

THE AIR UNIVERSITY



Promote on Potential, Vector on Performance

Think Tank 17E, Raptors



THE AIR UNIVERSITY



- QB'd revolutionary OPR f/60K ofcrs; elim'd 2.4M man-hrs--svd \$18M!



What Is The Problem?



- We do not know what or who we have
- We do not know what people are good at
- We do not know how people are doing

So they leave



How Do We Fix It?



- How well did you do your job?
- What are you good at?
- What have you done?
- Where are you going?
- Should you promote?
- How good are you relative?

- Mission accomplishment
- Skill sets
- Broadening/Integration
- Vector
- Promotion
- Relative performance



What Does It Look Like?





- Database driven
- Regular

- Find and develop all types of people
- Create time to hold raters accountable



Input/Output



			Proposed	AF Form 707			
	Member Data	Mission Accomplishment	Skill Sets	Integration/Broadening	Rater Vector	Promotion	
Job Description							
(2) Mission Accomplishr	ment						
Please rate the member i	in the below categori	ies using the following scale:					
		W	ell Below: (0-10			
			Below: 1	11-20			
		Sligh	tly Below: 2	21-40			
			Average: 4	41-60			
		Sligh	tly Above: 6	51-80			П
			Above: 8	81-90			L
			Superior: 9	91-100			1
Performan	ce:						
Potenti	ial:						
—(3) Skill Sets							
Please rate the member i	in the below categori	ies using the following scale:					
		W	ell Below: (0-10			
			Below: 1	11-20			
		Sligh	tly Below: 2	21-40			

Web Data Input, Driven by Feedback

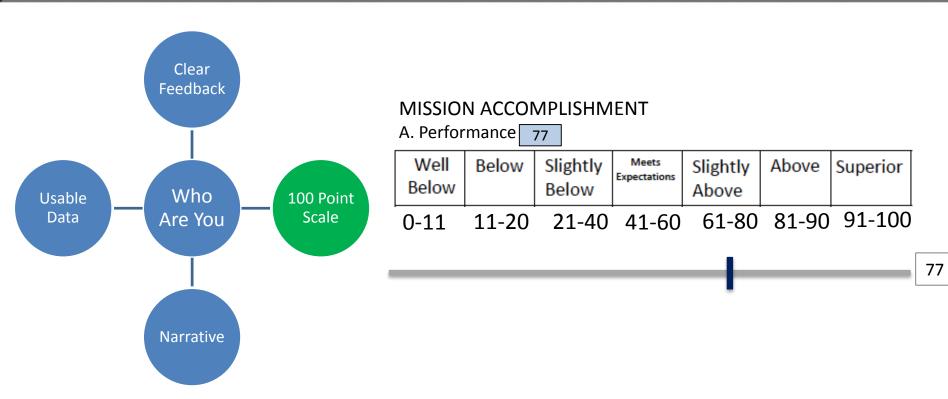
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		lightly Above Superior	8) SIGNA	TURES:								
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		lightly Above Superior	THE REAL PROPERTY.					401100		⊣⊢		₩
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		bove	THEN HAVE			Date - N				_		一
	d. Communication Not Observed i. Leadership Not Ob	served	Directions		2d Lf♥	Ratee N	ame					
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-	4] INTEGRATION/BROADENING Not Observed		Section 4 Section 5 Se	. Scale is the size of speets, units, or operations involved act up to three future sprignments that supports the rai act promotion recommendation to include speecment	i. ise's potential. Enter narrative that	directly suppo	rts the rational	de for the VIII	TORmiss	ed.		
١,	SQ GRP WG NAF HAF Integration and broadening justification.		withoutany	tratification.			nter promotion	recommed	dice statem	ent in narrativ	ve ibrm, not	Juliet form,
	Tactical Operational Strategic			quirm no inputs. Data in this section will populate once FORT Complete only if report contains referral comments or if								
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- 1	Inter-Command		me have down?	duty days (30 for more EAD mornisma) from your date below. If late to the reason this report was referred. Pertinent attachment	and alternative property	in the last			e. You may no		nde Chroit in 10 with the paramet	man hards
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- 1	Inter-Government—		Maj 🔻	Ratee Name	Mile and							
١,	5) RATER VECTOR: Vector Justification		Maj 🔻	Ratee Name	MINKA							
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Customizable Form Output



