



# 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



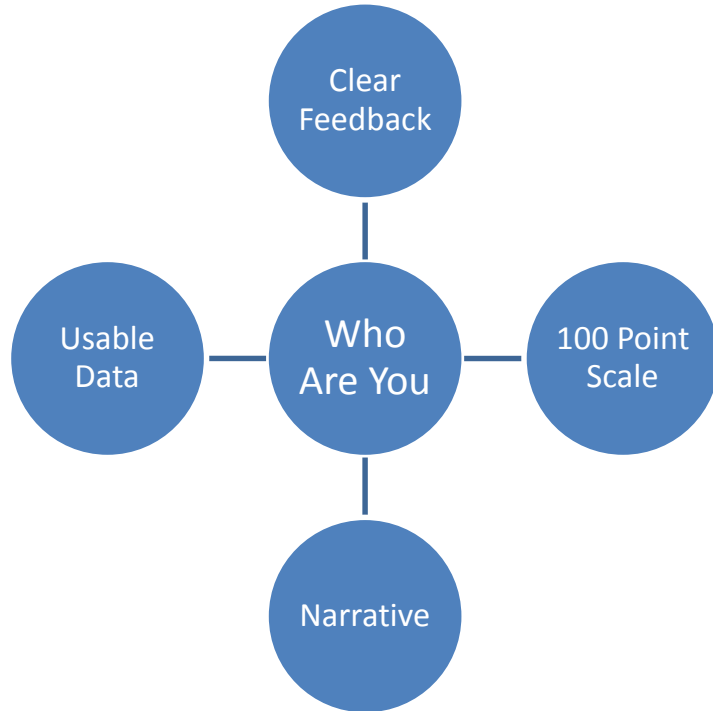
# How Do We Fix It?



- 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 Accomplishment

Please rate the member in the below categories using the following scale:

Well Below: 0-10  
Below: 11-20  
Slightly Below: 21-40  
Average: 41-60  
Slightly Above: 61-80  
Above: 81-90  
Superior: 91-100

Performance:  
Potential:

(3) Skill Sets

Please rate the member in the below categories using the following scale:

Well Below: 0-10  
Below: 11-20  
Slightly Below: 21-40



2d Lf [Rater Name] [AFSC] [Annual] [Excellent] [Excellent] [Excellent]

3a [Rater Name] [Rater Position] [Months Known Rate]

Job Description

2) MISSION ACCOMPLISHMENT:

A. PERFORMANCE [Well Below] [Below] [Slightly Below] [Slightly Above] [Above] [Superior]

B. PROFICIENCY [Well Below] [Below] [Slightly Below] [Slightly Above] [Above] [Superior]

3) SKILL SETS

A. OFFICER

a. Initiative [Well Below] [Below] [Slightly Below] [Slightly Above] [Above] [Superior]

b. Adaptability [Well Below] [Below] [Slightly Below] [Slightly Above] [Above] [Superior]

c. Decisiveness [Well Below] [Below] [Slightly Below] [Slightly Above] [Above] [Superior]

d. Communication [Well Below] [Below] [Slightly Below] [Slightly Above] [Above] [Superior]

e. Effective Under Stress [Well Below] [Below] [Slightly Below] [Slightly Above] [Above] [Superior]

f. Judgement [Well Below] [Below] [Slightly Below] [Slightly Above] [Above] [Superior]

g. Professionalism [Well Below] [Below] [Slightly Below] [Slightly Above] [Above] [Superior]

h. Resource Management [Well Below] [Below] [Slightly Below] [Slightly Above] [Above] [Superior]

i. Leadership [Well Below] [Below] [Slightly Below] [Slightly Above] [Above] [Superior]

j. Responsibility [Well Below] [Below] [Slightly Below] [Slightly Above] [Above] [Superior]

B. JOB SPECIFIC

a. Advocacy [SQ] [GRP] [WGS] [NAF] [HAF] [Tactical] [Operational] [Strategic]

b. Critical Thinking [SQ] [GRP] [WGS] [NAF] [HAF] [Tactical] [Operational] [Strategic]

c. Analysis [SQ] [GRP] [WGS] [NAF] [HAF] [Tactical] [Operational] [Strategic]

d. Evaluating [SQ] [GRP] [WGS] [NAF] [HAF] [Tactical] [Operational] [Strategic]

e. Client Service [SQ] [GRP] [WGS] [NAF] [HAF] [Tactical] [Operational] [Strategic]

f. Instructing [SQ] [GRP] [WGS] [NAF] [HAF] [Tactical] [Operational] [Strategic]

4) INTEGRATION/BROADENING [SQ] [GRP] [WGS] [NAF] [HAF] [Tactical] [Operational] [Strategic]

Integration and broadening justification.

