Performance Evaluation Transformation (PET) Sailor Journey Map

This journey map illustrates the new steps in the performance evaluation process and the improvements that will be made as a result of the Performance Evaluation Transformation (PET). The following pages detail each step: How it was before, what's changing, benefits, and people involved.

1. Check into Command
2. Use Coaching Tool to Capture Feedback
3. Attend Coaching Session
4. Complete Evaluation Tool (Rater)
5. Concur/Non-concur (Senior Rater)
6. Attend Evaluation Debrief
7. Detach from Command
**Performance Evaluation Transformation (PET)**

**Sailor Performance Journey**

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#### CHECK INTO COMMAND

**How it was before:**
Each Command had different practices for checking Sailors in.

**What’s changing:**
The Direct Supervisor will meet with the Sailor to discuss performance expectations and goals.

The Direct Supervisor will explain expectations around using the new Coaching Tool* to help the Sailor capture and discuss feedback.

**Benefits:**
- Clear role expectations
- An understanding of the process for giving and receiving feedback

**People involved:**
- Sailor
- Direct Supervisor (Rater)

#### USE COACHING TOOL TO CAPTURE FEEDBACK

**How it was before:**
Conversations around job performance and feedback happened at varying levels of quality.

**What’s changing:**
Feedback from peers and subordinates, in addition to the Direct Supervisor, will be logged into the Coaching Tool*. The individual will also complete a self-assessment. Sailors will be assessed against a defined standard per paygrade. Value statements corresponding to traits will be used for grading.

**Benefits:**
- Feedback on Sailor performance from multiple perspectives
- Sailor and Direct Supervisor have an opportunity to identify possible performance course corrections

**People involved:**
- Sailor
- Direct Supervisor (Rater)
- Peers and subordinate (As applicable)

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*term subject to change
**grading scale subject to change

**Example of Grading Scale**

1. Does Not Meet Standard at Current Grade
2. Minimally Meets Standard at Current Grade
3. Somewhat Meets Standard at Current Grade
4. Mostly Meets Standard at Current Grade
5. Fully Meets Standard at Next Grade
6. Somewhat Meets Standard at Next Grade
7. Mostly Meets Standard at Next Grade
8. Fully Meets Standard at Next Grade
9. Exceeds Standard at Next Grade

NEXT
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How it was before:
Mid-term counseling sessions were required per instruction, but this was not enforced.

What's changing:
Now, the focus is on coaching for growth and development. Sailors will receive a Coaching Summary Report*, with multi-source feedback and will discuss the report with Direct Supervisors.

Benefits:
• Meaningful feedback given to Sailors
• Clearer expectations and transparency around performance by grading against standards (above standards, meets standards, or below standards)

People involved:
• Sailor
• Direct Supervisor (Rater)

Example of Coaching Summary 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>8.00</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>
</tbody>
</table>

*term and/or content subject to change
**As applicable; peer and subordinate ratings are aggregated
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4 COMPLETE EVALUATION TOOL (RATER)

How it was before:
Ranking boards determined rankings within competitive groups. Reporting Seniors often documented and signed off on job performance evaluations.

What's changing:
Raters will be Direct Supervisors who are closer to the Sailors' work. They will evaluate performance by assigning value statements to Sailor performance and grading Sailors against standards rather than against a summary group. Raters will fill out the Evaluation Tool* instead of FITREPS or EVALs. The output will be the Evaluation Summary Report*.

Benefits:
• Emphasis on performance vice seniority or tenure
• Elimination of "forced distribution"
• Feedback from someone with close observation of Sailor performance

People involved:
• Direct Supervisor (Rater)

5 CONCUR/NON-CONCUR (SENIOR RATER)

How it was before:
The process for documenting concurrence and non-concurrence was not standardized across Commands. Cases of non-concurrence were resolved during Command Ranking Boards.

What's changing:
Now, a Senior Rater will review the Direct Supervisor's scores and profile to determine if they concur with the rating. They will check for bias and other unfair rating practices. In the case of non-concurrence, the Senior Rater will leave comments for the Selection Board and for the Sailor to review with their Direct Supervisor. The comments will be listed on the Evaluation Summary Report*.

Benefits:
• Rater is held accountable
• Quality and fairness of Sailor evaluations is improved
• Transparency increases Sailor confidence in performance evaluation process

People involved:
• Senior Rater

*term subject to change
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How it was before:
Formal evaluation debriefs were held at varying levels of quality. Some Sailors felt there was a lack of transparency around what was discussed during evaluations and that feedback was generic. Officers received FITREPS and Enlisted received EVALs.

What’s changing:
Sailors will be able to review all components of their final report, including the metrics that are discussed during evaluations. The Evaluation Summary Report* will increase transparency and allow for personalized feedback. Officers and Enlisted will receive Evaluation Summary Reports* instead of FITREPS and EVALs.

Benefits:
• Sailor experience during evaluation debriefs is improved through increased transparency
• Sailor job performance is improved

People involved:
• Sailor
• Direct Supervisor (Rater)
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Timing Varies

DETACH FROM COMMAND

How it was before:
The Reporting Senior completed a detachment FITREP for Officers. For Enlisted, detachment EVALs were optional.

What's changing:
A detaching Sailor will receive a final evaluation. The Sailor will meet with their Direct Supervisor to discuss their Evaluation Summary Report*.

Benefits:
• More frequent feedback for Sailors
• Sailor performance is improved at their next Command

People involved:
• Sailor
• Direct Supervisor (Rater)

ATTEND TRAINING

How it was before:
The Sailor was trained at each new Command. The quality of trainings regarding performance evaluations varied by Command.

What's changing:
Sailors will receive training on the new system, which will help the Sailor understand the performance evaluation progress and capture more frequent, meaningful feedback.

Direct Supervisors will also be trained on how to use the new system. They will receive additional training on how to coach and how to debrief the Coaching Summary Report* and the Evaluation Summary Report*.

Benefits:
• Opportunity to increase understanding regarding how to use the Coaching Tool*
• Opportunity to increase understanding on how Sailors are evaluated at their Command

People involved:
• Sailor
• Direct Supervisor (Rater)

ATTEND ADDITIONAL COACHING SESSIONS

How it was before:
Coaching may have occurred organically or without a formalized structure.

What's changing:
Sailors can request additional coaching support and ask to meet with their Coach as needed. The Sailor has the opportunity to discuss their performance more frequently than every six months.

Benefits:
• Opportunities for Sailors to course-correct and improve performance
• Additional support for the Sailor

People involved:
• Sailor
• Direct Supervisor (Rater) / Coach

*term subject to change
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**COMPLETE SPECIAL REPORT PERFORMANCE EVALUATION**

**How it was before:**
Special reports were made for a specific event or period of time, when an Officer's performance warranted mention, whether positive or negative.

**What's changing:**
Direct Supervisors will complete an additional performance evaluation to file a special report. They will have increased insight into Sailor performance from feedback collected from peers and subordinates.

**Benefits:**
- Additional data to inform special reports

**People involved:**
- Direct Supervisor

**COMPLETE RATER DETACHMENT - ADDITIONAL SAILOR EVALUATION**

**How it was before:**
When Reporting Seniors detached, they completed FITREPs for Officers. It was optional to complete EVALs for Enlisted Sailors.

**What's changing:**
The Direct Supervisor will perform an additional Sailor performance evaluation before leaving the Command to ensure continuity of feedback.

**Benefits:**
- Instances of missing performance evaluations are reduced
- Additional opportunity to receive feedback from leadership

**People involved:**
- Sailor
- Direct Supervisor