100 Point Scale

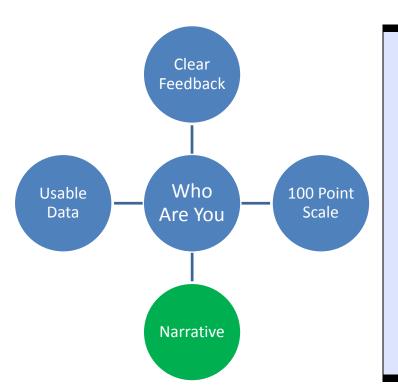






Narrative Components





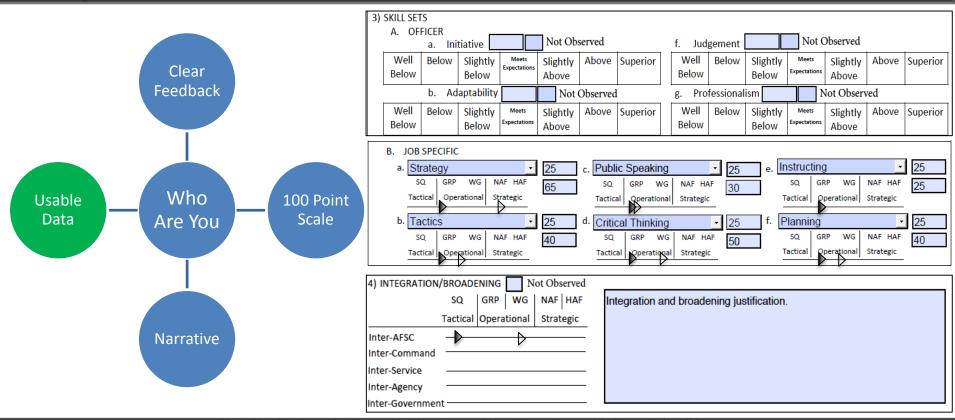
Narrative format without names, pronouns, or stratifications

Job Description
Mission Performance
Proficiency
Integration/Broadening
Vector Justification
Promotion Justification



Individual Assessment

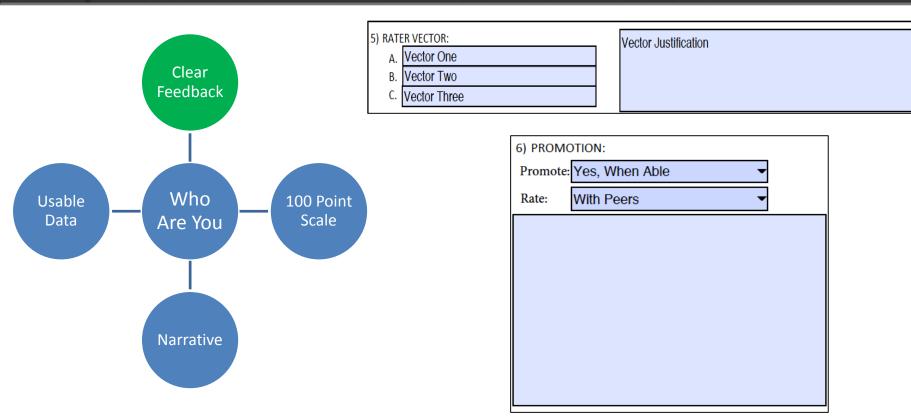






Clear Feedback

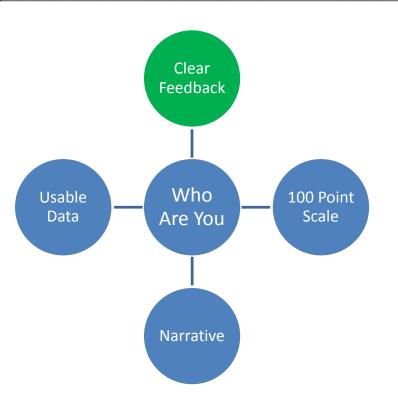






Relative Performance





7) Relative Performance Compared to Same Grade and Promotion Category
A. Average Officer Skills