5) RATER VECTOR:

A. Vector One

B. Vector Two

C. Vector Three

Vector Justification

6) PROMOTION:

Promote: [Yes, When Able]

Rate: [With Peers]

7) Relative Performance Compared to Same Grade and Promotion Category

A. Average Officer Skills

Number of Ratings: [ ]

B. Job Skills

Number of Ratings: [ ]

8) SIGNATURES:

[Signature] [Rater Name]

[Signature] [Additional Rater Name]

[Signature] [Reviewer Name]

[Signature] [Acquisition Functional Examiner Name]

[Signature] [2d Lf Rater Name]

9) COMMENTS:

Section 1: Enter rater identification information. Job description must clearly show why the selected job-specific skills in section 10 are required.

Section 2: Enter number on a scale of 0-100 for both Performance and Proficiency.

Section 3: Performance is a low end three-digits (0-10) to the relative job-specific skills were carried out.

Section 4: Proficiency is a low end three-digits (0-10) to the relative job-specific skills were carried out.

Section 5: This section is used to capture individual skill sets and job-specific skills.

Section 6: This section is used to capture individual skill sets and job-specific skills.

Section 7: This section is used to capture individual skill sets and job-specific skills.

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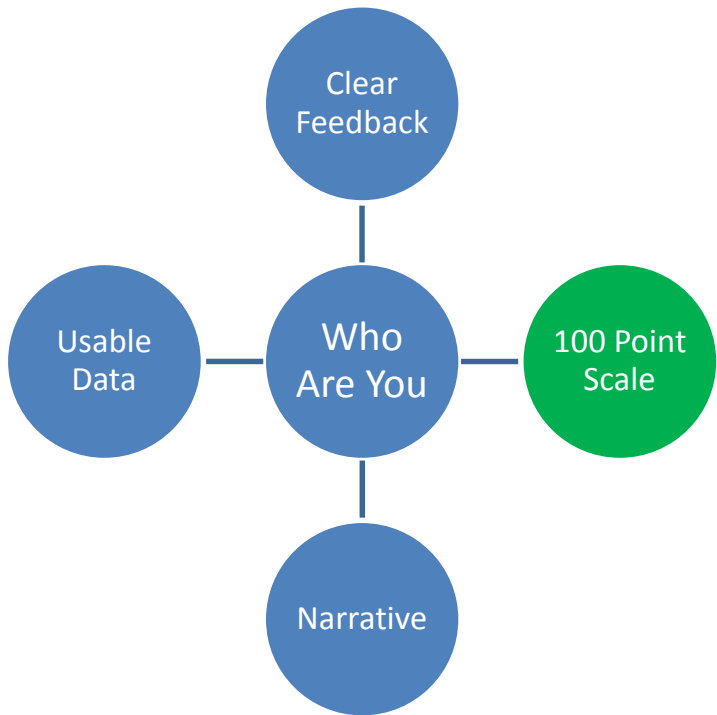
Section 100: This section is used to capture individual skill sets and job-specific skills.

Web Data Input,  
Driven by Feedback

Customizable Form Output



# 100 Point Scale



## MISSION ACCOMPLISHMENT

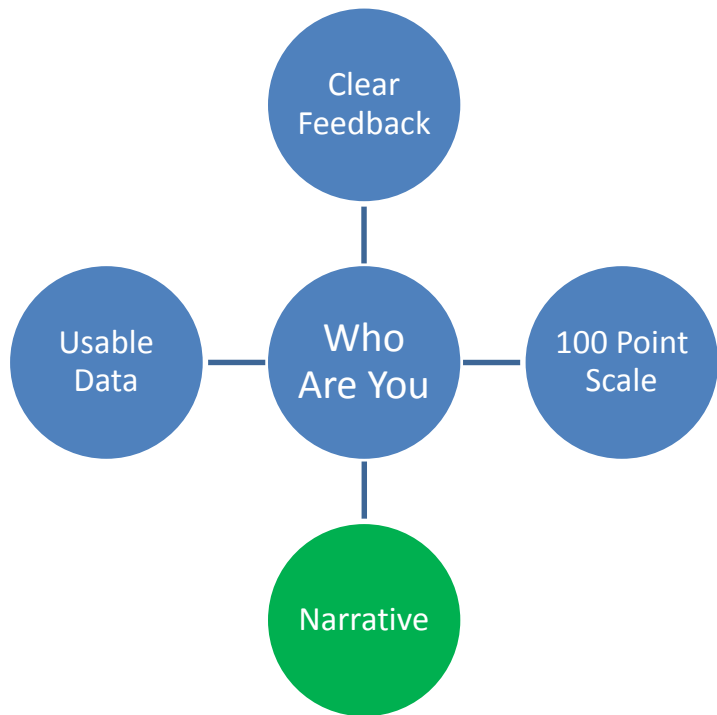
A. Performance 77

Well Below	Below	Slightly Below	Meets Expectations	Slightly Above	Above	Superior
0-11	11-20	21-40	41-60	61-80	81-90	91-100





