

BULLET BACKGROUND PAPER

ON

THINK TANK 16F OUTBRIEF: OFFICER EVALUATION SYSTEM

PURPOSE

The current Officer Evaluation System (OES) is an effective instrument to convey feedback, establish a record of performance, identify exceptional officers, and support boards and developmental teams in their goal to promote the officers whom show the potential to serve in the next higher grade. However, it is not a perfect system. The OES will need to be refined in order to effectively leverage the expertise, exceptional skills, and extraordinary potential of our Airmen.

DISCUSSION

- The current Officer Evaluation System drawbacks
 - Ineffective feedback (80% failure)
 - Does not provide a mechanism to accurately translate assessment into the OES
 - Inconsistent, subjective, and non-actionable
 - Limited accountability regarding initial/midterm feedback
 - Too subjective
 - Qualitative data, bias, inflation, inaccurate depiction of performance
 - Overly complex
 - Culturally implemented language is time consuming and incompatible across AFSC

RECOMMENDATIONS

- Update the OES with a building phased approach: Immediate, short-term, and long-term
 - Institute 360° Feedback
 - P1-Immediate: Use Common Access Card to digitally sign feedback forms
 - Maintains accountability of rate/ratee to complete feedback in appropriate time

- P2-Short-term: Implementation of 360° Feedback via a web-based application
 - Computer based, anonymous, targeted Likert scale survey questions: rated 1 to 5
 - Feedback potentially given by 5 peers and subordinates; assessments are averaged
- P3-Long-term: Replace current form; mirror new Officer Performance Report (OPR)
 - Application of the previous phases, includes aggregate scale of competencies
- Introduce new OPR
 - P1- Immediate: Institute standardized language; create Air Force Instruction (AFI)
 - P2- Short-term: Rater training; establishing profile using OPR in new format
 - Utilize current OPRs to establish rater baseline via value translation to new system
 - P3- Long-term: Develop and field new OPR
 - Standard stratifications included/completed in web-based format
 - Rater profile will reflect historical OPR data from aggregate scale
- Relinquish the need for Promotion Request Form (PRF)
 - P1- Immediate: Do nothing; second order effects from AFI guidance
 - P2- Short-term: Simplified format
 - P3- Long-term: Remove PRF from OES
 - Aggregate performance will be represented in OPRs

CONCLUSION

The current OES is a capable evaluation system, and with the updates recommended above it will be more apt to leverage the talent, specialized experience, skills, and remarkable potential of our future leaders, our Airmen.