

BULLET BACKGROUND PAPER
ON
REFORMING THE AIR FORCE OFFICER EVALUATION SYSTEM

PURPOSE

The purpose of the BBP is to design an officer evaluation system that meets the CSAF intent to promote performance, identify special skills and future potential. The problem is the current evaluation system is administratively burdensome, lacks accountable and honest feedback, forces competition between dissimilar career fields, and enables the “halo effect.” The ideal evaluation system will be simple to use, ensure accountable feedback, provide apples to apples comparisons, and judge performance over a single rating period. This paper proposes the following changes:

- Integrated, cloud-based solution that tracks feedback and evaluation.
- Implement static closeout date (SCOD) by rank.
- By rank stratifications limited to: top 10%, top third, middle third, bottom third. Rater, ad rater, senior rater provide a stratification on each member.
- Update OPR form to mix of Likert scale & bullet style evaluation

OFFICER FEEDBACK

- Feedback system will be simple, facilitate honest feedback, and hold rater’s accountable. Design a cloud-based feedback system using CAC-required login for initial and mid-term feedback.
 - During mid-term feedback, rater is required to grade the ratee on a quantitative scale in 8 areas: professional & organizational skills; leading people; followership; communication; judgment & decision; managing resources; collaboration; technical abilities
 - Rater will solicit 360⁰ feedback from ratee peers/subordinates
 - Rater will grade ratee in 8 areas using Likert scale: above average; slightly above average; average; slightly below average; below average.
 - Rater strats ratee: top 10%, top third, middle third, bottom third, or non-competent if not enough ratees.
 - Feedback date and form is tracked and stored in the cloud. Using the tracking system, if feedback is not accomplished, or not performed on time it is flagged to the ad rater.
 - Feedback is only accessible during the rating period. It becomes masked once rating period closes.

OFFICER PERFORMANCE REPORT

- Performance report will be simple to use and informative regarding the ratee's performance.
 - Implement by rank static closeout date (SCOD), de-conflicted from enlisted SCOD.
 - Performance report is mirror image of feedback form (same 8 graded areas), plus section for rater comments (5-lines).
 - Rater, ad-rater, senior rater provide by rank strats: top 10% (rater only); top third; middle third; bottom third; non-compete (if not enough ratees).
 - OPR masked after closeout.

PROMOTION BOARDS

- Promotion board will be simple, clear and tailorable.
- Eliminate PRF. Cloud produces compiled data to promotion board.
 - Promotion board reviews: compiled strats; Likert scale average by question; SURF; OPRs/AF 475s.
- Decentralize promotion boards at AFSC level.

CONCLUSION

This proposed solution to reform the Air Force officer evaluation system is built around rater-ratee feedback. Also, it introduces cloud-based technology to reduce administrative burdens, reduces the "halo" effect by only allowing raters to judge the current performance of a ratee and rewards consistent ratee performance.