# Narrative Components



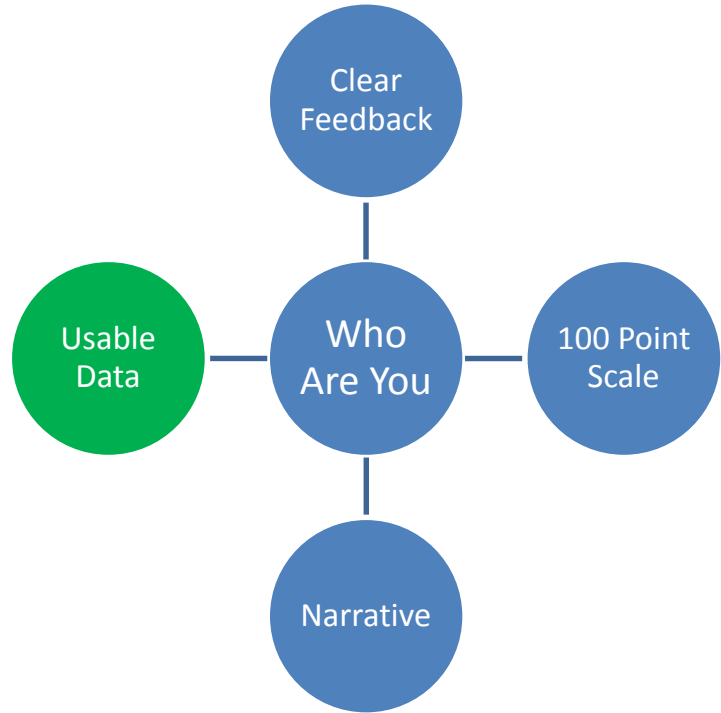
Narrative format without names, pronouns, or stratifications

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





# Individual Assessment



3) SKILL SETS

A. OFFICER

a. Initiative   Not Observed

Well Below	Below	Slightly Below	Meets Expectations	Slightly Above	Above	Superior
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f. Judgement   Not Observed

Well Below	Below	Slightly Below	Meets Expectations	Slightly Above	Above	Superior
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b. Adaptability   Not Observed

Well Below	Below	Slightly Below	Meets Expectations	Slightly Above	Above	Superior
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g. Professionalism   Not Observed

Well Below	Below	Slightly Below	Meets Expectations	Slightly Above	Above	Superior
------------	-------	----------------	--------------------	----------------	-------	----------