	Very Well Below	Well Below	Slightly Below	Meets Expectations	Slightly Above	Well Above	Superior
Initiative							
Adaptability							
Decisiveness							
Communication							
Effective Under Stress							
Judgement							
Professionalism							
Resouce Management							
Leadership							
Responsibility							

B. Job Skills

Total Times Potential Compared To Performance Was:

Number of Ratings:

Below	
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Equal

Above



How Does It Effect Us?



Benefits to Air Force and OES

- Input/output is configurable
- Quantitative
- Assignment/vectoring
- Transparency
- Limits unconscious bias
- Time
- Captures potential
- CSAF priority

Hurdles to overcome

- Remove bullet writing
- Human element
- Analytic requirements
- Complexity





The challenges that remain are those we were not able to solve. Those who follow us must be better than us.





Questions?

Think Tank 17E, Raptors





Back-Up Slides



Web Form



(3) Skill Ses									
Please rate the member in th	a badem communication and as	the following control							
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						We	Below: 11-20		
						EE 4.4	Below: 11-20 ly Below: 21-40		
							Average: 41-60		
						Stigling	y Above: 61-80		
							Above: \$1.90		
r-A. Officer							Superior: 91-100		
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									50
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B. Job Specific									
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(4) Integration Broadening -									
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	□ NAF								
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(5) Rater Vector.									
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2nd Choice Vector									
Grd Choice Vector									
(6) Promotion									
Prosone:	Rate	Swetification							
		A							
Yes, when able *	Less rapidly *								



OPR Changes § 1



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Maj Plate Name Rater Position Months Known Rater	Rutee Position	Annual ▼ 15-Dec-15 Excellent▼						
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2) MSSION ACCOMMUNIC NEIT: A. PERFORMANCE Servive Signity Access								
Responsible Representation Representation Responsible Representation Representation Responsible Re		Describes job duties in pian English.						
Calculation	A. PERFORMANCE							
Ratee Position Rate Position Rate Posit								
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Adaptability Below Sightly Selow	a. Initiative	Ratee Position			Annı	ıal 🔻	15-Dec-15	Excellent
C Deciveres Ratee Name Rater Position Months Known Ratee							04-Jan-15	Excellent
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		Job Description in narrative form.	Describes job dutie	es in plain English.				
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Inter- Inter- Inter- Inter- SQ GRP WG NAF HAF AFC Command Service Agency (Government)	AFSC Command Service A	gency Government Square Annual Management						
5) RATER VECTOR: Vector Justification	5) RATER VECTOR:	Moster Institution						
A. Vector One	A. Vector One	vector Justinication						
8. Vector One C. Vector One								



OPR Changes § 2



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Ratee Position			Annual	15-Dec-15 E												
				04-Jan-15 E												
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5) RATER VECTOR:																
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B. Vector One																
C. Vector One																



