MEMORANDUM FOR All United States Forces-Afghanistan Units and Personnel

SUBJECT: Policy Memo - Performance Appraisals for Department of Defense - Expeditionary Civilians (DoD-EC) and Ministry of Defense Advisors (MoDA)


2. Purpose. To update the policy on performance appraisals for DoD-EC and MoDA personnel.

3. Applicability. This policy applies to all DoD-EC and MoDA personnel.

4. Policy. In accordance with reference 1, completion of performance appraisals is the responsibility of the employee’s home station supervisor with input from the in-theater supervisor on the deployment assignment.

5. Procedures.

   a. It is important to communicate performance expectations to all deployed civilians as soon as possible during the deployment assignment. Initial counseling must be conducted within the first 30 days of arrival to the unit to explain the specific goals and objectives that are expected in the deployed position. The in-theater supervisor should ask the employee for a copy of their performance objectives/standards. The in-theater and home-station supervisors must communicate directly to discuss performance objectives/standards, rating cycle and performance. Setting expectations and providing feedback to the employee is key.

   b. The in-theater supervisor must conduct face-to-face discussion with the employee no less than three times (to include initial, mid-point, final). If the in-theater supervisor identifies performance deficiencies at any point during the deployment period, the deficiencies must be brought to the attention of the employee immediately. The in-theater supervisor must provide an explanation of what improvements are needed to meet performance expectations. After counseling the employee and the performance does not improve, the supervisor should contact the USFOR-A J1, Civilian Human Resources for guidance on the appropriate courses of action.
c. At the end of the employee's annual rating period, as determined by their home station, the in-theater supervisor will prepare a Letter of Input (LOI) to be considered in the overall performance rating. The supervisors input should be in a Memorandum for Record (MFR) format and include an assessment of the employee performance in theater (enclosure). The in-theater supervisor may request the employee to prepare the self-assessment first, to aid in the development of the supervisor's LOI. The employee should have an opportunity to comment and/or add his/her own self-assessment of accomplishments in the deployed position via email or MFR. The input should be communicated to the employee prior to sending to the home station supervisor. The LOI must be completed and sent to the home station supervisor within 30 days after the end of the deployment assignment and/or rating period.

d. The goal of a deployment assignment is to provide a career-broadening experience to the employee, while utilizing their skills to complete critical mission requirements. With clear communication of performance expectations and periodic feedback to the employee, the employee experience can be maximized.

6. The point of contact for this policy memo is USFOR-A J1, Civilian Human Resources, at DSN: 318-481-3072 or the organizational email address CENTCOM Bagram USFOR-A J1 Civilian Human Resources Group Email box at: centcom.bagram.usfor-a-j1.mbx.civ-hr-a1@mail.mil.

Encl
Example of MFR

RANDY A. GEORGE
Major General, U.S. Army
Commander
U.S. National Support Element-Afghanistan
MEMORANDUM FOR Name of Employee’s Supervisor and Duty Location

SUBJECT: Memorandum For Record (MFR) – Employee’s Name

1. References.


2. In-theater Supervisor Appraisal Input (narrative showing SMART: Specific, Measurable, Achievable, Realistic, Timely). The following bullets are optional. The supervisor could just address the current objectives/standards that employee is working under in a narrative format.

   a. Work Effort. Exerts effort and shows initiative in starting, carrying out and completing tasks; spends time effectively performing work.

   b. Adaptability to Work. Picks up new ideas and procedures quickly; easy to instruct; adapts to new situations.

   c. Problem Solving. Devises effective solutions to problems or identifies effective methods and procedures for accomplishing objectives.

   d. Working Relationships. Sensitive to the behavior of fellow workers, supervisors and subordinates.

   e. Communication. Communicates clearly and effectively, whether orally or in writing.
OFFICE SYMBOL
SUBJECT: Memorandum For Record (MFR) – Employee's Name

f. Work Productivity. Productive during work time; completes work projects, duties and tasks in a timely manner.

g. Self-Sufficiency. Works independently with little need for additional supervision or help.

h. Skill in Work. Performs job-associated tasks well, considered very skillful on the job.

i. Work Management. Effectively plans and organizes work properly follows or implements procedures.

3. The point of contact for this memorandum is Supervisor’s Name, Title, Phone Number, and email address.

NAME
Rank/Branch of Service
Title
United States Forces-Afghanistan

______________________________________________  ______________________________
Employee’s Printed Name  Employee’s Signature & Date

I acknowledge receipt and understanding of this MFR.