

**BY ORDER OF THE
CHIEF, NATIONAL GUARD BUREAU**

**AIR NATIONAL GUARD INSTRUCTION
36-2627**



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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 (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. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using the AF Form 847, Recommendation for Change of Publication; route the AF Form 847 from the field through major command (MAJCOM) publications/forms managers. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 36-363, Management of Records, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://my.af.mil/afrims/afrims/afrims/rims.cfm>.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Rater and Ratee roles defined as well as a clarification of feedback process.

1. INTRODUCTION.

1.1. **Feedback.** 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 their rank. Formal feedback does not take the place of informal daily conversation on how an individual is performing. In addition to the evaluation provided on the Performance

Feedback Form, two-way feedback of the following should be discussed during the face to face meeting of the rater and ratee:

1.1.1. Performance.

1.1.1.1. Evaluation of training provided.

1.1.2. Expectations.

1.1.2.1. Short and long term Professional Military Education goals.

1.1.2.2. Short and long term military goals.

1.1.3. Career development.

1.1.3.1. AFSC progression plan.

1.1.3.2. Promotion opportunities.

1.2. Career Development. Career development is of primary importance. Without developing a plan to assist the ratee, meeting the expectations will be difficult, or may not be completed in a timely manner.

2. PROCEDURE: ANG personnel will use latest edition of AF Form 931, Performance Feedback Worksheet (AB thru TSgt), and AF Form 932, Performance Feedback Worksheet (MSgt thru CMSgt), as the documentation media.

2.1. Formal Feedback. Formal Feedback will be completed on an annual basis as a minimum. The rater will determine the schedule. For instance, the schedule could be birth month or expiration term of service (ETS) month. The rater or ratee can request more frequent feedback sessions to address areas of concern. Rater should be lowest level of military supervision; example: Staff Sergeant rating Senior Airmen continuing up the chain of command. Each rater should rate the immediate level below them. Every effort should be made to complete the scheduled session in a timely manner that does not conflict with deployed personnel.

2.2. Self Evaluation. The appropriate worksheet will be given to the ratee on the Unit Training Assembly (UTA) prior to their scheduled formal feedback session. The ratee should be tasked to evaluate themselves and return the completed form on the next UTA. Evaluation check boxes should not be filled in by the ratee; instead ratee should write in the space provided for self evaluation below the check boxes. At the formal feedback session the rater will use the check boxes and the back page to provide his/her evaluation after a discussion with the ratee.

2.3. Maintenance for Performance Feedback Worksheet. The rater will maintain the worksheet in a personnel file; a copy will be given to the ratee. The worksheet will be maintained until the next Performance Feedback session is held then it will replace the old sheet; which will be given to the ratee or destroyed.

2.4. Use of Performance Feedback Worksheet by Chain of Command. Performance Feedback forms can be used by the ratee's chain of command to make decisions affecting their AFSC upgrading or military promotions.

3. EFFECTIVE FEEDBACK SESSIONS. Additional information for preparing, conducting and closing of a Formal Feedback Session can be found in AFPAM 36-2627.

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

HARRY M. WYATT 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

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

AF Form 931, Performance Feedback Worksheet (AB thru TSgt)

AF Form 932, Performance Feedback Worksheet (MSgt thru CMSgt)

Abbreviations and Acronyms

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