

## BULLET BACKGROUND PAPER

ON

### THINK TANK 17E RAPTORS: OFFICER PERFORMANCE REPORT

#### PURPOSE

Provide a quantitative Officer Performance Report (OPR) that meets the Chief of Staff of the Air Force's intent. The new OPR will ensure Air Force officers are promoted on potential and vectored on performance.

#### DISCUSSION

- The current OPR satisfies requirements of AFI 36-2406, Officer and Enlisted Evaluations System, with three drawbacks
  - Feedback is ineffective, inconsistent, easily manipulated, and non-actionable
  - Ambiguous stratifications, inflated impacts, and exaggerated dollar amounts provide an inaccurate depiction of performance
  - Incompatible across Air Force Specialty Code's (AFSC) due to inconsistent and culturally developed language: bullet statements, abbreviations, wing writing guides, secret language, time consuming, no white space, etc.

#### RECOMMENDATIONS

- Goals for OPR proposal
  - Leverage technology within the Officer Evaluation System (OES) to create a tech-enabled OPR using efficient trend data analysis
  - Capture whole-person concept, yet be tailorable to each individual
  - Broadly comprehensible across AFSCs
- Proposed changes to capture current performance, talent, and project future performance
  - Utilize Department of Defense Identification number rather than SSN to ease future USAF computer system integration and reduce unconscious bias
  - Introduce quantitative scale to measure overall mission accomplishment in two objective categories; performance and proficiency

- Objectively measure all officers against the same ten skill sets; initiative, adaptability, decisiveness, communication, effectiveness under stress, judgement, professionalism, resource management, leadership and responsibility
  - If skill set is not observed or applicable to job duties, “Not Observed” will be selected
- Objectively measure all officers against skill sets specific to their job
  - Raters choose six job specific skill sets from a drop-down list of fifteen predetermined skills; advocacy, analysis, client service, critical thinking, evaluating, instructing, logistics, operations, planning, programming, public speaking, research, strategy, tactics, technical writing
  - “Not Used” is an available option
- Integration and broadening measured in two parts, scope and scale
  - If not applicable, “Not Observed” will be selected
  - Narrative block allows rater to enter factual comments to directly support marked recommendation
- Rater enters up to three vectors to include a justification supporting vector recommendation
- Promotion sections divided into promote and rate of promotion
  - Promotion is the raters recommendation of either, promote, not to promote or referral
  - Rate is the pace at which the ratee is ready for promotion, behind peers, with peers, ahead of peers or well ahead of peers
  - Narrative block allows rater to enter factual comments directly supporting promotion and rate recommendation
- Post OPR submission, feedback relative to peers in same grade and promotion category, is automatically generated; eliminating Promotion Recommendation Form
  - Relative performance is broken down into officer skills and job skills

## CONCLUSION

Proposed changes to the OPR introduce measurable performance metrics that leverage talent, skills and provides a reliable, long-term, cumulative record of performance and potential based upon that performance.