B. JOB SPECIFIC

a. Strategy  25

SQ	GRP	WG	NAF	HAF
Tactical	Operational	Strategic		

65

c. Public Speaking  25

SQ	GRP	WG	NAF	HAF
Tactical	Operational	Strategic		

30

e. Instructing  25

SQ	GRP	WG	NAF	HAF
Tactical	Operational	Strategic		

25

b. Tactics  25

SQ	GRP	WG	NAF	HAF
Tactical	Operational	Strategic		

40

d. Critical Thinking  25

SQ	GRP	WG	NAF	HAF
Tactical	Operational	Strategic		

50

f. Planning  25

SQ	GRP	WG	NAF	HAF
Tactical	Operational	Strategic		

40

4) INTEGRATION/BROADENING  Not Observed

	SQ	GRP	WG	NAF	HAF
	Tactical	Operational	Strategic		

Inter-AFSC

Inter-Command

Inter-Service

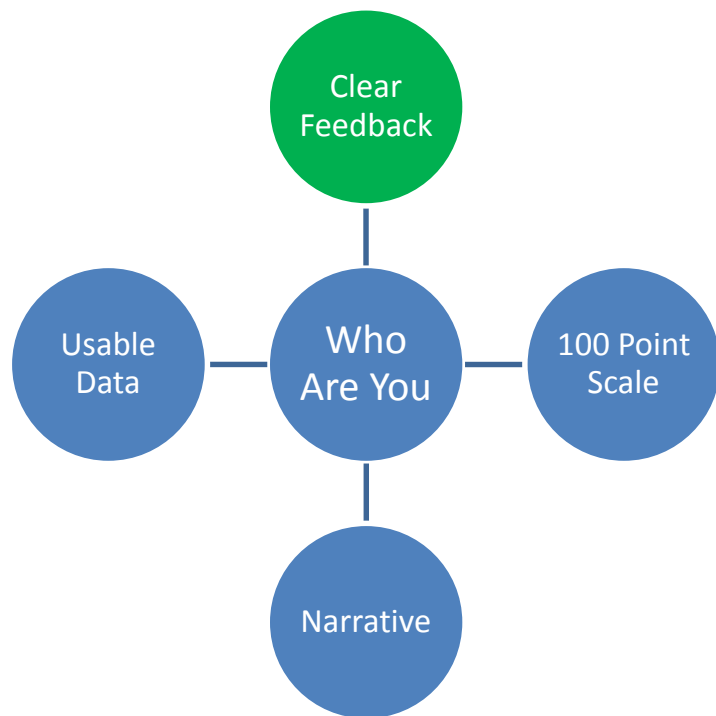
Inter-Agency

Inter-Government

Integration and broadening justification.



# Clear Feedback



5) RATER VECTOR:

- A.
- B.
- C.

Vector Justification

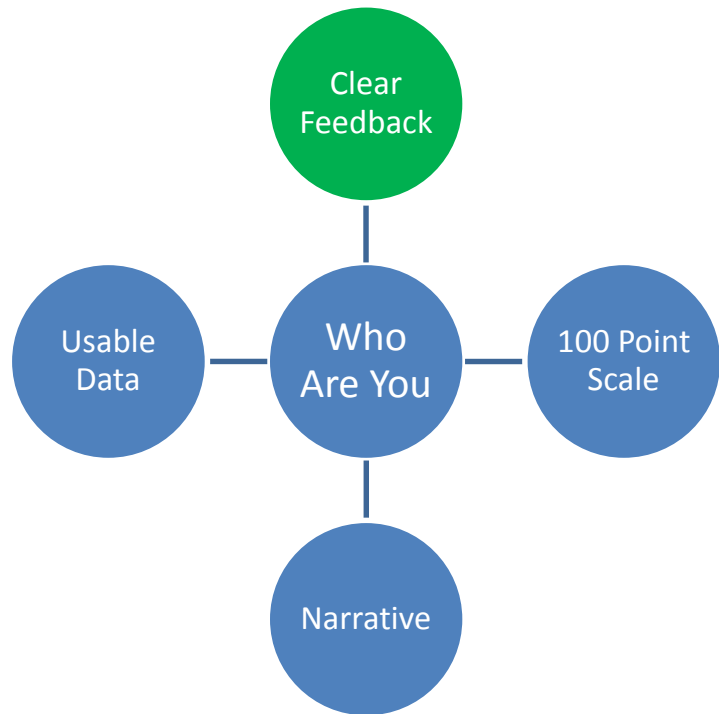
6) PROMOTION:

Promote:

Rate:



# 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							
Resource Management							
Leadership							
Responsibility							

### B. Job Skills

Total Times Potential Compared To Performance Was:

Number of Ratings:  Below  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 Sets

Please rate the exercises in the below categories using the following scale:

Well Below: 0-10  
Below: 11-20  
Slightly Below: 21-40  
Average: 41-60  
Slightly Above: 61-80  
Above: 81-90  
Superior: 91-100

### A. Officer

Initiative: (Not Observed) <input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Adaptability: (Not Observed) <input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Decision-making: (Not Observed) <input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Communication: (Not Observed) <input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Effectiveness under stress: (Not Observed) <input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Judgment: (Not Observed) <input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Professionalism: (Not Observed) <input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Resource Management: (Not Observed) <input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Leadership: (Not Observed) <input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Responsibility: (Not Observed) <input type="checkbox"/>	<input type="text"/>	<input type="text"/>

### B. Job Specific

Programming <input type="text"/>	Programming <input type="text"/>	Programming <input type="text"/>	Programming <input type="text"/>	Programming <input type="text"/>	Programming <input type="text"/>
* Sq <input type="checkbox"/>	* Sq <input type="checkbox"/>	* Sq <input type="checkbox"/>	* Sq <input type="checkbox"/>	* Sq <input type="checkbox"/>	* Sq <input type="checkbox"/>
Gp <input type="checkbox"/>	Gp <input type="checkbox"/>	Gp <input type="checkbox"/>	Gp <input type="checkbox"/>	Gp <input type="checkbox"/>	Gp <input type="checkbox"/>
Wg <input type="checkbox"/>	Wg <input type="checkbox"/>	Wg <input type="checkbox"/>	Wg <input type="checkbox"/>	Wg <input type="checkbox"/>	Wg <input type="checkbox"/>
NAF <input type="checkbox"/>	NAF <input type="checkbox"/>	NAF <input type="checkbox"/>	NAF <input type="checkbox"/>	NAF <input type="checkbox"/>	NAF <input type="checkbox"/>
HAF <input type="checkbox"/>	HAF <input type="checkbox"/>	HAF <input type="checkbox"/>	HAF <input type="checkbox"/>	HAF <input type="checkbox"/>	HAF <input type="checkbox"/>

