



# Performance Appraisals and Counseling

## 22 August 2003



# Purpose



# References

- Officer Evaluations  
(AR 623-105)
- NCO Evaluations  
(AR 623-205)
- Civilian Evaluations  
(AR 690-400)



## Officer Evaluations: Rated Officer Responsibilities

- Perform assigned duties to best of his/her abilities.
- Discuss duty description/performance objectives with rater.
- Continually assess validity of performance objectives.
- Accurately describe duty, objectives, and contributions on support form.



# Officer Evaluations: Rater Responsibilities



- Provide support forms to the rated officer.
- Discuss scope of duties w/in the first 30 days.
- Counsel throughout the rating period.
- Advise the rated officer of changes to assigned duties.
- Assess the rated officer's performance.
- Review support form at end of rating period.
- Provide an objective and comprehensive evaluation of the rated officer's performance.



## Officer Evaluations: Intermediate Rater Responsibilities



- Assess the rated officer's performance.
- When appropriate, provide info on the support form to assist the senior rater.
- Provide an objective evaluation of the rated officer's performance.



## Officer Evaluations: Senior Rater Responsibilities

- Provide support form to the rated officer.
- Become familiar with rated officer's performance.
- Assess the ability of the rated officer.
- Ensure the rater counsels the rated officer.
- Consider info on support form when evaluating.
- Evaluate the rated officer's potential relative to his/her contemporaries.
- Ensure all reports are complete and realistic.
- Obtain the rated officer's signature.



# NCO Evaluations: Rater Responsibilities

- Counsel throughout the rating period.
  - Initial within the first 30 days
  - Follow-up at least quarterly
- Prepare NCO Counseling Checklist/Record and use with working copy of NCO-ER for counseling.
- Assess the rated NCO's performance.
- Prepare a fair and correct evaluation report.
- Verify Administrative Data including APFT and height/weight.
- Sign and date report.



## NCO Evaluations: Senior Rater Responsibilities



- Become familiar with the rated NCO's performance.
- Prepare a fair and correct evaluation report.
- Ensure the rater's bullets support the ratings.
- Do not direct the rater to change an honest evaluation.
- Sign and date report.
- Obtain the rated NCO's signature.



# NCO Evaluations: Reviewer Responsibilities

- Ensure the proper rater and senior rater complete the report.
- Ensure evaluations are clear, consistent, and just.
- Indicate concurrence or non-concurrence with rater/senior rater.
- Sign and date report.



# Civilian Evaluations: Ratee Responsibilities



- Learn what is expected.
- Perform to the best of his/her abilities.
- Assist in developing performance and development plans.
- Communicate with rating chain.
  - Questions
  - Problems
  - Suggestions
- Provide rating chain timely feedback on accomplishments.



# Civilian Evaluations: Rater Responsibilities



- Assigning work and establish job-related expectations.
- Identify rating chains.
- Communicate organizational goals and priorities.
- Develop ratee performance plans.
- Discuss DA values and ethics.
- Conduct formal mid-point performance counseling.
- Prepare timely written performance appraisals.
- Use performance appraisals and ratings to assist in making sound, equitable personnel decisions.



## Civilian Evaluations: Senior Rater Responsibilities



- Assess individual contribution in the broader perspective of overall mission accomplishment.
- Review and approve performance plans.
- Review performance appraisal and assign ratings.
- Make supportable statements about ratee's performance and potential.
- Consider performance appraisals and ratings when making personnel management and pay decisions.



# Civilian Evaluations: Rating Periods

All ratees have pre-established 12-month rating periods.

- GS 9-12: 1 Nov – 31 Oct
- GS 13-15: 1 Jul – 30 Jun



## Civilian Evaluations: Written Performance Plans

- Joint effort of ratees and rating chain.
- Should be in place within 30 days of the start of the rating period.
- Reviewed and approved by rating chain.
- Recorded on the support form.
- Effective when approved by senior rater.



# Civilian Evaluations: Individual Development Plans

