Enlisted Evaluation System Revision

Unit Briefing

January-March 2018

Assistant Commandant
for Human Resources

EES Revision Overview

<u>**Why:**</u>

- The current Enlisted Evaluation System (EES) is out-dated and no longer optimally supports the myriad human resources decisions for the active duty and reserve enlisted workforce.

- The Master Chief Petty Officer of the Coast Guard and CG-1 chartered a joint work group to revise the EES in order for it to remain an effective expectations management tool (member); performance management tool (supervisor); and talent management tool (organization).

<u>**Objectives of the EES revision**</u>:

- Incorporate the Leadership Development Framework

- Provide better data for all assignments, retentions, separations, boards, panels, and advancement decisions

- Reduce workload by removing any unnecessary measurements

Major Changes

- Effective for all EERs completed on or after March 1, 2018.

- Reduction in the number of competencies for each pay grade

- New competencies and performance standards aligned w/Leadership Development Framework

- Comments required for 1-3, & 7s

- Inclusion of a potential block

- Recommendation for Advancement Block

- Advancement EERs / 92/184 Day Rule

- Standup of EPM-3

Definitions

- **Factor Types:** The four categories of performance to which the competencies are assigned: *Military   Professional Qualities   Performance   Leadership*
- **Competencies:** The individual elements located under each factor on which members are evaluated.
- **Competency Definitions:** The written criteria which defines each competency at each paygrade.
- **Performance Standards:** The written criteria that outlines the expected performance to receive a mark of 2, 4, or 6 in each competency.

MILITARY: Measures a member's ability to bring credit to the Coast Guard through personal demeanor and professional actions.

COMPETENCIES	1	2	3	4	5	6	7
MILITARY BEARING: The degree to which the member aligned with Coast Guard core values, adhered to uniform and grooming standards, and projected a professional image that brought credit to the Coast Guard.	○	Failed to consistently adhere to uniform standards, grooming standards, or to align behavior with core values. Actions brought discredit to the Coast Guard. ○	○	Aligned behavior with Coast Guard core values. Portrayed positive public image through adherence to uniform and grooming standards. ○	○	Demonstrated strongest commitment to core values and promoted a culture that embodied adherence to core values. Set the standard for uniform and grooming excellence, and served as a model for others. ○	○

Competencies

Effective March 1, 2018

Factor	E1-E3 (**9**)	E4-E5 (**13**)	E6 (**13**)	E7-E9 (**15**)
Military	Military Bearing	Military Bearing	Military Bearing	Military Bearing
	Customs, Court, & Traditions	Customs, Court, & Traditions	Customs, Court, & Traditions	Customs, Court, & Traditions
Performance	Quality of Work	Quality of Work	Quality of Work	Quality of Work
	Commitment	Technical Proficiency	Technical Proficiency	Technical Proficiency
		Initiative	Initiative	Initiative
				Strategic Thinking
Professional Qualities	Decision Making & Problem Solving	Decision Making & Problem Solving	Decision Making & Problem Solving	Decision Making & Problem Solving
	Military Readiness	Military Readiness	Military Readiness	Military Readiness
	Self-Awareness & Learning	Self-Awareness & Learning	Self-Awareness & Learning	Self-Awareness & Learning
		Team Building	Team Building	Partnering
Leadership	Respect for Others	Respect for Others	Respect for Others	Respect for Others
	Followership	Accountability & Responsibility	Accountability & Responsibility	Accountability & Responsibility
		Influencing Others	Directing Others	Workforce Management
		Effective Communication	Effective Communication	Effective Communication
				Chiefs Mess Leadership & Participation

Competency Appearance in DA

					Comments
*Evaluation Type:	[▾]	*Reviewer ID:	[ ] 🔍		

Competencies

Seq	Competency	Description	Rating	Description	Comments
1	EPM5A	Military Bearing	[ ] 🔍		🖼
2	EPM6A	Customs, Courtesies,Traditions	[ ] 🔍		🖼
3	EPP12A	Quality of Work	[ ] 🔍		🖼
4	EPP14A	Technical Proficiency	[ ] 🔍		🖼
5	EPP13A	Initiative	[ ] 🔍		🖼
6	EPPQ13A	Decision Making Problem Solve	[ ] 🔍		🖼
7	EPPQ14A	Military Readiness	[ ] 🔍		🖼
8	EPPQ15A	Self-Awareness and Learning	[ ] 🔍		🖼
9	EPPQ16A	Team Building	[ ] 🔍		🖼
10	EPL12A	Respect for Others	[ ] 🔍		🖼
11	EPL13A	Accountability Responsibility	[ ] 🔍		🖼
12	EPL14A	Directing Others	[ ] 🔍		🖼
13	EPL15A	Effective Communication	[ ] 🔍		🖼
14	EPCONE	Conduct	[ ] 🔍		🖼
15	EPFP1A	Future Potential	[ ] 🔍		🖼
16	EPRC2A	Advancement Potential	[ ] 🔍		🖼

