 7650.3, "Follow-Up on General Accounting Office, DoD Inspector General, Internal Audit, and Internal Review Reports," September 5, 1989.
  - b. Protecting Classified Information. Performance evaluations of all employees whose duties involve access to classified information must include a comment by rating officials pertaining to an employee's discharge of security responsibilities. This requirement is established in paragraph 9-102(d) of DoD 5200.2-R, "Personnel Security Program," January 1987.
  - c. Internal Management Control. Performance evaluations of managers who have significant Internal Management Control (IMC) responsibilities must reflect the accountability for the success or failure of IMC practices. This requirement is established in paragraph E.3.d. of DoD Directive 5101.39, "Internal Management Control Program," April 14, 1987.
  - d. Equal Employment Opportunity (EEO). Performance evaluations of supervisors, managers, and other personnel with EEO responsibility must have a critical element on EEO. This requirement is established in paragraph E.2.f. of DoD Directive 1440.1, "The DoD Equal Employment Opportunity (EEO) Program," May 21, 1987.

ENCLOSURE (3)

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e. Inventory Management. Performance evaluations of individuals employed at Inventory Control Points must give appropriate consideration to efforts made by these individuals to eliminate wasteful practices and achieve cost savings in the acquisition and management of inventory items. This requirement is established in section 2458 of Title 10, United States Code.

f. Acquisitions. Persons serving in acquisition positions in the same acquisition career field must be provided an opportunity for review and inclusion of any comments on any appraisal of the performance of a person serving in an acquisition position. This requirement is established in paragraph D.19 of DoD Directive 5000.52, "Defense Acquisition Education, Training, and Career Development Program," October 25, 1991.

g. Regulatory Reinvention. Performance measurements of persons who are frontline regulators, i.e., those who have authority to order a corrective action or levy a fine on a business or other government entity, must focus on results, not process and punishment. Therefore, such measures should not be based on process (e.g., number of visits to a business or government entity) or punishment (e.g., number of violations found, number of fines levied on a business or government entity). This requirement is established by a Presidential Memorandum for heads of Federal departments and agencies, "Regulatory Reinvention Initiative," March 4, 1995.

h. Classified Information Management. The performance ratings of civilian employees who are original classification authorities, security managers or security specialists, or significantly involved in the creation or handling of classified information must include the management of classified information as a critical element or item to be evaluated. This requirement is established in section 5.6.(c)(7) of Executive Order 12958, "Classified National Security Information," April 17, 1995.

i. Safety. Responsible DoD officials at each management level, including first level supervisors, must to the extent of their authority, comply with the DoD Occupational Safety and Health program guidance and regulations. Performance evaluations of those employees must reflect personal accountability in this respect, consistent with the duties of the position, with appropriate recognition of superior performance, and conversely, with corrective administrative action, as appropriate, for deficient performance. This requirement is established in Enclosure 2 to DoD Instruction 6055.1, "DoD Occupational Safety and Health Program," October 26, 1984.

j. Increased Competition and Cost Savings in Contracts. Performance evaluations of officials involved in contracting and acquisition must give appropriate recognition to efforts to increase competition and achieve cost savings. This requirement is established in section 2317 of Title 10, United States Code.

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ENCLOSURE (3)

**UNITED STATES MARINE CORPS  
PERFORMANCE APPRAISAL REVIEW SYSTEM**

DepO 12430.3C  
27 SEP 1999

**PART 1**

NAME OF EMPLOYEE	SOCIAL SECURITY NUMBER
POSITION TITLE	SERIES AND GRADE
LOCATION OF EMPLOYEE (DIVISION/SECTION)	RATING PERIOD

**RECORD OF REVIEWS AND FINAL APPRAISAL**

	STANDARDS	DATE	PROGRESS REVIEW	DATE	FINAL RATING	DATE
SUPERVISOR						
EMPLOYEE						
REVIEWING OFFICIAL (UNACCEPTABLE ONLY)						

**RATING OF RECORD**                       **INTERIM APPRAISAL**

**ACCEPTABLE**                                       **UNACCEPTABLE**

**EMPLOYEE'S POSITION DESCRIPTION IS CURRENT AND ACCURATE?**

**YES**                       **NO**

If **NO**, then the supervisor will rewrite Position Description within 60 days.

**CRITICAL ELEMENTS**

ELEMENTS	RATING	A	U

**CRITICAL ELEMENTS**

ELEMENTS	RATING	A	U

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COMMENTS OF SUPERVISOR

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The opportunities in Civilian Leadership Development (CLD) have been discussed with the employee.

YES

NO

NOT APPLICABLE

An Individual Leadership Development Plan (ILDLP) has been initiated by the employee and their mentor.