Performance Evaluation Transformation

Coaching Event
Test Participant Training
Performance Evaluation Transformation (PET) Project Goal:

To Transform the Navy’s Performance Coaching & Evaluation Processes

**Overall Project Purpose:**

- To enhance Service Member coaching & mentoring activities with assessment and feedback data gathered from multiple sources and perspectives
- To institute formal evaluation practices that compare a Service Member to a paygrade performance standard
- To produce rich formal evaluation data and analytics for use in various downstream talent management processes

**PET Phase III Multi-Source Assessment & Feedback (MSAF) Proof of Concept (POC) Test:**

- Is a test of a Coaching Tool ONLY
- Is NOT intended to be used for any decision-making processes
- IS NOT and WILL NOT BE a formal evaluation process
Performance Evaluation Transformation
Phase III Test Purpose & Features

- **PET Phase III MSAF POC Test Purpose:**
  - To assess the usefulness of the MSAF methodology and resulting data in the enrichment of Coaching conversations between Supervisors and Direct Reports
  - To gather additional feedback on the applicability of the MSAF assessment content
  - To gather feedback on the design and features of the MSAF tool

- **High-level PET Phase III MSAF POC Test Features:**
  - Paygrade-specific Value Statements (VSs), designed by PET Working Groups, rated on a 9-point scale
  - Timed VS rating completion
  - MSAF rating inputs gathered from the Service Member, their Supervisor (i.e., Rater) and a select group of their Peers and Subordinates, as applicable
  - MSAF results report (with anonymity for Peers and Subordinates) for use in a Rater/Direct Report Coaching discussion session
  - Post-test survey to gather test participant feedback
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Test Basics

- **What is a Value Statement?**
  A Value Statement (VS) is an observable behavior or set of behaviors that is expected of you at your Paygrade/Paygrade Band.

- **What is the 9-point scale?**
  The 9-point scale is a graduated measurement tool where each point on the scale indicates to what degree you exhibit the behavior described by the VS in comparison to the expectations of your Paygrade.

- **Are my inputs as a Peer or Subordinate anonymous?**
  Yes. Your information will not be listed on the results report or on any participant dashboards. As well, all Peer and Subordinate input will be aggregated, so no one will know your exact scoring. The only person who is not anonymous is your Rater.
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Test Participant Responsibilities

As a Test Participant, you will:

1. Honestly rate yourself on VSs associated with your Paygrade using the 9-point scale
2. Be honestly rated on the same set of VSs by your Rater and a selected group of your Peers and Subordinates who work with you closely
3. Honestly rate others on VSs associated with their Paygrades, including your Rater and a select group of your Peers and Subordinates that you work with closely
4. Receive, review, and utilize your MSAF results report comparing how you rated yourself on each VS to how your Rater, your Peers, and your Subordinate rated you (Your Rater will also review your report)
5. Have a Coaching discussion session with your Rater using the report
6. Acknowledge that the Coaching discussion session has occurred
7. Complete a user feedback survey once you have completed all assigned tasks
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The Rating Scale

- Each numerical level of the rating scale has a specific meaning concerning how the Service Member demonstrates the behavior(s) described by a VS.
- Interpretation of each level is dependent upon your understanding of what is required of the person being rated at their Paygrade in regard to the specific VS.
- The following slides provide an example of what each rating level means in relation to a sample VS.
This is the PAYGRADE STANDARD for the Value Statement

Select this option if both of the following describe your observation:
1. The individual exhibited **ALL** of the expected behaviors of the VS
2. The individual exhibited **ALL** of the behaviors at a level commensurate their current Paygrade


A nurse who **fully meets standard at current grade** for this VS is displaying the skill set of a 100% proficient RN in a clinical setting.

Example behaviors for a 5:

- Hits the vein on the first try without pain
- Displays confidence in his/her abilities to perform a perfect stick consistently
- Extremely rare that this person requires any assistance or supervision
- Extremely rare that this person receives patient complaints
Performanced Evaluation Transformation
Rating a Value Statement

Select this option if one or more of the following describe your observation:

1. The individual exhibited **NONE** of the Paygrade Standard behaviors
2. The individual attempted to exhibit the behaviors, but failed to perform them at a level equivalent to one Paygrade below their current Paygrade


Drawing blood is a basic nursing skill required of all nurses. A nurse who **does not meet standard at current grade** for this VS is displaying the skill set of a brand new LPN in a clinical setting.

