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Personnel

**AIRMAN AND NCO PERFORMANCE
FEEDBACK SYSTEM (PFS)**



COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction will explain the Air National Guard's (ANG) Airman and Noncommissioned Officer (NCO) Formal Performance Feedback System. Air Force Pamphlet (AFPAM) 36-2627, *Airman and NCO Performance Feedback System (EES)*, provides additional information. This instruction is written for raters, and provides essential information for a successful feedback session.

1. INTRODUCTION: Feedback is a form of communication that should explain duty performance requirements and responsibilities, establish expectations, and tell the ratee if they are performing as expected. Feedback is essential in the growth of our subordinates, no matter what the rank. Formal feedback does not take the place of informal daily conversation on how an individual is performing. Formal Feedback should ask and answer the following questions:

How you are doing?	<i>(Performance)</i>
Where you need to be?	<i>(Expectations)</i>
How we are going to get you there?	<i>(Career development plan)</i>

The third question is the heart of the program. Without developing a plan to assist the subordinate, meeting the expectations may be difficult, or not completed in a timely manner.

2. PROCEDURE: ANG personnel will use AF 931, Performance Feedback Worksheet (AB thru TSGT), and AF 932, Performance Feedback Worksheet (MSGT thru CMSGT), as the documentation media. Instructions for completing AF 931 and AF 932 are in AFPAM 36-2627, chapter 2 and 3 respectively. Locally developed programs that meet the requirements and intent of this program are authorized for use.

2.1. Formal feedback will be completed on an annual basis as a minimum. The supervisor will determine the schedule. Possible schedules could be on birth month or expiration term of service (ETS) month. The rater or ratee can request more frequent feedback sessions to address areas of concern.

Every effort should be made to complete the scheduled formal feedback session in a timely manner that does not conflict with deploying personnel.

2.2. The appropriate worksheet will be given to the subordinate one Unit Training Assembly (UTA) prior to their formal feedback session. The subordinates would be tasked to return the completed form on the next UTA rating themselves by putting an "X" on the line as to how *they feel* they meet the expectations of the category. At the formal feedback session, the rater and ratee can compare and discuss how they based their decisions.

2.3. The supervisor will maintain the worksheet in a file. A copy will be given to the ratee. The worksheet will be kept on file until the next formal feedback session is completed and only the current worksheet will be maintained.

3. EFFECTIVE FEEDBACK SESSIONS: Information for preparing, conducting, and closing of a Formal Feedback Session are found in AFPAM 36-2627, Chapter 4.

4. The unit First Sergeant will monitor compliance of this program for the Commander.

DANIEL JAMES III, Lieutenant General, USAF
Director, Air National Guard

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 36-2406, Officer and Enlisted Systems

AFI 36-2608, Military Personnel Records System

AFPAM 36-2627, Airman and Noncommissioned Officer (NCO) Formal Performance Feedback System

ANGI 36-2502, Promotion of Airmen

Abbreviations and Acronyms

ADSW—Active Duty for Special Work

AGR—Active Guard Reserve

ANG—Air National Guard

ANGRC—Air National Guard Readiness Center

EES—Enlisted Evaluation System

ETS—Expiration Term of Service

DoD—Department of Defense

NCO—Noncommissioned Officer

NGB—National Guard Bureau

OPR—Officer Performance Report

PFS—Performance Feedback System

UTA—Unit Training Assembly

Attachment 2

AF FORM 931 PERFORMANCE FEEDBACK WORKSHEET (AB THRU TSGT)

Figure A2.1. Side 1 of AF Form 931.

PERFORMANCE FEEDBACK WORKSHEET (AB thru TSGT)					
I. PERSONAL INFORMATION					
NAME DOE, MARY B.			GRADE AMN	UNIT 28 TRANS	
II. TYPES OF FEEDBACK:			III. PRIMARY DUTIES		V. COMMENTS
<input checked="" type="checkbox"/> INITIAL <input type="checkbox"/> MID-TERM <input type="checkbox"/> FOLLOW-UP			ADMINSTRATIVE SUPPORT- Vehicle Operations Branch Maintains files, processes leave requests, serves as Supply Custodian, ensures outgoing correspondence is prepared. FAW current guidelines and incoming correspondence is received by the appropriate epr.		"INITIAL SESSION"
IV. PERFORMANCE FEEDBACK					
			needs significant improvement		needs little or no improvement
1. PERFORMANCE OF ASSIGNED DUTIES					
Quality of Work			←=====→		1. Work suspenses as they are received. During slow periods, review files, relook at processes, work CDC's, etc.
Quantity of Work			←=====→		
Timeliness of Work			←=====→		
2. KNOWLEDGE OF PRIMARY DUTIES					2. Concentrate on learning the job by established procedures then work changes that will make it easier for all but ensure effectiveness does not diminish.
Technical Expertise			←=====→		
Knowledge of Related Areas			←=====→		
3. COMPLIANCE WITH STANDARDS					3. Be respectful, maintain standards, and observe things you've been taught.
Dress and Appearance			←=====→		
Weight			←=====→		
4. CONDUCT/BEHAVIOR ON/OFF DUTY					4. Recommend involvement in hobbies/sports/so/ Base functions. However it's okay to be friendly but be conscious of superiors, know where to draw the line.
Support for Organizational Activities			←=====→		
Respect for Authority			←=====→		
5. SUPERVISION/LEADERSHIP					5. Feel free to express any ideas you have for improvements. Don't be afraid to give feedback or to ask for assistance, especially from me.
Sets and Enforces Standards			←=====→		
Initiative			←=====→		
6. INDIVIDUAL TRAINING REQUIREMENTS					6. Your #1 priority is to complete your upgrade training successfully. I'll try to give extra study time however its your responsibility to work plus study at home. You will be assigned a "warskill" once upgraded to E-level.
Upgrade (OJT/CDC)			←=====→		
Professional Military Education			←=====→		
7. COMMUNICATION SKILLS					7. You will get a lot of practice speaking and writing. Write how you speak and always maintain professionalism.
Verbal			←=====→		
8. ADDITIONAL FACTORS TO CONSIDER (I.e., Safety, Security, Human Relations)					8. Advance notice is best, but understand there will be instances when this is not possible, this should not be abused.
Unit Leave Policy			←=====→		
			←=====→		
			←=====→		
			←=====→		

Figure A2.2. Side 2 of AF Form 931.

VI. STRENGTHS, SUGGESTED GOALS, AND ADDITIONAL COMMENTS <small>(Enlisted Professional Development: EES, Assignments, PME, Mentoring, Career Advice, etc.)</small>		
<p>Strengths: Customer Assistance - Very pleased with your attitude and Professionalism.</p> <p>Goal: you may want to consider off duty education after completion of your CDC's and you feel comfortable with your environment. It's a benefit you should take advantage of as it will definitely help you later on in your career.</p>		
RATEE SIGNATURE	RATER SIGNATURE	DATE

Figure A3.2. Side 2 of AF Form 932.

VI. STRENGTHS, SUGGESTED GOALS, AND ADDITIONAL COMMENTS <small>(Enlisted Professional Development: EES, Assignments, PME, Mentoring, Career Advice, etc.)</small>		
<p>Goals: Complete your degree - it will make your record stand apart from the average pack. Once promoted the SNCOA will be a great opportunity for you.</p> <p>Strengths: you have your priorities in line at all times. I never have any doubts about how your branch is functioning. Wish I had six more like you.</p>		
RATER SIGNATURE	RATER SIGNATURE	DATE