

**VDFR 623-3**

# **Virginia Defense Force Personnel Evaluation System**

**VIRGINIA DEFENSE FORCE HEADQUARTERS  
5001 WALLER ROAD  
RICHMOND, VIRGINIA 23230**

**15 FEBRUARY 2016**

# ***SUMMARY of CHANGE***

VDFR 623-3  
Personnel Evaluation System  
15 February 2016

- o This regulation is an extensive revision and replacement of Chapter 11 (Personnel Evaluations, pages 39-43) of VDF Regulation 600-10 01 October 2006.
- o VDF Form 623-3 (Performance Evaluation Report or PER) supersedes VDF Form Appendix S of VDFR 600-10 (01 October 2006.)

**Headquarters  
Virginia Defense Force  
George Washington Division  
Richmond, VA 23230**

**15 February 2016**

## **Personnel/Administration**

### **VDF Personnel Evaluation System**

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**Summary.** This document is an updated revision which supersedes VDFR 600-10, Chapter 11 (pages 39-43) in its entirety. The Personnel Evaluation System prescribed by this regulation is to be used for all VDF personnel evaluations.

**Applicability.** This regulation applies to units of the VDF. During mobilization for state active duty, procedures in this publication can be modified to support policy changes as necessary.

**Suggested Improvements.** Users are invited to send comments and suggested improvements directly to Headquarters, Virginia Defense Force, G-1, 5001 Waller Road, Richmond, Virginia 23230-2915.

**Distribution.** Distribution is intended for all VDF units down to, and including, Company level.

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Brigadier General, Virginia Defense Force

#### **VDF Regulation 623-3 15 February 2015 PERFORMANCE EVALUATION SYSTEM**

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# VDFR 623-3 Performance Evaluation System

## Chapter 1 Introduction

### Section I General

#### 1-1. Purpose

This regulation describes a performance evaluation system as an essential component in the sustained growth and development of the professionalism of the Virginia Defense Force. This system is being implemented in the VDF not only to aid senior leaders in various career decisions impacting individual members, but also to provide a repeatable means for individuals to obtain performance and career development feedback.

#### 1-2. References

- a. Code of Virginia Title 44: Military Laws of Virginia.
- b. Permanent Order 1-1 (VDF) TAG, VA dated 1 March 1988

#### 1-3. Responsibilities

- a. The Assistant Chief of Staff, G-1 is responsible for oversight and execution of this program, to include supervising all prescribed personnel administrative functions to enable an effective program.
- b. VDF Commanders and senior leaders will process all evaluations in accordance with this regulation.

#### 1-4. Documentation

The signed *Performance Evaluation Report (PER)* original copy shall be logged in by the subordinate command in a unit logbook and forwarded to VDF Headquarters, ATTN: G-1, for retention in the individual's Military Personnel Records file. A copy of the completed report shall be provided to the individual member by the reporting senior. Reporting seniors and reviewing officers shall also retain copies of report in their personal records. No local copies will be retained by the local commands.

### Section II: Policy

#### 1-5. Commander's Intent

- a. An individual's performance is an essential component in personnel selection for promotion, retention, command and duty assignments. Completing a subordinate's evaluation report is one of an officer's most basic leadership responsibilities. Inherent within this duty is each reporting senior and reviewing officer's commitment to ensuring the integrity of the system by close attention to accurate and detailed markings and timely reporting. Every officer serves an essential role in maintaining the integrity of the evaluation processes. Inflationary markings dilute the report and the value of the evaluation. Reviewing officers should not concur with inflated reports and should return them to the reporting officer for correction.
- b. While the PER is a performance tool, it also serves as a key element to enable professional development and career progression conversation between the reporting senior and individual. Reporting seniors should use the beginning of each new rating period to set expectations and establish goals for the individual. During the reporting period, the individual is periodically counseled. Individuals should never be surprised by their PER markings if continual engagement is maintained throughout the reporting period.
- c. A fair and timely evaluation of one's subordinates is a primary leadership responsibility.