OPR Changes § 3A



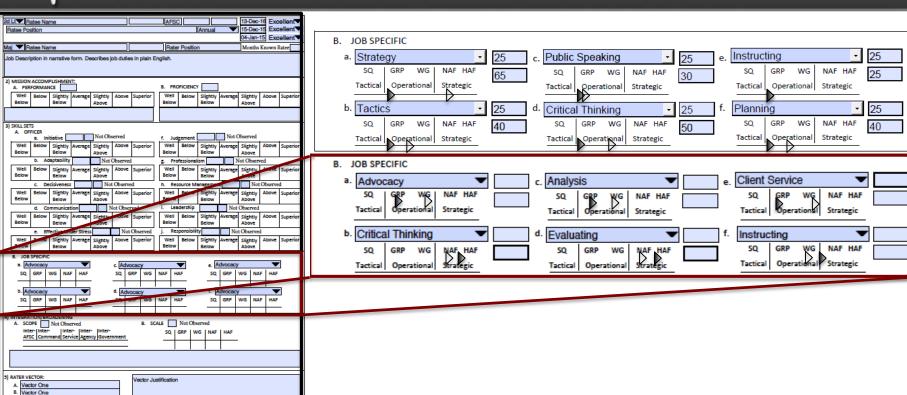
Ratee Position Annual	15-Dec-15 Excellent				
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Job Description in narrative form. Describes job duses in plain English.					
A. PERFORMANCE	SKILL SETS				
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3) SKILL SETS A OFFICER	Well Below	Slightly Average	Slightly Above Superior	Well Below Slightly	Average Slightly Above Superior
a. Initiative Not Observed f. Judgement Well Below Slightly Average Slightly Above Superior Well Below Slightly	Below	Below	Above	Below Below	Above
Below Below Not Observed g Professionalism	b. Ade	aptability	Not Observed	g. Professionalism	Not Observed
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c. Decisiveness Not Observed h. Resource Management Well Below Slightly Average Slightly Above Superior Well Below Slightly	Below	Below	Above	Below Below	Above
Below Below Above Below Below I. Leadership	c. Dec	cisiveness	Not Observed	h. Resource Managemen	t Not Observed
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Below Below Above Below Below Below e. Effective Under Stress Not Observed j. Responsibility	Well Below	Slightly Average	Slightly Above Superior	Well Below Slightly	Average Slightly Above Superior
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JOB SPECIFIC	d. Cor	mmunication	Not Observed	i. Leadership	Not Observed
s. Discocy C. Advocacy C. Adv	Well Below	Slightly Average		Well Below Slightly	Average Slightly Above Superior
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	e. Effe	ective Under Stress	Not Observed	j. Responsibility	Not Observed
4) INTEGRATION/BROADENING A. SCOPE Not Observed B. SCA: Not Observed	Well Below	Slightly Average	Slightly Above Superior	Well Below Slightly	Average Slightly Above Superior
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3) RATER VECTOR: Vector Justification A. Vector One					
B. Vector One					
C. Vector One					



Vector One

OPR Changes § 3B







OPR Changes § 4A



2d Lt ▼ Ratee Name	AFSC		13-Dec-16	Excellent Excellent	
Ratee Position	A	nnual 🔻	15-Dec-15	Excellent*	
			04-Jan-15	Excellent [™]	
Maj Ratee Name	Rater Position		Months Kr	nown Ratee	
Job Description in narrative form. Describes job dutie	es in plain English.				
2) MISSION ACCOMPLISHMENT: A. PERFORMANCE Well Below Slightly Average Slightly Above	B. PROFICIENCY [lightly Average	Slightly A	bove Superior	
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3) SKILL SETS A. OFFICER B. Initiative Not Observed	f. Judgement		Observed		
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d. Communication Not Obse	erved i. Leadership		Observed		Inter-Command
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e. Effective Under Stress No Well Below Slightly Average Slightly Above Below Below Above	t Observed j. Responsibility Superior Well Below S Below B		Slightly A	bove Superior	Inter-Agency —————
B. JOB SPECIFIC					Inter-Government —
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5) RATER VECTOR: A. Vector One	Vector Justification				
B. Vector One					
C. Vector One					



