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Assessment of Navy Performance Evaluation

Hartmann, Latika; Ahn, Sae Young

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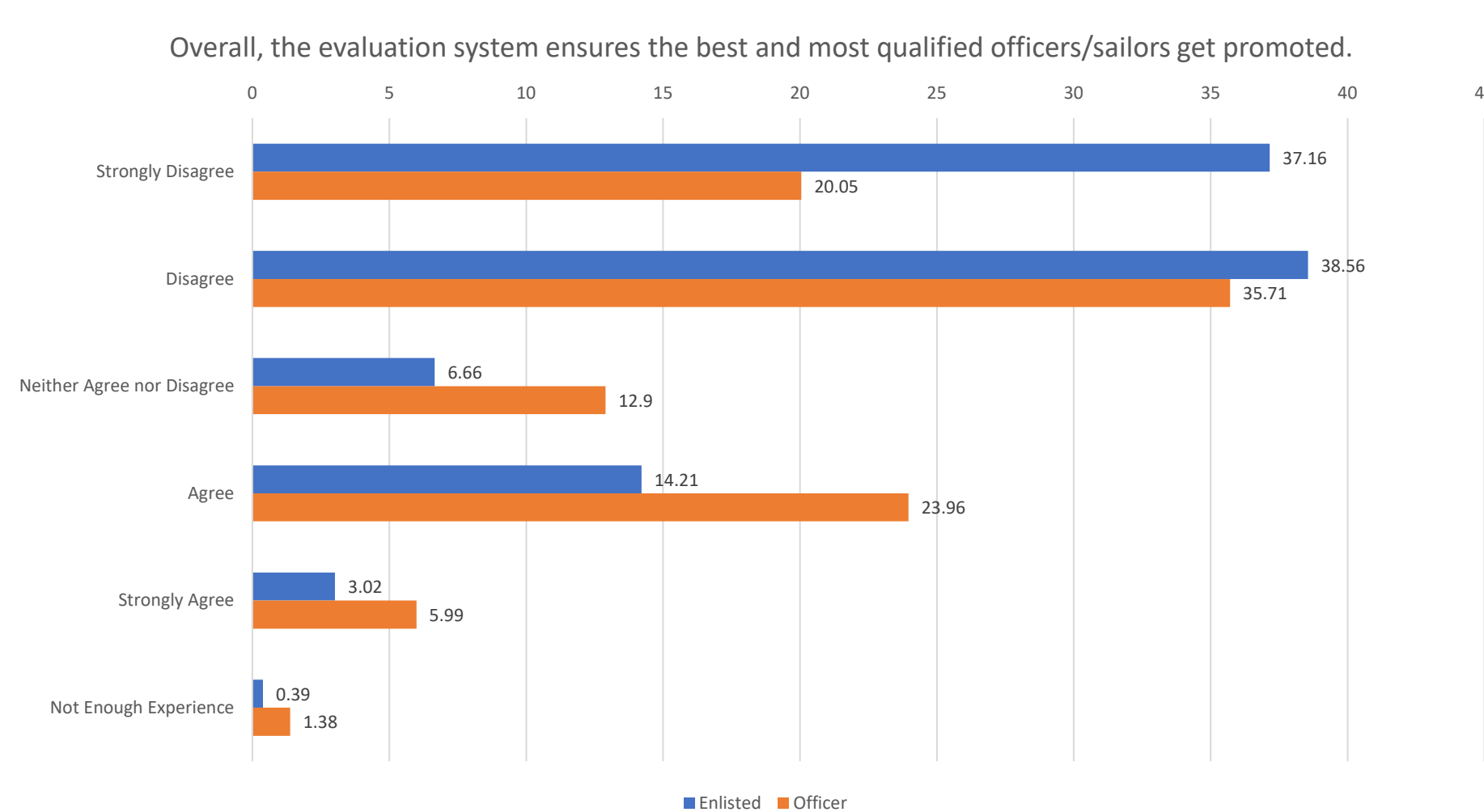
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Across Service Comparison

- USMC FITREPs are the most specific and detailed.
- Air Force has few specific trait evaluations, separate form for promotion recommendation.
- Navy is unique in offering fewer options for narrative feedback on traits.
- Navy is unique in not using multiple raters.
- Navy is unique in generating a trait average for comparative assessment without visual aid (like USMC), or separate question (like Army).