## **Chapter 2 Policy**

### **2-1. General**

- a. Every enlisted member in the rank of E-5 and above and all commissioned and warrant officers will receive annual performance evaluation reports (PERs) per the table below. Submission of these reports will coincide with the annual promotion cycles as specified in VDF Regulation 624-1 Personnel Promotions.
- b. Completed reports with appropriate signatures are due to the G-1 no later than sixty (60) calendar days after the reporting period ends. The reporting senior must get the PER to the reviewing officer for review by twenty-one (21) calendar days after the end of the reporting period. For non-adverse reports, twenty-one (21) calendar days upon receipt of the report from the reporting senior, the reviewing officer will return the completed report to the reporting senior for signature and processing per paragraph 1-4. The timely submission is both the responsibility of the reporting senior and reviewing officer. Failure to do so will be reflected in these individuals' PERs.
- c. Reports will be written by the first officer in the individual's chain of command. Reporting seniors shall have a minimum of ninety (90) consecutive calendar days of observed time of the individual in order to write an annual report (AN). Otherwise, the report shall be marked "not observed."
- d. If the reporting senior leaves before the end of the rating period, except as specified in paragraph 2-1.e, the reporting officer will give the individual a change of reporting senior report (CH).
- e. If a reporting senior is leaving within ninety (90) days of the reporting period's end, the officer will give the individual an extended report (EX) to cover the entire rating period.
- f. Individuals promoted to the next grade/rank will receive their PER at the end of next regularly scheduled reporting period so long as the individual has at least 180 days of observable time. If not, the individual will receive an extended (EX) report at the end of the next scheduled period that encompasses the entire extended period.
- g. PERs are not required for personnel separating from the VDF.

### **2-2. Definitions of Performance Factors on PER (VDF Form 623-3)**

**Initiative** – Action in the absence of specific direction. Seeing what needs to be done and acting without prompting. The instinct to begin a task and follow through on one's own accord. Being creative, proactive, and decisive. Transforming opportunity into action.

**Performance** – The results achieved during the reporting period; how well those duties, assigned and inherent, were achieved. Reflects aptitude, competence, and commitment to the unit's success.

**Leadership** – Application of leadership principles to provide direction and motivate subordinates. Using authority, personality, and persuasion to influence subordinates to accomplish assigned tasks. Sustaining motivation and morale while maximizing subordinates' performance. Train, educate, and challenge subordinates. Mentor subordinates and cultivate professional and personal development. Set the example.

**Communication Skills** – Efficient transmission of thoughts and ideas. Listening, speaking, writing, and reading are critical skills. Provides concise, clear guidance, expressing complex ideas easily understood by everyone. Allows subordinates to ask questions, raise issues and concerns, and venture opinions.

**Professional Military Development** – Commitment to intellectual growth in ways beneficial to the VDF. Increases the breadth and depth of technical proficiency and crisis management skills and aptitudes. Includes FEMA/ICS qualifications and certificates; personal reading programs; active participation in discussion groups, meetings, and planning sessions.

**Decision Making** – Viable and timely problem solution. Decisions reflect the balance between an optimal solution and a satisfactory, workable solution which generates tempo. Decisions are made within the context of the commander's established intent and the goal of mission accomplishment. Anticipation, mental agility, intuition, and success are inherent.

Judgment--The discretionary aspect of decision making; draws on core values and personal experience to make wise choices. Comprehends the consequences of contemplated courses of action.

### 2-3. PER Reporting Periods

<b>VDF PER REPORTING PERIODS</b>	
<b>Grade/Rank</b>	<b>End of Reporting Period</b>
O-6	30 June
O-5	30 June
O-4	30 June
O-3	30 June
O-2	31 January
O-1	31 January
All WOs and CWOs	31 January
E-7 - E-9	30 June
E-5 - E-6	31 January

## **Chapter 3 Adverse Reports**

### **3-1. General**

a. If a VDF volunteer receives any of the following, the report is considered adverse:

1. Three or more of the performance factors marked “below expectations.”
2. An “unsatisfactory” and/or “below average” (BA) marking in the comparative assessments.

b. For an adverse report, the reporting senior must give a justification in the DIRECTED &/OR ADDITIONAL COMMENTS section of the PER. Additional sheets may be used, as required. The reporting senior must forward this report to the individual reported on for review and comment no later than twenty-one (21) days after the end of the reporting period. The reporting senior must also inform the reviewing officer that the report is considered adverse and has been forwarded to the individual reported on for review and comment.

c. Upon receipt of the PER, the individual reported on has ten (10) calendar days to attach a statement, if desired, and forward to the reviewing officer.

d. The reviewing officer will comment on the adverse nature of the report in the COMMENTS section of the PER by addressing the reporting senior’s markings/comments and any additional comments as provided by the individual reported on. The reviewing officer will then forward this report back to the individual reported on within fifteen (15) calendar days with identification of the designated third officer.

e. The volunteer will have five (5) calendar days to review the reviewing officer comments, attach a final statement, if desired, and forward to the designated third officer.

f. In the event the rating and reviewing officers disagree on the characterization of a report as adverse, and/or the individual does not agree with the reviewing officer’s comments, then a third officer, preferably the next senior officer to the reviewing officer, will within five (5) calendar days review the report for accuracy/completeness and forward to VDF HQs ATTN: G-1 with his comments. He will also provide the completed report with attachments to the reporting senior for processing per paragraph 1-4.