

BULLET BACKGROUND PAPER  
ON  
IMPROVED OFFICER PERFORMANCE REPORTS

PURPOSE

The improved Air Force (AF) Officer Performance Report (OPR) will facilitate the efficient management of talent by defining valued performance and leadership qualities, evaluating efficacy in those established categories, and providing a graphic representation of both performance and potential in matrix form. Additionally, the rater will provide context for the officer's rating in narrative form, offering an assessment of potential based upon both the matrix and subjective observation. This Total Force solution will provide an accurate summary of the officer's performance during the rating period, identify their strengths across a diverse spectrum of leadership qualities, and help outline their potential & future career development -- to include possible Joint leadership -- in a manner that hews closer to sister service officer evaluations.

BACKGROUND

- Considered the traits identified as valuable by the AF, as outlined in the Airman Comprehensive Assessment (ACA) -- job knowledge, leadership skills, professional qualities, organizational skills, judgment and decision abilities, and communication skills.
- Studied sister service performance reports by focusing on the verbiage used to measure both effectiveness in job performance and potential for future duties (including Joint roles).
- Recognized the lack of quality rater input when assessing performance and potential, as well as the rater's ability to contextualize the components of the OPR.
- Acknowledged the redundancy and limitations of the Promotion Recommendation Form (PRF), as well as a corporate desire to instead embed the promotion recommendation within the OPR.
- Proposed OPR form organized into three parts: job performance, Comparative Assessment Matrix, and rater's narrative.

DISCUSSION

- Enhanced OPR form will give the rater the option of identifying the potential of a ratee based on observations during the rating period.
- New form will begin with weighted performance characteristics to show if the ratee is performing as they should.

- Incorporating static closeout dates (SCODs) utilizing force distribution will allow for more standardized assessment of numbers.

## REPORT FORMAT

### - Job Performance

- Will have four subsections for the rater to document performance over the reporting period in bullet format: Characteristics are: performance, proficiency, leadership, communication, character, and intellect,
- Each subsection will contain corresponding boxes to identify at what level the ratee is meeting standards. The minimum will always capture maintaining standards. Removing any associated numbers or letters offsets the negative connotation associated with being at the “small” end of the spectrum. A “does not meet” box will be available for extreme cases of an officer failing to meet standards.

### - Comparative Assessment Matrix

- Graph plotting an officer’s potential trajectory in relation to their peers -- a visual representation of officer performance and potential, generated by information pulled from the weighted performance characteristics and the senior rater’s ranking.
- Gives both the promotion board (board) and development team (DT) a tool with which to differentiate officers based on desired demographics (e.g. AFSC, base, PME complete, etc.)
- Checked boxes will indicate promotion eligibility. If the officer is not eligible, the area will be greyed out. If eligible, the rater will indicate Do Not Promote, Promote, or Definitely Promote. The rater can also indicate if the ratee has been selected for the next rank.

### - Rater’s Narrative

- Encourages honest feedback with ratee by highlighting positive attributes and areas needing improvement.
- Solves the “Thunderbird Problem” (i.e. if everyone is fantastic, then no one is) by allowing the rater to put the ratee’s work in context with his/her peers, work environment, etc.
- Allows ratee to be compared to peers while still ensuring appropriate career progression.

## TECHNICAL REQUIREMENTS

- Report will be computer generated, with auto-populated fields based on information pulled from AF systems (e.g. MilPDS) and information input by the rater in a connected system.

- Provides all data digitally and allows it to be sorted by any demographic data (AFSC, SRID, Duty Title, etc.) as needed in the future.

## CONCLUSION

In order to facilitate the efficient management of Total Force officer talent -- which will improve our officer corps' potential for Joint leadership, help identify clear career paths for every officer, and translate more effectively beyond the AF -- the OPR must accurately capture performance, leadership qualities, and potential. The end state of the new form will allow for both objective assessment and subjective consideration. It will be simple to execute, require less time to complete, and will capture data currently highlighted in the PRF, thus removing the need for the PRF itself.