



SECRETARY OF THE AIR FORCE  
WASHINGTON

INFO MEMO

FOR: SECRETARY OF DEFENSE

THROUGH: UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS

FROM: Eric K. Fanning, Acting *EF* OCT 28 2013

SUBJECT: Enhancing Commander Assessment and Accountability, Improving Response and Victim Treatment

- In your May 6, 2013, memorandum, you directed the Service Chiefs, through their respective Secretaries of the Military Departments, to develop methods to assess the performance of military commanders in establishing command climates of dignity and respect and incorporate sexual assault, prevention and response (SAPR) prevention and victim care principles in their commands and to hold them accountable.
- The Air Force is implementing the following methods to assess commanders and hold them accountable:
  - Modifying the feedback and evaluation forms for every Airman to ensure organizational climate is discussed during performance feedback sessions. Along with modifying the forms, we added language to Air Force Instruction (AFI) 36-2406, *Officer and Enlisted Evaluation Systems*, which defines the term “organizational climate” and holds all Airmen responsible for contributing to a healthy unit climate. We also added language to the AFI specifically addressing noncommissioned officer and officer responsibility to not only contribute to a healthy unit climate, but to also be responsible for creating a healthy unit climate. Finally, the Air Force Office of Personnel (AF/A1) added language to the AFI specifically addressing commanders’ special responsibility and authority to ensure their command has a healthy climate to include SAPR prevention and victim care. This requirement will be in place by January 1, 2014.
  - Increasing the frequency of required unit climate assessments. In accordance with the FY13 NDAA Section 572(a)(3), climate assessments are required within the first 120 days of assuming command and annually thereafter (prior requirement was every two years). This requirement became effective in the Air Force on July 31, 2013.
  - Implementing requirement for commanders to brief their immediate supervisor on climate assessment results. In your May 6, 2013, memorandum, you directed this briefing requirement and the Air Force implemented it on July 31, 2013.

- Implementing requirement to brief unit members on climate assessment results. Currently, commanders are required to report the results up the chain of command. Requiring commanders to brief unit members on the results will increase visibility of assessment results and create a feedback loop within the unit. This requirement will be effective on January 1, 2014.
  - Transitioning from the current Unit Climate Assessment to the Defense Equal Opportunity Management Institute Organizational Climate Survey, which both expands the section on sexual assault and is standardized for use across the DoD. This transition will be effective on January 1, 2014.
  - Establishing a Special Interest Item (SII) for The Inspector General's new Unit Effectiveness Inspection system. The SAPR SII will assess to what degree commanders have established a command climate of dignity and respect and to what degree SAPR prevention and care principles have been implemented in their commands. The SII will be established and in effect by January 1, 2014.
- In your May 6, 2013 memorandum, you directed the Secretaries of the Military Departments to implement and monitor methods to improve victim treatment by their peers, co-workers and chains of command. Most victims during our focus groups said many workplaces did not know what to do after an assault occurred. In order to improve understanding of victim trauma and care, on- and off-duty, the Air Force will implement additional training programs.
    - To improve victim care and trust in the chain of command, enhanced sensitivity training for peers, co-workers and chains of command will occur at all training venues to include professional military education, semi-annual sexual assault prevention standowns and professional development venues (e.g., First Term Airmen's Course, Pre-Command Course) throughout the Air Force.
    - An evaluation of training effectiveness will be solicited at every training venue and will be aggregated by the Air Force SAPR office. Commanders will be held accountable to properly and regularly train unit members within their chain of command.
    - Training development has commenced and will be in place across all training venues by mid-August 2014.
    - A select group of sexual assault survivors will be involved in the training curriculum and content development, as directed in your May 6, 2013, memorandum.

COORDINATION: USD P&R

Attachments:  
As stated

- Section 1.8 in the Officer and Enlisted Evaluation AFI documents Evaluator responsibility and is titled *Evaluator Accountability*

- A1 added the following paragraphs:

1.8.2. Organizational Climate: Organizational climate is defined as the way in which members in a unit perceive and characterize their unit environment. All Airmen are responsible for creating a unit climate in which every member is treated with dignity and respect, and one that does not tolerate unlawful discrimination, sexual harassment, or sexual assault in any form. NCOs and officers are not only responsible for creating this environment but are also accountable for it. NCOs and officers can build a healthy unit climate by: communicating clear direction at all levels of supervision; adhering to and enforcing standards; not tolerating and, when necessary, appropriately responding to any form of sexual harassment, sexual assault, hazing, unlawful discrimination, or any other conduct harmful to the good order and discipline of the unit; being accountable for their actions; and cultivating an environment where teamwork, unity and cohesiveness are the standard practice.

