

Civilian Progress Review/ Performance Feedback

The process or purpose of the Civilian Progress Review exists to get supervisors to communicate with their employees concerning the overall subject of performance. Communication is a two-way street so there must be some listening as well as talking by both sides to be beneficial. Last but not least, documentation of any examples of good and not so good performance needs to be maintained and discussed and a record made of the meeting.

The Civilian Progress Review:

- Evaluates interim results
- Compares results to expectations
- Acknowledges progress
- Points out deficiencies
 - Identifies need for further training
- Documents Feedback
- One mandatory; No limit on the Number of interim feedback sessions

Now we can move on and discuss some of the more procedural aspects of the Civilian Progress Review.

After the performance plan is written, discussed with and signed by the employee, the next step will most likely be a progress review or performance feedback session unless the end of the annual rating period is also due. [AFI 36-1001](#) does not devote much print to this aspect of the process (Para 1.8); however, it is very important to many employees and to the bargaining units; therefore, it just became very important to you.

At least one progress review is required during the appraisal period, normally at the midpoint. Check your bargaining unit agreement because more reviews may be mandated. AF Form 860B is used to document the review. Each element is identified by number and an X is to be placed somewhere on a line that begins with “needs significant improvement” and ends with “needs little or no improvement”. The supervisor needs to communicate to the employee why they placed the X where they did on the line. A space is provided for comments and those comments can be short positive comments indicating what the employee did that warranted the X being marked as “needing little or no improvement”. If the X indicates the employee needs significant or just some improvement, the comment area can explain the reasons for this observation.

It is important to provide both positive and negative feedback when warranted. Employees need to know both what they are doing right and what they are doing wrong. An employee is seldom without any redeeming qualities or so perfect that there is not some room for improvement. Some encouragement for a low performer may motivate them to improve in other areas. Likewise, an area identified for improvement by a high performer may motivate them to do even better.

During feedback, it is important to discuss various work and personal traits such as cooperation/responsiveness, organizational skills, etc. (as identified on AF Form 860B).

CIVILIAN PROGRESS REVIEW WORKSHEET PRIVACY ACT STATEMENT			
Authority: 10 U.S.C. 8013 and Executive Order 9397			
Purpose: The social security number is needed to correctly identify the employee.			
Routine Use: None			
Disclosure is Voluntary: However, without it, it may affect the ability to accurately identify the employee and the records.			
EMPLOYEE (Last Name, First Middle initial)	ORGANIZATION	DATE	PERIOD COVERED
At least one progress review of the employee's performance against all the elements of the performance plan will take place during the appraisal period, normally at the midpoint. This worksheet will be used to further document this review, and may be filled out prior to and/or during the review with the employee. Use of this form is mandatory, and is meant to facilitate communication concerning performance. The process is intended for employee development and to help the individual. The employee should be made aware that the progress review is meant to provide feedback about his/her performance that may impact the rating of record at the end of the appraisal period. Do not forward the form to the personnel file. It is filed with the AF Form 971, and a copy given to the employee. Indicate by use of an "X" the employee's performance at this stage of the appraisal period. Place an "X" at the appropriate place on the arrowed line. Use the space provided for any comments (optional). Performance items not observed are not rated.			
		needs significant improvement	needs (little or no) improvement
COMMENTS			
1. PROGRESS ON PERFORMANCE PLAN ELEMENTS			
- Element 1			
- Element 2			
- Element 3			
- Element 4			
- Element 5			
- Element 6			
- Element 7			
- Element 8			
- Element 9			
- Element 10			
- Element 11			
- Element 12			
- Element 13			
- Element 14			
2. COOPERATION/RESPONSIVENESS			
- Skilled at working with individuals or groups			
- Is an enthusiastic follower			
- Is a skilled leader			
3. ORGANIZATIONAL SKILLS			
- Uses resources effectively			
- Sees future problems and heads them off			
- Plans and schedules work effectively			
- Adapts well to new demands			
4. COMMUNICATION			
- Listens well			
- Effective in oral communication			
- Writes clearly			
5. DUTY PERFORMANCE			
- Work is of appropriate quality and quantity			
- Work is timely			
6. THOROUGHNESS			
- Completes a job on his/her own			
- Follows up when necessary			
7. ADDITIONAL ITEMS			
- Accomplishes required items as appropriate			
RATER (Supervisor's signature)		EMPLOYEE (Signature Optional)	DATE (YYYYMMDD)

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Supervisors should also discuss other topics with their employees. It would be a good time to find out if there is any training that the employee feels they need. Another possibility is to discuss ways the supervisor can assist the employee. This could lead to a discussion on mentoring; new equipment or reference materials needed to do a better job; improved work processes, etc.

The performance review or feedback session needs to be private, with no interruptions, between only the supervisor and the employee. It may be better if the session occurred somewhere other than in the supervisor's office such as a small conference room. In any case, the supervisor should not have a desk or other obstacle between them and the employee if possible. The supervisor should be prepared before the discussion begins and the employee should have had a reasonable notice in advance of the discussion so they would also have an opportunity to prepare.

The session is not a one way conversation and the employee should be encouraged to participate. In some cases, the employee will bring up an area of improvement in their performance, and the supervisor will not have to initiate discussion on that particular issue, but can simply document the employee is aware of needed improvements. A key trait for the supervisor in this communication process is to be an effective listener as well as a speaker. If the supervisor is not completely satisfied with the employee's conduct at this point, the supervisor has an obligation to address the problem and not leave any surprises for the end of the appraisal cycle. And do not forget: document, document, document!!