Comments are still entered by clicking on the "Comments" icons

Competency Definitions and Performance Standards

- The "Comment" icon in Direct Access will open a comment field.
- Above the comment field you will see a description field for that competency – which includes the competency definition as well as the performance standards for a mark of 2, 4, or 6.

Description: MILITARY BEARING: The degree to which the member adhered to uniform and grooming standards, and projected a professional image that brought credit to the Coast Guard. Enforced standards for others.
1 -
2- Failed to consistently adhere to uniform or grooming standards. Set poor example for others. Failed to address substandard performance of subordinates, if assigned.
3 -
4 - Complied with and enforced uniform and grooming standards. Projected a professional image that brought credit to the Coast Guard.
5 -
6 - Consistently exceeded standards for uniform and grooming. Inspired similar standards in others. Performance of subordinates, if assigned, was exceptional.
7

COMMENT BLOCK: CHARACTER LIMITED TO 220 CHARACTERS

Comment:

Paygrade Specific Competency Definitions

- Each paygrade, E4 and above, may see changes in the competency definitions.

- Not all competency definitions change at every paygrade

TEAM BUILDING: The degree to which the member contributed to a group process, and worked cooperatively in a collaborative, inclusive, and outcome-oriented manner. **E5**	TECHNICAL PROFICIENCY: The degree to which the member demonstrated technical competency and proficiency for rating or current assignment. **E5**
TEAM BUILDING: The degree to which the member contributed to a group process, worked cooperatively, and facilitated a collaborative, inclusive, and outcome-oriented environment with others. **E6**	TECHNICAL PROFICIENCY: The degree to which the member demonstrated technical competency and proficiency for rating or current assignment. Took responsibility for the development of self and others. **E6**

Paygrade Specific Performance Standards

- Each paygrade, E4 and above, will have their own performance standards

- Not all competencies change at every paygrade

TEAM BUILDING: The degree to which the member contributed to a group process, and worked cooperatively in a collaborative, inclusive, and outcome-oriented manner. **E4**		Unwilling to consider the ideas of others. Not a team player. Failed to maintain partnerships.		Worked cooperatively in group environments; collaborated to achieve goals. Teamwork resulted in the successful completion of assigned tasks.		Strong team player who achieved results through collaboration, fostering cooperation among subordinates and peers. Recognized team member efforts. Skillfully used knowledge of group dynamics to achieve maximum performance.	
	○		○		○		○
TEAM BUILDING: The degree to which the member contributed to a group process, and worked cooperatively in a collaborative, inclusive, and outcome-oriented manner. **E5**		Unwilling to consider the ideas of others. Not a team player. Failed to maintain partnerships.		Engaged team player. Worked cooperatively in group environments; collaborated to achieve goals. Teamwork resulted in the successful completion of assigned tasks.		Strong team leader who achieved results through collaboration, fostering cooperation among subordinates and peers. Recognized team member efforts. Skillfully used knowledge of group dynamics to achieve maximum performance.	
	○		○		○		○

Assigning Marks

MARK	MEANS THE MEMBER CONSISTENTLY
1*	**Unacceptable** – Did not meet all the written performance standards in the "2" level, or the rater considered the impact severely detrimental to the organization or to others.
2*	**Poor** – Met all the written performance standards in this level.
3*	**Below Standard** – Did not meet all the written performance standards in the "4" block.
4	**Average** – Met all the written performance standards for this level and none in the "6" level.
5	**Above Average** – Met all the written performance standards in the "4" level and at least one of those in the "6" level.
6	**Excellent** – Met all the written performance standards for this level and did not exceed any of them.
7*	**Superior** – Met all the written performance standards in the "6" level and exceeded at least one of them.

*Comments Required

Competency Comments

- Comments are required for marks of 1, 2, 3 & 7

- Comments for individual competencies are limited to 2 lines of text, which equates to 220 characters in Direct Access.

Comments – Writing style tips

- Comments only need to address the specifics of why a member's performance exceeded/did not meet a 2, 4, or 6.

