

**Guidelines for setting objectives and recording outcomes (Part 1)**

Prepare your year's activity plan and present it to your supervisor along with a set of five main objectives for inclusion in your appraisal report. These will form your year's performance agreement. You may wish to:

- Review your position in the organisation and identify the areas where your efforts should be concentrated;
- Discuss concepts with your superiors and peers to ensure that they link in with organisational goals and do not duplicate work being undertaken in other areas;
- Set out a statement of the objective, performance indicators, major milestones and their estimated completion dates for each discrete area. Identify at this time any additional resources that may be required to achieve the goals. Ensure the viability of each outcome and its achievability given your resources. Revise your areas accordingly; and
- Present your plan to your supervisor and label tasks according to whether they are mandatory, optional or desirable. Discuss the priorities to be accorded to each task and review the milestones and performance indicators for achievable tasks.

Comments on achievement should cover whether the objective was met, its timeliness and whether it fell below, met or exceeded expectations. If appropriate, comment on the subject officer's resource management.

**Guidelines for the performance narrative (Part 2)**

**Social and political acumen**

The way in which goals are achieved is as important as the achievement of those goals. Each officer has particular strengths in his or her approach to tasks. The objective of this narrative is to clearly articulate those strengths and, if appropriate, to identify weaknesses.

The list of verbs below relates to social and political acumen, a major area required to be covered in the narrative. If an officer is strong or weak in the area of social and political acumen, give concrete examples and indicate the intensity of the officer's performance style.

Political, diplomatic, networker, liaising.

**Guidelines for the performance narrative (Part 2)**

**Applied intelligence**

The way in which goals are achieved is as important as the achievement of those goals. Each officer has particular strengths in his or her approach to tasks. The objective of this narrative is to clearly articulate those strengths and, if appropriate, to identify weaknesses.

The list of verbs below relates to applied intelligence, a major area required to be covered in the narrative. If an officer is strong or weak in the area of applied intelligence, give concrete examples and indicate the intensity of the officer's performance style.

Street smart, quick thinker, insightful,  
strategic, adaptable, good judgement,  
innovative, creative, reflective,  
knowledgeable, astute, foresight, global  
awareness, perceptive, visionary.

**Guidelines for the performance narrative (Part 2)**

**Leadership**

The way in which goals are achieved is as important as the achievement of those goals. Each officer has particular strengths in his or her approach to tasks. The objective of this narrative is to clearly articulate those strengths and, if appropriate, to identify weaknesses.

The list of verbs below relates to leadership, a major area required to be covered in the narrative. If an officer is strong or weak in the area of leadership, give concrete examples and indicate the intensity of the officer's performance style.

Motivational, charismatic, catalyst,  
accepts responsibility for subordinates,  
people-oriented, facilitator, mentor, inspires  
respect, trusted, empowers subordinates,  
team builder, calming.

**Guidelines for the performance narrative (Part 2)**

**Personal style and approach**

The way in which goals are achieved is as important as the achievement of those goals. Each officer has particular strengths in his or her approach to tasks. The objective of this narrative is to clearly articulate those strengths and, if appropriate, to identify weaknesses.

The list of verbs below relates to personal style and approach, a major area required to be covered in the narrative. If an officer is strong or weak in the area of personal style and approach, give concrete examples and indicate the intensity of the officer's performance style.

Organised, planner, flexible, dedicated, parsimonious, self-initiating, outcome-oriented, accountable, conscientious, high achiever, sets high standards, fair, enthusiastic, reliable, change-oriented, risk taker, risk aware, confident, copes with pressure, able to assess people and their fit in organisation, socialises easily, able to sell ideas, focussed, identifies customer/client needs, comfortable with complexity and ambiguity.

**Guidelines for desirable development (Part 3)**

Categorise your written comments on desirable development into the following main areas.

- **Self-development needs**, dealing with recommendations for the individual's self-development. Please comment on appropriate self-initiated developmental activities.
- **Training and education**, covering more formal developmental activities that are covered either by military or civilian training and education courses.
- **Development through employment**, highlighting postings appropriate for developmental purposes at the officer's current rank and, if applicable, at the next rank.