## (4) Integration Broadening

Scope: <input type="checkbox"/> Not Observed	Scale: <input type="checkbox"/> Not Observed
<input type="checkbox"/> Inter-AJSC	<input type="checkbox"/> Sq
<input type="checkbox"/> Inter-Command	<input type="checkbox"/> Gp
<input type="checkbox"/> Inter-Service	<input type="checkbox"/> Wg
<input type="checkbox"/> Inter-Agency	<input type="checkbox"/> NAF
<input type="checkbox"/> Inter-Government	<input type="checkbox"/> HAF

Justification

## (5) Rate Vector

1st Choice Vector
2nd Choice Vector
3rd Choice Vector

Justification

## (6) Promotion

Promote: <input type="checkbox"/> Yes, when able	Rate: <input type="checkbox"/> Less rapidly
--	---

Justification





# OPR Changes § 1



1) Lt Ratee Name AFSC 13-Dec-16 Excellent  
Ratee Position Annual 15-Dec-15 Excellent  
Maj Ratee Name Rater Position Months Known Ratee  
Job Description in narrative form. Describes job duties in plain English.

2) MISSION ACCOMPLISHMENT:  
A. PERFORMANCE B. PROFICIENCY  
Well Below Slightly Below Average Slightly Above Superior Well Below Slightly Average Slightly Above Superior

3) SKILL SETS  
A. OFFICER  
a. Initiative Well Below Slightly Below  
b. Adaptability Well Below Slightly Below  
c. Decisiveness Well Below Slightly Below  
d. Communication Well Below Slightly Below  
e. Effective Under Well Below Slightly Below  
B. JOB SPECIFIC  
a. Advocacy SQ GRP WG NAF HAF  
b. Advocacy SQ GRP WG NAF HAF  
c. Advocacy SQ GRP WG NAF HAF

4) INTEGRATION/BROADENING  
A. SCOPE Not Observed  
Inter-AFSC Inter-Command Inter-Service Inter-Agency Inter-Government  
B. SCALE SQ GRP WG NAF HAF

5) RATER VECTOR:  
A. Vector One  
B. Vector One  
C. Vector One  
Vector Justification

2d Lt Ratee Name AFSC 13-Dec-16 Excellent  
Ratee Position Annual 15-Dec-15 Excellent  
Maj Ratee Name Rater Position Months Known Ratee  
Job Description in narrative form. Describes job duties in plain English.



# OPR Changes § 2



2d L. Ratee Name [ ] AFSC [ ] 13-Dec-14 Excellent  
Ratee Position [ ] Annual 15-Dec-15 Excellent  
04-Jan-15 Excellent  
Maj. Ratee Name [ ] Ratee Position [ ] Months Known Ratee [ ]

Job Description in narrative form. Describes job duties in plain English.

MISSION ACCOMPLISHMENT:

A. PERFORMANCE [ ] B. PROFICIENCY [ ]

Well Below Slightly Below Average Slightly Above Superior Well Below Slightly Average Slightly Above Superior

2) MISSION ACCOMPLISHMENT:

A. PERFORMANCE [ ] B. PROFICIENCY [ ]

Well Below Slightly Below Average Slightly Above Superior Well Below Slightly Average Slightly Above Superior

3) SKILL SETS

A. OFFICER

a. Initiative [ ]

Well Below Slightly Below Average Slightly Above Superior

Adaptability [ ]

Well Below Slightly Below Average Slightly Above Superior

c. Decisiveness [ ]

Well Below Slightly Below Average Slightly Above Superior

d. Communication [ ]

Well Below Slightly Below Average Slightly Above Superior

e. Effective Under Stress [ ]

Well Below Slightly Below Average Slightly Above Superior

f. Responsibility [ ]

Well Below Slightly Below Average Slightly Above Superior

B. JOB SPECIFIC

a. Advocacy [ ]

SQ GRP WG NAF HAF

b. Advocacy [ ]

SQ GRP WG NAF HAF

c. Advocacy [ ]

SQ GRP WG NAF HAF

d. Advocacy [ ]

SQ GRP WG NAF HAF

e. Advocacy [ ]

SQ GRP WG NAF HAF

f. Advocacy [ ]