1.8.2.1. All NCO and officer evaluators will assess their ratee(s) on what the member did to ensure a healthy unit climate.

1.8.2.2. Commanders at every level have an even greater responsibility to create a healthy climate in their command. Additionally, they are responsible for ensuring adherence to Sexual Assault Prevention (SAPR) Program directives. Command climate, just like organizational climate, is the perception of a unit's environment by its members. Commanders are ultimately responsible for the good order and discipline in their unit and have unique responsibility and authority to ensure good order and discipline. Therefore, evaluators must take this special responsibility and authority into consideration when evaluating a commander's effectiveness in ensuring a healthy command climate.

- Section 2.8 in the Officer and Enlisted Evaluation AFI documents how to prepare the performance feedback worksheet and is titled *Preparing the PFW*

- A1 added paragraph 2.8.5.1.1

**2.8.5.1. WHAT THE AFI CURRENTLY SAYS (no changes recommended):** Since the primary purpose of the initial feedback session is to establish expectations for the upcoming rating period, a rater is not expected to have already developed a clear-cut opinion of an individual's performance by the time the session is conducted. Therefore, raters will mark the Initial Feedback block under each standard of performance and provide comments on their expectations.

2.8.5.1.1 It is mandatory for raters to include expectations for contributing to a healthy unit climate for airmen up to the grade of Senior Airmen. NCO and officer raters must also ensure that these subordinates are accountable for creating a healthy unit climate. Raters must ensure that every Commander knows he/she is responsible for, and will be held accountable for, ensuring their command has a healthy command climate.

**2.8.5.2 WHAT THE AFI CURRENTLY SAYS (no changes recommended):** For all other feedback types, the rater will indicate how the ratee is meeting the established expectations by marking either "Does Not Meet", "Meets", "Above Average", or "Clearly Exceeds". These markings do not directly translate to a rating on the evaluation, but provide an indication of how the ratee is meeting the expectations set forth by the rater and provides the basis for the feedback session discussion. Use the following definitions of performance assessment ratings when filling out PFWs:

- Section 3.1 in the Officer and Enlisted Evaluation AFI documents general guidelines in preparing OPRs and EPRs and is titled ***General Guidelines***
- A1 added the language in red to the current verbiage in paragraph 3.1.7.

3.1.7. Performance Factors (Section III and IX) and Rater/Additional Rater Overall Assessment, (Sections IV and V) – AF Form 707, *Officer Performance Report (OPR)*. **Note:** Commanders are held responsible for the ***command climate (refer to para 1.8.2.2.) and*** overall readiness of their unit and are ultimately accountable for its performance. As such, overall ***command climate***, readiness and performance should be a major contributing factor when assessing a commander's performance.

- Tables 7.1 and 7.2 in the Officer and Enlisted Evaluation AFI documents general guidelines in preparing General Officer reports.
- A1 added the language in red to the current verbiage in tables 7.1 (for Form 78) and 7.2 (for Form 77)

Table 7.1 Block 11. Type comments in Times New Roman, 12 pitch. Limit comments to space provided. Include comments concerning the ratee's personal and professional characteristics with emphasis on the ratee's potential to assume a higher grade or increased responsibilities. **Also, consider ratee's success in contributing to a healthy organizational climate, or command climate (if ratee is a commander).** As supporting rationale, identify specific jobs where he or she could be used in a higher grade. If not being recommended for promotion, but is being recommended for further service in his or her current grade, identify options for future use. If an officer is the subject of a substantiated allegation, complaint, or investigation, or if the officer was removed from duty for cause, use this section to address issue. Do not consider or comment on marital status or the employment, educational activities, or volunteer service activities of his/her spouse. As applicable, include comments on achievements in implementing the recommendations of the Secretary of Defense's Report to the President on Defense Management of July 1989.

- Table 7.2 Block 11. Hand-write comments in dark blue or black ink. Limit comments to space provided. Include comments concerning his or her personal and professional characteristics with emphasis on potential to assume a higher grade or increased responsibilities. **Also, consider ratee's success in contributing to a healthy organizational climate, or command climate (if ratee is a commander).** As supporting rationale, identify specific jobs where he or she could be used in a higher grade. If not being recommended for promotion but is being recommended for further service in his or her current grade, identify options for future use. If an officer is the subject of a substantiated allegation, complaint, or investigation, or if the officer was removed from duty for cause, use this section to address issue. Do not consider or comment on the marital status or the employment, educational activities, or volunteer service activities of his or her spouse. As applicable, include comments on achievements in implementing the recommendations of the Secretary of Defense's Report to the President on Defense Management of July 1989.