- Comments don't need to reiterate or justify what is already written in the 2, 4, or 6 blocks.

- Remove unneeded nouns and pronouns:
  Ex: "YN2 Smith expertly executed 93 PCS transactions" (47)
       "She expertly executed 93 PCS transactions" (41)
       "Expertly executed 93 PCS transactions" (37)

- Carefully use abbreviations/acronyms – ensure they are common, clear, and won't be misinterpreted.
  Ex: "CPOA" Chief Petty Officer Association or Academy?

Future Potential

- Required for all E4 and above EERs.

- Should be used to speak to the member's ability or fitness to serve in future assignments or positions such as independent duty, special assignments, leadership roles, or other areas of higher responsibility.

Description: FUTURE POTENTIAL: Provide succinct, written comments describing the member's potential for future leadership responsibilities including their potential to successfully serve in future special, independent, or command cadre assignments.

Use the Comments box to write your comments. Comments are required, however all lines are not required to be used.

COMMENTS: CHARACTER LIMITED TO 550 CHARACTERS

Comment:

Future Potential

- Future Potential comments are limited to 5 lines of text, which equates to 550 characters in Direct Access. - White space is not bad.

- This block replaces the currently required comments for "Recommended for Advancement" on E6 and above EERs.

Recommendation for Advancement

New EER: A "three-button" system; only personnel who receive a "Ready" will receive a SWE.

- **Ready:** Check this block…has the capability and capacity to carry out the duties and responsibilities of the next higher grade and **has satisfied all eligibility and qualification requirements** for the next higher grade. Required **time in grade/service** shall not be considered when determining overall eligibility for advancement

- **Not Ready:** Check this block…is not yet ready to carry out the duties and responsibilities of the next higher grade, or has **not satisfied all eligibility and qualification** requirements for the next higher grade. Required **time in grade/service** shall not be considered when determining overall eligibility for advancement

- **Not Recommended:** Check this block…should not be advanced to the next higher grade, **due to substandard performance or negative conduct**, to include an unsatisfactory conduct mark, or good order and discipline issues.

- Comments are required for a "Not Ready" and a "Not Recommended" – comments are not character limited and should be detailed and specific.

Qualification & Eligibility Requirements

- The only qualification and eligibility requirements an approving official must consider are those advancement qualifications and eligibility requirements set forth by Commandant.

- CPO Academy/Senior Enlisted Leadership Course (SELC): These senior enlisted leadership courses shall not be considered when determining if a member is eligible to receive a ready.

- **Waivers –** A member with an approved waiver to an advancement requirement may receive a ready if otherwise qualified, eligible and recommended.

Change of CO's Recommendation

Concern: If a member receives a "Not Ready" on their regular EER due to not having satisfied all of the eligibility or qualification requirements for advancement to the next paygrade, then subsequently completes the missing requirements prior to the next Servicewide Eligibility Date, can they get the "Not Ready" changed to "Ready" to get a SWE?

- **Short answer:** Yes

- The option for a CO to change their recommendation on an EER remains unchanged from current policy – for a member who was previously marked as "Not Ready" subsequently earns both the CO's recommendation for advancement and completes all requirements, the CO has the option to complete a CORC EER, which only changes the recommendation. If a CORC EER is completed prior to the SED, the member should get a SWE for the next testing cycle.

- A CORC EER is not a full EER, and only requires the Recommendation for Advancement to be filled in.

Human Resources Directorate

CORC EER – DA View

Advancement EERs: 92/184 Rule

- Advancement EERs will be required for all members advancing to paygrade E5 or above.

- The current policy specifying when an EER should not be completed in the case of an EER being entered within the past 92 days (E6 and below) or 184 days (E7 and above), will remain largely unchanged.

- The effective date of the EER should be the day prior to advancement.