	USN FITREP	USA OER	USMC FITREP	USAF OPR	USCG OER (e.g. W2-W3/O3-O5)
Traits	7 traits	6 Traits	14 traits in 5 categories	6 traits	18 traits in 3 categories
Traits - Rating Scale	5-point scale, 1 = Below Standards, 5 = Greatly Exceeds Standards	Narrative	7-point scale (A = unacceptable to G = distinguished performance)	Binary, Met/Does Not Meet Standard	7-point scale
Traits - Narrative Option	No	Yes	Yes	No	Yes
Rater(s)	Reporting Senior	Rater, Intermediate Rater, and Senior Rater	Reporting Senior, Reviewing Officer	Rater, Additional Rater, Reviewer	Supervisor evaluates and Reviewing Officer

Across Service Comparison, Officer Evaluation Forms



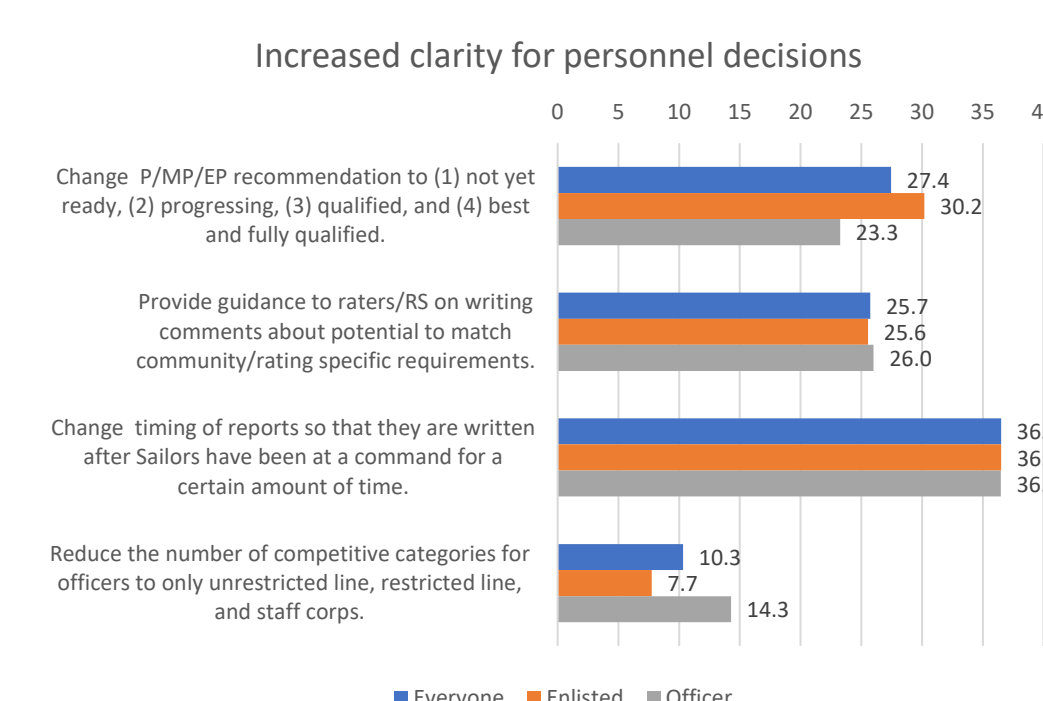
Fleet Views Regarding Navy Performance Evaluation

What do Navy SMEs think?

- “There is a culture of fear of ending a Sailor’s career if there’s any non-positive element in the evaluations.”
- “We need training guides for officers on how to write it [FITREP] properly.”
- “Stop using it [FITREP/EVAL] as a ranking tool, but simply a performance evaluation. Reporting seniors can provide direct inputs to boards on whether they are ready for promotion. This requires us to establish a gold standard for promotion.”

What reforms should the Navy adopt?

- Change the timing of reports so that they are written after Sailors have been at a command for a certain amount of time.
- Provide consistent and centralized training to raters/reporting seniors on writing FITREPs/EVALs.
- Do not integrate expectations such as core values, Signature Behaviors of the 21st century Sailor into the evaluation process.



Clarity for Personnel Decisions

Recommendations

- Separate individual evaluation from comparative assessment and potential.
- Change timing such that reporting senior has observed rates for a minimum length of time.
- Offer better training led by experienced reporting seniors on writing honest evaluations.
- Reduce administrative burden.



Researchers: Dr. Sae Young Ahn and Dr. Latika Hartmann., Defense Management
Topic Sponsor: CAPT Ben Baran, Navy Personnel Command

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