SQ GRP WG NAF HAF

4) INTEGRATION/BROADENING

A. SCOPE [ ] Not Observed

Inter-Inter-Inter-Inter-Inter-  
AFSC Command Service Agency Government

B. SCALE [ ] Not Observed

SQ GRP WG NAF HAF

5) RATER VECTOR:

A. Vector One [ ]  
B. Vector One [ ]  
C. Vector One [ ]

Vector Justification [ ]



# OPR Changes § 3A



2d L Ratee Name  AFSC  13-Dec-14 Excellent  
Ratee Position  Annual 15-Dec-15 Excellent  
04-Jan-15 Excellent  
Maj Ratee Name  Ratee Position  Months Known Ratee   
Job Description in narrative form. Describes job duties in plain English.  
2) MISSION ACCOMPLISHMENT:  
A. PERFORMANCE  PROFICIENCY   
Well Below Slightly Below Average Slightly Above Above Superior Well Below Slightly Below  
3) SKILL SETS  
A. OFFICER  
a. Initiative  Not Observed  
Well Below Slightly Below Average Slightly Above Above Superior  
b. Adaptability  Not Observed  
Well Below Slightly Below Average Slightly Above Above Superior  
c. Decisiveness  Not Observed  
Well Below Slightly Below Average Slightly Above Above Superior  
d. Communication  Not Observed  
Well Below Slightly Below Average Slightly Above Above Superior  
e. Effective Under Stress  Not Observed  
Well Below Slightly Below Average Slightly Above Above Superior  
f. Judgement  Not Observed  
Well Below Slightly Below Average Slightly Above Above Superior  
g. Professionalism  Not Observed  
Well Below Slightly Below Average Slightly Above Above Superior  
h. Resource Management  Not Observed  
Well Below Slightly Below Average Slightly Above Above Superior  
i. Leadership  Not Observed  
Well Below Slightly Below Average Slightly Above Above Superior  
j. Responsibility  Not Observed  
Well Below Slightly Below Average Slightly Above Above Superior  
JOB SPECIFIC  
a. Advocacy  SQ GRP WG NAF HAF  
b. Advocacy  SQ GRP WG NAF HAF  
c. Advocacy  SQ GRP WG NAF HAF  
d. Advocacy  SQ GRP WG NAF HAF  
4) INTEGRATION/BROADENING  
A. SCOPE  Not Observed  
Inter- AFSC Command Service Agency Government  
B. SCOPE  Not Observed  
SQ GRP WG NAF  
3) RATER VECTOR:  
A. Vector One  
B. Vector One  
C. Vector One  
Vector Justification

## 3) SKILL SETS

### A. OFFICER

a. Initiative  Not Observed  
Well Below Slightly Below Average Slightly Above Above Superior  
b. Adaptability  Not Observed  
Well Below Slightly Below Average Slightly Above Above Superior  
c. Decisiveness  Not Observed  
Well Below Slightly Below Average Slightly Above Above Superior  
d. Communication  Not Observed  
Well Below Slightly Below Average Slightly Above Above Superior  
e. Effective Under Stress  Not Observed  
Well Below Slightly Below Average Slightly Above Above Superior

### f. Judgement Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

### g. Professionalism Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

### h. Resource Management Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

### i. Leadership Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

### j. Responsibility Not Observed

Well Below Slightly Below Average Slightly Above Above Superior



# OPR Changes § 3B



2d L Ratee Name [ ] AFSC [ ] 13-Dec-14 Excellent  
Ratee Position [ ] Annual 15-Dec-15 Excellent  
3d L Ratee Name [ ] Ratee Position [ ] Months Known Ratee [ ]

Job Description in narrative form. Describes job duties in plain English.

2) MISSION ACCOMPLISHMENT:

A. PERFORMANCE [ ] B. PROFICIENCY [ ]

Well Below Slightly Below Average Slightly Above Above Superior

3) SKILL SETS

A. OFFICER

a. Initiative [ ] Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

b. Adaptability [ ] Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

c. Decisiveness [ ] Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

d. Communication [ ] Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

e. Effective Under Stress [ ] Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

f. Judgement [ ] Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

g. Professionalism [ ] Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

h. Resource Management [ ] Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

i. Leadership [ ] Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

j. Responsibility [ ] Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

B. JOB SPECIFIC

a. Advocacy [ ]

SQ GRP WG NAF HAF

Tactical Operational Strategic

b. Advocacy [ ]

SQ GRP WG NAF HAF

Tactical Operational Strategic

c. Advocacy [ ]

SQ GRP WG NAF HAF

Tactical Operational Strategic

4) INTERPERSONAL BEHAVIOR

A. SCOPE [ ] Not Observed

Inter-APSC Inter-Command Inter-Service Inter-Agency Inter-Government

B. SCALE [ ] Not Observed

SQ GRP WG NAF HAF

3) RATER VECTOR:

A. Vector One [ ]

B. Vector One [ ]

C. Vector One [ ]

Vector Justification [ ]

## B. JOB SPECIFIC

a. Strategy [ ] 25

SQ GRP WG NAF HAF

Tactical Operational Strategic

c. Public Speaking [ ] 25

SQ GRP WG NAF HAF

Tactical Operational Strategic

e. Instructing [ ] 25

SQ GRP WG NAF HAF

Tactical Operational Strategic

b. Tactics [ ] 25

SQ GRP WG NAF HAF

Tactical Operational Strategic

d. Critical Thinking [ ] 25

SQ GRP WG NAF HAF

Tactical Operational Strategic

f. Planning [ ] 25

SQ GRP WG NAF HAF

Tactical Operational Strategic

## B. JOB SPECIFIC

a. Advocacy [ ]

SQ GRP WG NAF HAF

Tactical Operational Strategic

c. Analysis [ ]

SQ GRP WG NAF HAF

Tactical Operational Strategic

e. Client Service [ ]

SQ GRP WG NAF HAF

Tactical Operational Strategic

b. Critical Thinking [ ]

SQ GRP WG NAF HAF

Tactical Operational Strategic

d. Evaluating [ ]

SQ GRP WG NAF HAF

Tactical Operational Strategic

f. Instructing [ ]

SQ GRP WG NAF HAF

Tactical Operational Strategic



# OPR Changes § 4A



2d L Ratee Name [ ] AFSC [ ] 13-Dec-14 Excellent  
Ratee Position [ ] Annual 15-Dec-15 Excellent  
Maj Ratee Name [ ] Ratee Position [ ] Months Known Ratee [ ]

Job Description in narrative form. Describes job duties in plain English.

2) MISSION ACCOMPLISHMENT:

A. PERFORMANCE [ ] B. PROFICIENCY [ ]

Well Below Slightly Below Average Slightly Above Above Superior

3) SKILL SETS

A. OFFICER

a. Initiative [ ] Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

b. Adaptability [ ] Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

c. Decisiveness [ ] Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

d. Communication [ ] Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

e. Effective Under Stress [ ] Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

f. Judgement [ ] Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

g. Professionalism [ ] Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

h. Resource Management [ ] Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

i. Leadership [ ] Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

j. Responsibility [ ] Not Observed

Well Below Slightly Below Average Slightly Above Above Superior

B. JOB SPECIFIC

a. Advocacy [ ] SQ GRP WG NAF HAF

b. Advocacy [ ] SQ GRP WG NAF HAF

c. Advocacy [ ] SQ GRP WG NAF HAF

d. Advocacy [ ] SQ GRP WG NAF HAF

e. Advocacy [ ] SQ GRP WG NAF HAF

f. Advocacy [ ] SQ GRP WG NAF HAF

4) INTEGRATION/BROADENING

A. SCOPE [ ] Not Observed

Inter- AFSC Command Service Agency Government

B. SCALE [ ] Not Observed

SQ GRP WG NAF HAF

5) RATER VECTOR:

A. Vector One [ ]

B. Vector One [ ]

C. Vector One [ ]

Vector Justification [ ]

## 4) INTEGRATION/BROADENING [ ] Not Observed

SQ GRP WG NAF HAF  
Tactical Operational Strategic

Inter-AFSC [ ]  
Inter-Command [ ]  
Inter-Service [ ]  
Inter-Agency [ ]  
Inter-Government [ ]

Integration and broadening justification.



# OPR Changes § 5



2d L Ratee Name [ ] AFSC [ ] 13-Dec-14 Excellent  
Ratee Position [ ] Annual 15-Dec-15 Excellent  
04-Jan-15 Excellent

Maj Ratee Name [ ] Ratee Position [ ] Months Known Ratee [ ]

Job Description in narrative form. Describes job duties in plain English.