Example behaviors for a 1:

- Cannot hit the vein after repeated efforts
- Always causes unnecessary pain to the patient
- Always relies on others for assistance with this task
- Receives a lot of patient complaints
- Does not display confidence in his/her abilities
Select this option if one or more of the following describe your observation:

1. The individual exhibited >25% of the expected VS behaviors
2. The individual exhibited the behaviors but barely performed them at a level equivalent to one Paygrade below their current Paygrade


A nurse who **minimally meets standard at current grade** for this VS is displaying the skill set of a progressing LPN or new RN in a clinical setting.

Example behaviors for a 2:

- Inconsistently hits the vein after repeated efforts
- Frequently causes unnecessary pain to the patient
- Displays little confidence in his/her abilities
- Often relies on assistance from others
- Receives patient complaints often
Select this option if one or more of the following describe your observation:

1. The individual exhibited **25-75%** of the expected behaviors of the VS
2. The individual exhibited the behaviors but generally performed them at a level equivalent to one Paygrade below their current Paygrade.


A nurse who **somewhat meets standard at current grade** for this VS is displaying the skill set of a mostly proficient LPN or progressing RN in a clinical setting. Example behaviors for a 3:

- Inconsistently hits the vein on the first try, but is usually successful on the second attempts
- Requires some assistance from others
- Sometimes receives patient complaints
- Displays some confidence in his/her abilities
Select this option if one or more of the following describe your observation:

1. The individual exhibited **75-99%** of the expected VS behaviors
2. The individual exhibited the behaviors but performed them slightly below the level equivalent to their current Paygrade


A nurse who **mostly meets standard at current grade** for this VS is displaying the skill set of a mostly proficient RN in a clinical setting.

Example behaviors for a 4:

- Approaching the 100% proficiency mark, but missing the vein occasionally on the first attempt
- Does not require much assistance or supervision
- Sporadically receives patient complaints
- Frequently displays confidence in his/her abilities
Select this option if both of the following describe your observation:
1. The individual exhibited **ALL** of the expected VS behaviors
2. The individual exhibited **1-50%** of the behaviors at a level equivalent to the **NEXT** Paygrade higher than their current Paygrade


A nurse who **somewhat meets standard at next grade** for this VS is displaying the skill set of a well established RN or a somewhat new BSN/NP in a clinical setting. This individual is far surpassing this basic task and beginning to help train others as well.

Example behaviors for a 6:
- Meets 100% proficiency mark for this basic skill
- Always confident in his/her abilities
- Performs a perfect stick consistently and efficiently
- Often called upon to assist/train newer nurses
Select this option if both of the following describe your observation:
1. The individual exhibited **ALL** of the expected VS behaviors
2. The individual exhibited **51-99%** of the behaviors at a level equivalent to the **NEXT** Paygrade higher than their current Paygrade


A nurse who **mostly meets standard at next grade** for this VS is displaying the skill set of a seasoned RN or a progressing BSN/NP in a clinical setting. This individual is far surpassing this basic task and uses their time to teach others how to perfect this skill.

Example behaviors for a 7:
- Is sought out by others to perform this task in more difficult patient situations
- Helps others to hone this basic skill
- Frequently called upon to train newer nurses in this skill
Performance Evaluation Transformation
Rating a Value Statement

Select this option if both of the following describe your observation:
1. The individual exhibited **ALL** of the expected Value Statement behaviors
2. The individual exhibited **100%** of the behaviors at a level equivalent to the **NEXT** Paygrade higher than their current Paygrade


A nurse who **mostly meets standard at next grade** for this VS is displaying the skill set of a career RN or a proficient BSN/NP in a clinical setting. This individual does not perform this basic task frequently as they are a Subject Matter Expert for others.

Example behaviors for a 8:
- Is an example/mentor for subordinates with this skill
- All individuals who receive training from this nurse perform this task well under pressure
- Always confident in his/her abilities and
- Performs this task with expert control in almost all situations
Select this option if both of the following describe your observation:

1. The individual exhibited **ALL** of the expected Value Statement behaviors
2. The individual exhibited **AT LEAST SOME** of the behaviors at a level equivalent to TWO FULL PAYGRADES higher than their current Paygrade

**NOTE:** Assigning a rating of 9 should be extremely uncommon!


A nurse who **exceeds standard at next grade** for this VS is displaying the skill set of a seasoned BCN/NP or a proficient MD. This individual has begun to consider moving to the next phase in the medical profession.