- The recommendation potential block must be "Ready" – if a member is not ready to advance to that next paygrade, commands should follow the policy on withholding advancement or removal from eligibility list.
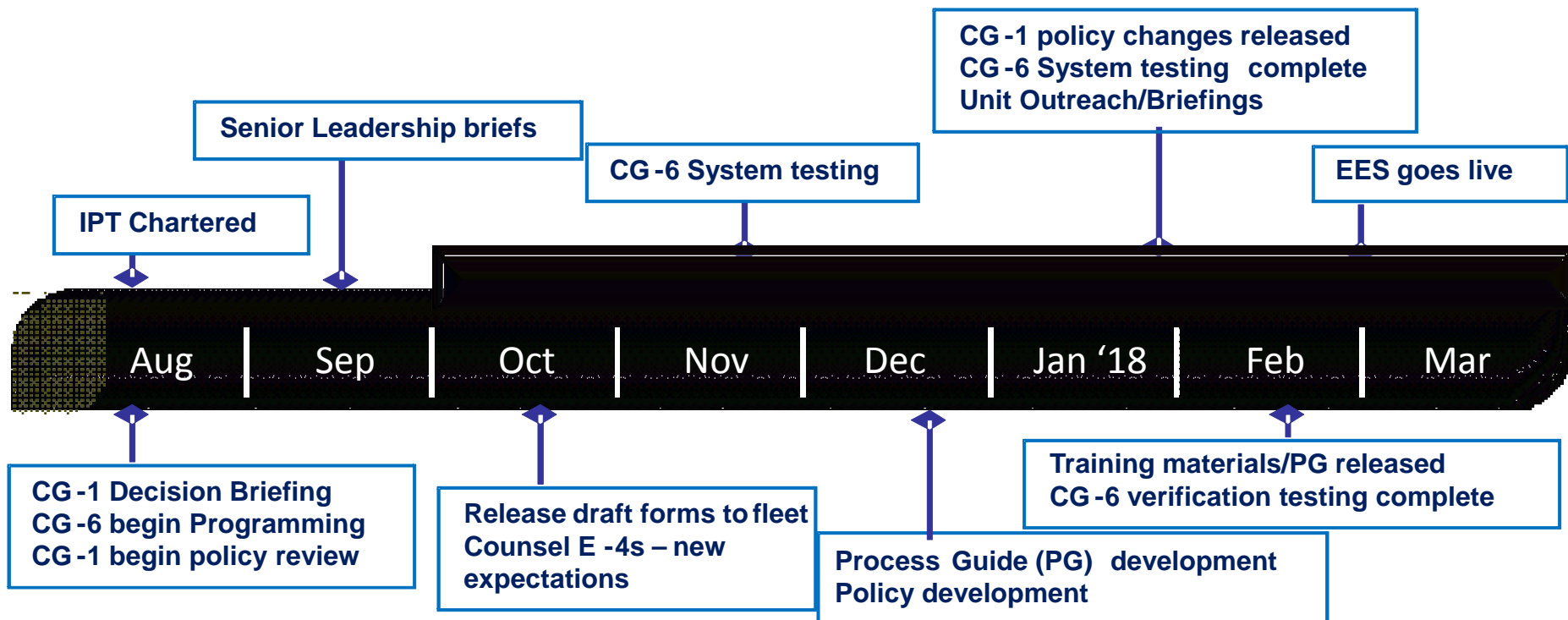
EPM-3

- Part of the EER change is to establish an EPM-3

- EPM-3 will responsible for quality assurance, procedural guidance, and policy implementation in regards to the EES.

- EPM-3 EER Validation: The staff at EPM-3 will validate EERs, looking for adherence to published policy and procedures – Validation efforts will concentrate on any unscheduled EERs as well as a representative sample of all regular EERs.

- EERs found to not be in compliance will be returned to the submitting command with comments on the error and correction procedures.

Milestones

Timeline (Aug – Mar):

- **IPT Chartered** (Aug)
- **Senior Leadership briefs** (Sep)
- **CG-6 System testing** (Oct)
- **CG-1 policy changes released / CG-6 System testing complete / Unit Outreach/Briefings** (Jan '18)
- **EES goes live** (Feb/Mar)

- **CG-1 Decision Briefing / CG-6 begin Programming / CG-1 begin policy review** (Aug)
- **Release draft forms to fleet / Counsel E-4s – new expectations** (Oct)
- **Process Guide (PG) development / Policy development** (Dec)
- **Training materials/PG released / CG-6 verification testing complete** (Feb)

- Unit outreach will provide any and all units the opportunity to receive EES briefing from EPM
- Outreach will be scheduled around operational units deployments schedules to ensure those units deployed and unable to receive a briefing will have an opportunity for one

Additional Resources

Available on EES Portal Site (all items should be posted February 2018):
CG Portal Page: http://cglink.uscg.mil/bdf9a38f
- EES FAQs
- EES Procedures Manual (PSCINST 1611.2)
- EES Direct Access Help Guide
- EES Video

Questions via email at:
- ARL-SMB-CGPSC-EPM-Evaluations@uscg.mil

Remember:
- Be aware of, and avoid historical tendencies in regards to assigning marks.

- This is the most significant change to enlisted evaluations in decades – take the time to fully understand the changes.