OPR Changes § 5



2d Lt ▼ Hatee Name	Annual T5-Dec-15 Excellent		
Ratee Position	Annual T5-Dec-15 Excellent 04-Jan-15 Excellent		
Maj Ratee Name	Rater Position Months Known Ratee		
Job Description in narrative form. Describes job duties in plain E	English.		
2) MISSION ACCOMPLISHMENT: A. PERFORMANCE	B. PROFICIENCY		
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Below Below Above	Below Above		
3) SKILL SETS A. OFFICER			
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Below Below Above	Below Above		
b. Adaptability Not Observed Well Below Slightly Average Slightly Above Superior	g. Professionalism Not Observed Well Below Slightly Average Slightly Above Superior		
Well Below Slightly Average Slightly Above Superior Above Superior	Well Below Slightly Average Slightly Above Superior Above		
c. Decisiveness Not Observed	h. Resource Management Not Observed		
Well Below Slightly Average Slightly Above Superior Above Above Superior	Well Below Slightly Average Slightly Above Superior Above		
d. Communication Not Observed	i. Leadership Not Observed		
Well Below Slightly Average Slightly Above Superior	Well Below Slightly Average Slightly Above Superior Below		
e. Effective Under Stress Not Observed	j. Responsibility		
Well Below Slightly Average Slightly Above Superior	Below Below Below Below	OR:	Vector Justification
B. JOB SPECIFIC	A Mactor	One	***************************************
a. Advocacy c. Advocacy sQ GRP WG NAF HAF SQ GRP W	E M		
SQ GRP WG NAF HAF SQ GRP	NAF HAF SQ B. Voctor	One	
b. Advocacy d. Advocacy	r. A C. Vector	One	
SQ GRP WG NAF HAF SQ GRP WG	NAF HAF SQ	Crie	
4) INTEGRATION/BROADENING			
A. SCOPE Not Observed B. SC	CALE Not Observe		
Inter- Inter- Inter- Inter- AFSC Companied Service Agency Government	SQ GBB WG NAF HAF		
A. Vector One	ustification		
B. Voctor ino			
vector One			



OPR Changes § 6



6) PROMOTION:	21 Lelative Performance Compared to Same Grade and Promotion Colleges		
	. Average Skills		
Promote: Yes, When Able	Very Well Well Sales Statisty Seine Amongo Statisty Stone Well Above Superior		
Rate: Much More Rapid	Vary Well Well Seiner Digitity Seiner Digitity Seiner Digitity Seiner Well Above Departer		
			6) PROMOTION:
	topically .		of Thomotion.
	above		
		·	Promote: Yes, When Able
			Promote: res, when Able
	ignati		
		i	
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	April 100 Page 100 Pa		
	8. Job Skills Total Times Potential Compared To Performance Was:		
	Nober of Ratings: Below Equal Above		
	and a second		
8) SIGN TURES:			
201 EN	Maj ▼ Ratee Name		
-	Lt Cov Ratee Name		
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OPR Changes § 7A



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Forced Distribution



Control for "firewall 5" effect—incentive for honesty

• Form designed to allow quantitative limitations

- Differences in rating styles
 - AFPC choose metric for "normalizing"
 - Control by Senior Rater



Proposal (SCOD)



 Assign each senior rater a maximum number of "points" per AF-level skill, per grade

■ Ex: 15 O-3s in Wg, desired mean score of "70" in leadership

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Leadership: (Not Observed) 

[ 70
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• Wg/CC given (15)(70) = 1,050 pts to distribute as req across all 15 O-3s



Proposal (SCOD)



Control each of the 10 "Officer" skills on the form

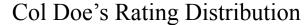
• Fewer than 10 in collection, aggregate points at next level

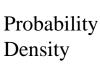


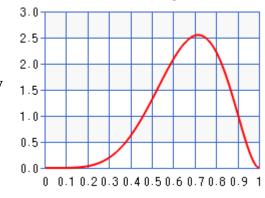
Proposal (No SCOD)



- Translate each AF-level skill into a percentile by Senior Rater, per grade
 - Ex: Historical rating distribution for "Leadership" by Col Doe
 - Most often gives rating of 60-80







Skill (as 0-1 fraction)



Proposal (No SCOD)



- Convert 0-100 "score" into 0-100 "percentile"
- Record new value in backend database
- Ex: score of 70/100 (0.7) is adjusted to be 55/100 (55th pctl)