Example behaviors for a 9:

- Trains the trainers of others in this skill
- Is sought out by other institutions to teach this skill
- Can painlessly and effortlessly perform this task in the most extreme situations with absolute ease and perfection
When functioning as a Peer or Subordinate, select this option if:

1. You did not have the opportunity to observe the Service Member exhibiting the behavior,

2. You do not feel qualified to rate the individual on the behaviors described in the Value Statement, or

3. You do not feel the Value Statement is applicable to the Employee’s job or Paygrade level.

NOTE: If you select the NOB option for any other reason than #1, please indicate on the post-test survey. This will help us evolve the content to be more useable and relevant. Because the survey may be done a week or more after conclusion of your evaluations, keep notes to account for selections #2 and #3 above.
Navigating the Application
Input Email Address and Password

Input your .mil email address and password to access the PET website.

NOTE: Emails and Passwords are Case-Sensitive.
Upon logging in, the user’s individual dashboard is displayed. The dashboard reflects assigned MSAF activities and status updates.

At the bottom of your dashboard is a link to email the PET Test Support Team if you have any issues with the application.

Clicking on the “Self” or “Rater” buttons will provide access to those MSAF activities.

Clicking on “Peers” or “Subordinates” will provide a list of activities for multiple individuals.
Once you select the **Peer Evaluations** or the **Subordinate Evaluations** button from your dashboard, you will see a list of all peer or subordinate activities assigned to you for completion. They are listed by due date and then alphabetically.

First, the user shall click on the Sign In button and enter their user name and password.

Select the yellow button next to the appropriate person to begin the activity.
Peer Evaluations Completed

<table>
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<tr>
<th>XXXXXX</th>
<th>LTJG</th>
</tr>
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<tbody>
<tr>
<td>Status: Not Started</td>
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<tr>
<td>Due - September 15, 2219 UTC</td>
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<table>
<thead>
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</tr>
</thead>
<tbody>
<tr>
<td>Status: Not Started</td>
<td></td>
</tr>
<tr>
<td>Peer evaluation for E. H. Mourad, POI</td>
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</table>

<table>
<thead>
<tr>
<th>XXXXXX</th>
<th>MCPO</th>
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<tbody>
<tr>
<td>Status: Not Started</td>
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<td>Peer evaluation for L. B. Moy, MCPO</td>
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<tbody>
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<tr>
<td>Peer evaluation for T. Z. Boyle, ADM</td>
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<thead>
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<th>XXXXXXX</th>
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<tbody>
<tr>
<td>Status: Completed</td>
<td></td>
</tr>
<tr>
<td>Peer evaluation for M. L. Welch, SN</td>
<td></td>
</tr>
</tbody>
</table>

MSAF activities you need to complete will have a **Not Started** status.

All completed MSAF activities will reflect a **Completed** status and will fall to the bottom of the list.
Each value statement will need to be reviewed and rated. There is a 15 second time limit for each value statement to be assessed. Once you select a rating, the box you select should brighten and display a checkmark.
Once the rating selection is made, you will need to select NEXT to advance to the next value statement. Alternately, you may also utilize numbers on the top of your keyboard (except when using mobile version) by hitting corresponding number on the scale (1-9) + enter key to advance. For NOB, select zero (0) + enter key.

If no rating choice is selected within the 15 second time parameter, the system will advance to the next value statement. The unrated value statement will be randomly recycled with all remaining value statements until you rate all value statements.

Once completed, the system will return you to your dashboard.
If utilizing a cell phone for PET test, scrolling will be required to select the Next button. Keyboard shortcuts are not available with the mobile version.
Screen Resolution

- It is important to note that should you choose to change your screen resolution on the web-based version (i.e., PC, laptop, tablet) to a smaller display, the displayed version will revert to the mobile variety (i.e., cell phone) which will require scrolling to input the value statement rating choices.

- If you utilize the mobile version by accessing the site via cell phone, you will need to scroll to view the screen in its entirety. Keyboard shortcuts will not work on the mobile version (i.e., 0-9 + enter).
Your MSAF Event Is Complete

Once all MSAF activities designed to provide feedback on you are complete, the system will notify you and your Rater that your MSAF Report is ready. Select View Report to access the MSAF Report.