2) MISSION ACCOMPLISHMENT:

A. PERFORMANCE [ ] B. PROFICIENCY [ ]

Well Below	Below	Slightly Below	Average	Slightly Above	Above	Superior
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3) SKILL SETS

A. OFFICER

a. Initiative [ ] Not Observed

Well Below	Below	Slightly Below	Average	Slightly Above	Above	Superior
------------	-------	----------------	---------	----------------	-------	----------

b. Adaptability [ ] Not Observed

Well Below	Below	Slightly Below	Average	Slightly Above	Above	Superior
------------	-------	----------------	---------	----------------	-------	----------

c. Decisiveness [ ] Not Observed

Well Below	Below	Slightly Below	Average	Slightly Above	Above	Superior
------------	-------	----------------	---------	----------------	-------	----------

d. Communication [ ] Not Observed

Well Below	Below	Slightly Below	Average	Slightly Above	Above	Superior
------------	-------	----------------	---------	----------------	-------	----------

e. Effective Under Stress [ ] Not Observed

Well Below	Below	Slightly Below	Average	Slightly Above	Above	Superior
------------	-------	----------------	---------	----------------	-------	----------

f. Judgement [ ] Not Observed

Well Below	Below	Slightly Below	Average	Slightly Above	Above	Superior
------------	-------	----------------	---------	----------------	-------	----------

g. Professionalism [ ] Not Observed

Well Below	Below	Slightly Below	Average	Slightly Above	Above	Superior
------------	-------	----------------	---------	----------------	-------	----------

h. Resource Management [ ] Not Observed

Well Below	Below	Slightly Below	Average	Slightly Above	Above	Superior
------------	-------	----------------	---------	----------------	-------	----------

i. Leadership [ ] Not Observed

Well Below	Below	Slightly Below	Average	Slightly Above	Above	Superior
------------	-------	----------------	---------	----------------	-------	----------

j. Responsibility [ ] Not Observed

Well Below	Below	Slightly Below	Average	Slightly Above	Above	Superior
------------	-------	----------------	---------	----------------	-------	----------

B. JOB SPECIFIC

a. Advocacy [ ]

SQ	GRP	WG	NAF	HAF
----	-----	----	-----	-----

b. Advocacy [ ]

SQ	GRP	WG	NAF	HAF
----	-----	----	-----	-----

c. Advocacy [ ]

SQ	GRP	WG	NAF	HAF
----	-----	----	-----	-----

d. Advocacy [ ]

SQ	GRP	WG	NAF	HAF
----	-----	----	-----	-----

e. Advocacy [ ]

SQ	GRP	WG	NAF	HAF
----	-----	----	-----	-----

f. Advocacy [ ]

SQ	GRP	WG	NAF	HAF
----	-----	----	-----	-----

4) INTEGRATION/BROADENING

A. SCOPE [ ] Not Observed

Inter-APSC	Inter-Command	Inter-Service	Inter-Agency	Inter-Government
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B. SCALE [ ] Not Observed

SQ	GRP	WG	NAF	HAF
----	-----	----	-----	-----

5) RATER VECTOR:

A. Vector One

B. Vector One

C. Vector One

Vector Justification



### 6) PROMOTION:

Promote:	Yes, When Able
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Rate:	With Peers
10%	10%
20%	20%
30%	30%
40%	40%
50%	50%
60%	60%
70%	70%
80%	80%
90%	90%
100%	100%





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							
Dedication							
Communication							
Effective Under Stress							
Judgement							
Professionalism							
Resource Management							
Leadership							
Responsibility							

B. Job Skills

Total Times Potential Compared To Performance Was:

Number of Ratings:  Below  Equal  Above





# 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*
- Leadership: (Not Observed) ☐ 
- *Wg/CC given  $(15)(70) = 1,050$  pts to distribute as req across all 15 O-3s*



# Proposal (SCOD)



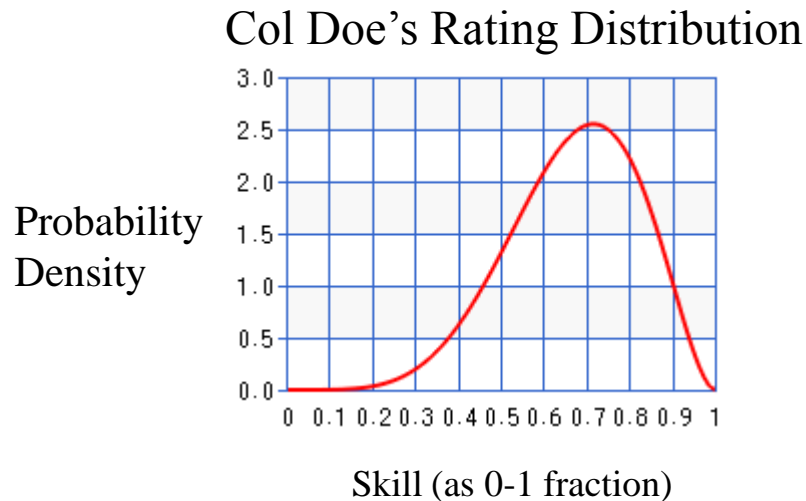
- *Control each of the 10 “Officer” skills on the form*
- *Fewer than 10 in collection, aggregate points at next level*



# 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*





# 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)*

