

## BULLET BACKGROUND PAPER

### ON

## TRI-POINT APPROACH TO OFFICER PERFORMANCE REPORTING

### PURPOSE

The current Officer Evaluation System (OES) has all the tools necessary to deliver meaningful feedback, establish a record of performance, predict future potential, and assist boards and developmental teams to identify the best qualified officers. The Tri-point Approach, recommends several improvements to the Officer Performance Report to better leverage unique experiences, special skills, and high potential of our Airmen.

### DISCUSSION

- The current Officer Evaluation System drawbacks
  - Formal feedback
    - Supervisors are the sole source of formal feedback
    - Execution of formal feedback is supervisor dependent
    - Limited accountability regarding initial/midterm feedback
  - Inconsistent process due to lack of published AFI guidance
  - Taxing on man hours/timeline
  - Lack of standardized value for AFSC specific experiences

### RECOMMENDATIONS

- Tri-point Approach OPR is comprised of three weighted scored sections and one CC's section
  - Qualitative performance section (weighted to 45% of OPR)
    - Streamlined from current ten bullet OPR, down to five bullets
      - Remove additional rater bullets; move stratification/push line to alternate location
      - AFSC/MAJCOM standardized guidance for abbreviations/verbiage
    - Generation of Qualitative Score

- Score subjectively determined by commander, with a minimum score allowed
- Commander kept to a quota of high performers to prevent inflation
- Quantitative performance section (weighted to 45% of OPR)
  - Binary (Yes/No) section eliminates subjectivity and incentives excellence
    - Senior AF Leadership define weighted values and binary statements
    - Aggregate record of experience/accomplishments
- 270° semi-annual formal feedback section (weighted to 10% of OPR)
  - Feedback provided by 5 peers and 5 subordinates, whose assessments are averaged
  - Computer based, anonymous, with targeted survey questions rated on a 1 to 5 scale
- Commander's Push Line (cumulative score from all three sections)
  - Includes push statement reflecting next level of responsibility or desired PME
  - Quoted stratification at highest level (i.e. Wing CC, Group CC)

## OBSTACLES

- Second Order Effects
  - Feedback requires greater time investment
  - Cultural Resistance to change in the form of cultural inertia
  - Mixed OPRs at boards

## CONCLUSION

While the current OES satisfies the purpose of an evaluation system, the Tri-point Approach improves upon that framework, while incorporating an enhanced feedback system. The new approach to the OPR will help better leverage the variety of experiences, special skills and exceptional potential of our Airmen, for our nation's future leaders.