**Guidelines for structured narrative on potential (Part 4)**

The previous sections have allowed consideration of what was done, how well it was done, the individual's approach to work, and any developmental activities that should desirably be undertaken. The potential section provides the opportunity for an integration of these factors into an assessment of the individual's potential for more difficult and higher-level appointments. The narrative is to cover the three following areas.

- **Employability**

This section should cover, at a minimum, the subject officer's suitability for:

- specific employment streams; and
- specific appointments.

Avoid broad generalisations such as 'the officer is suited for all types of employment'.

You may wish to comment on whether the subject officer's main management strength lies in initiating, consolidating or maintaining activities.

- **Fit of person with the strategic and political environment**

Specific comment is requested on the fit of the individual to the strategic and political environment.

- **Promotability to next rank**

Comment on the individual's suitability for promotion to the next rank, including any caveats that you feel may apply, eg only suitable for promotion within a career stream or to a specific set of appointments. For recently promoted officers, you may wish to state your inability to assess this at present.

# STAFF-IN-CONFIDENCE *(After first entry)*

AC 740  
Revised Sep 2009

Department of Defence



## Executive and Senior Executive Officer Appraisal and Development Report

- *The object of this form is to provide information to the Chief of the Defence Force, Vice Chief of the Defence Force and Chiefs of Service on the work performance and potential of officers holding the rank of Captain(N), Colonel, Group Captain, Commodore, Brigadier, Air Commodore, Rear Admiral, Major General and Air Vice Marshal.*
- *The appraisal is intended to provide frank and constructive feedback to officers concerning their performance and potential, and ultimately provide the Chief of the Defence Force with data to assess the officer's suitability for the most senior appointments.*
- *When completed, this form is to be forwarded to the respective Administrative Authority.*

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### Subject officer's details

Family name		Given name(s)	
Rank	Appointment <i>(In full)</i>		

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### Reporting period

Date from	Date to
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## STAFF-IN-CONFIDENCE *(After first entry)*

### Part 1 - Objectives for year and achievement of objectives

Objectives for the year are to be agreed by the subject and the reporting officer at the **beginning** of the reporting period. Comment at the **end** of the period on whether they were achieved, how well they were achieved, and the timeliness of their achievement.

Guidelines for setting objectives and recording outcomes can be found by clicking the help button on the left.

	Objective	Achievement
1		
2		
3		
4		
5		

### Part 2 - How was performance achieved?

Link process to achievement. Your narrative must cover, at a minimum, performance in the areas of social and political acumen, applied intelligence, personal style and approach, and leadership.

Appropriate descriptors from each area can be found by clicking the help button on the left.

Social and political acumen
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Applied intelligence
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Leadership
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Personal style and approach
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### Part 3 - Desirable development

All service officers require ongoing development of a professional or personal nature. Outline developmental activities that you feel would benefit the subject officer in performance of duties at current or higher rank.

**Note that this section is intended for constructive comment rather than a critique of performance.**

Guidelines for desirable development can be found by clicking the help button on the left.

Self-development needs

Training and education

Development through employment

### Part 4 - Potential

Comment on the potential that the officer has shown for performance in both more difficult and higher-level appointments. Consider the difficulty of the current job performed by the subject officer, how well tasks were achieved, and the impact that their approach had on their organisation and its people. Question in particular whether the subject officer modified processes to achieve the same or better outcomes at a reduced resource cost (*human, materiel, or monetary*).

Guidelines for potential can be found by clicking the help button on the left.

Employability

Fit of person with strategic and political environment

Promotability to next rank

## STAFF-IN-CONFIDENCE *(After first entry)*

### Assessing officer

Signature	Printed name	Appointment	Date
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### Subject officer

I have read this report and have been given the opportunity to discuss it with my assessing officer.

I wish to make a representation.  Yes  No

Signature	Date
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### Part 5 - Chief of Service (2-star for COL(E)) comments *(When not assessing officer)*

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Potential for next rank          
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Potential for two ranks up          
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Signature	Printed name	Appointment	Date
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### Part 6 - Chief of the Defence Force (Chief of Service for COL(E)) comments *(If applicable)*

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Potential for next rank          
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Potential for two ranks up          
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Signature	Date
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### Subject officer

I acknowledge the senior reporting officer comments.

Signature	Date
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STAFF-IN-CONFIDENCE *(After first entry)*