For Raters, you must click on your Subordinates button to view the Subordinates list in order to see a View Report option for a Subordinate.
After View Report is selected, the report can be viewed within the system and/or printed.

There are two tabs – one with value statement results and one with trait roll-up results. If you print, you need to print each tab separately.
Performance Evaluation Transformation

Interpreting your MSAF Results

- Purple with a numerical value of 9.00 equates to “Role Model” & indicates that the Service Member is performing several levels above the Paygrade Standard for the Value Statement.

- Blue with a numerical value of 7.00-8.99 equates to “True Strength” & indicates that the Service Member is performing at a level above the Paygrade Standard for the Value Statement.

- Green with a numerical value of 4.00-6.99 equates to “On Target” & indicates that the Service Member is performing as expected in relation to the Paygrade Standard for the Value Statement.

- Yellow with a numerical value of 2.00-3.99 equates to “Needs Improvement” & indicates that the Service Member is meeting some but not all aspects of their Paygrade Standard for the Value Statement.

- Red with a numerical value of 1.99 & below equates to “High Concern” & indicates that the Service Member is NOT meeting any aspect of their Paygrade Standard for the Value Statement.
Once you receive your report, your Rater and you will have a coaching discussion using the results.

After the Coaching discussion has occurred, both you and your Rater must acknowledge that the coaching session has occurred.

Once both parties have acknowledged, the report will no longer be available.

Access MSAF Report

<table>
<thead>
<tr>
<th>Value Statement</th>
<th>Member</th>
<th>Evaluator</th>
<th>Peer</th>
<th>Subordinate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exhibits confidence</td>
<td>1.00</td>
<td>6.00</td>
<td>7.00</td>
<td>6.50</td>
</tr>
<tr>
<td>Supports others through change</td>
<td>7.00</td>
<td>7.00</td>
<td>4.00</td>
<td>7.50</td>
</tr>
<tr>
<td>Has a motivational command presence</td>
<td>7.00</td>
<td>5.00</td>
<td>6.00</td>
<td>6.00</td>
</tr>
<tr>
<td>Leads within mess or association</td>
<td>1.00</td>
<td>6.00</td>
<td>6.50</td>
<td>7.50</td>
</tr>
<tr>
<td>Fosters a sense of military heritage</td>
<td>9.00</td>
<td>3.00</td>
<td>6.00</td>
<td>4.50</td>
</tr>
<tr>
<td>Articulates mission requirements to others</td>
<td>4.00</td>
<td>3.00</td>
<td>5.50</td>
<td>6.00</td>
</tr>
<tr>
<td>Actively contributes to an environment of fairness and mutual respect</td>
<td>7.00</td>
<td>6.00</td>
<td>4.00</td>
<td>3.50</td>
</tr>
<tr>
<td>Demonstrates proper military courtesies</td>
<td>6.00</td>
<td>5.00</td>
<td>5.00</td>
<td>4.00</td>
</tr>
<tr>
<td>Trains Sailors effectively to achieve mission</td>
<td>9.00</td>
<td>4.00</td>
<td>9.00</td>
<td>5.50</td>
</tr>
<tr>
<td>Leads in the community</td>
<td>1.00</td>
<td>4.00</td>
<td>7.00</td>
<td>9.00</td>
</tr>
<tr>
<td>Pursues challenging duties, responsibilities and collaterals</td>
<td>4.00</td>
<td>9.00</td>
<td>3.00</td>
<td>6.00</td>
</tr>
<tr>
<td>Performs tasks with accuracy utilizing current instructions directives and procedures</td>
<td>8.00</td>
<td>8.00</td>
<td>5.50</td>
<td>4.50</td>
</tr>
<tr>
<td>Displays a positive attitude towards mission, Sailors, and leadership</td>
<td>9.00</td>
<td>4.00</td>
<td>8.50</td>
<td>4.50</td>
</tr>
<tr>
<td>Shares knowledge in a clear and simple manner</td>
<td>8.00</td>
<td>3.00</td>
<td>6.50</td>
<td>5.00</td>
</tr>
<tr>
<td>Takes pride in work with no need for recognition</td>
<td>7.00</td>
<td>4.00</td>
<td>5.00</td>
<td>4.00</td>
</tr>
<tr>
<td>Morally steadfast in the face of negative peer pressure</td>
<td>1.00</td>
<td>3.00</td>
<td>5.00</td>
<td>5.00</td>
</tr>
</tbody>
</table>