



THE SECRETARY OF THE NAVY  
WASHINGTON DC 20350-1000

April 1, 2016

MEMORANDUM FOR ASSISTANT SECRETARY OF THE NAVY (MANPOWER  
AND RESERVE AFFAIRS)  
CHIEF OF NAVAL OPERATIONS  
COMMANDANT OF THE MARINE CORPS

SUBJECT: Full And Inclusive Reviews (FAIR): Providing Developmental Feedback to  
Build Talent

The Department of the Navy (DON) has a diverse and talented workforce, unmatched by any other in the world. To keep that advantage, we must continue to cultivate Sailors, Marines and civilians who will work innovatively to confront – and stay well ahead of – the challenges facing our Nation. We can enhance our efforts by giving our personnel relevant feedback via innovative assessment mechanisms to help them evaluate and use their strengths and dedicate attention and resources to areas that may need improvement. Through effective implementation, this feedback will hone the skills of our future leaders and foster continued growth and excellence in the execution of our mission.

The Department program will be called Full And Inclusive Reviews (FAIR). These reviews are more commonly known as multi-rater assessments or 360 degree reviews, and are developmental tools widely used across government and private industry. As a continuation of our existing efforts to modernize our personnel processes and strengthen our Navy, Marine Corps, and Civilian leaders, the DON will use FAIR throughout the Department.

The Assistant Secretary of the Navy (Manpower and Reserve Affairs) (ASN (M&RA)) shall:

- Recommend policies and procedures that implement FAIR in the development of civilian supervisory personnel across the Department. The following aspects shall be included as key tenets of the program:
  - Senior civilians who have supervisory responsibility, including executives and senior leaders, will be required to use these reviews to provide developmental feedback within 6 to 12 months of implementation of the program or becoming a supervisor, and at regular intervals thereafter.
  - Reviews shall be tailored to address core leadership and innovation competencies prioritized in the same way that supervisory acumen and required technical knowledge are addressed.

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- The individual's supervisory rating official will participate actively in providing feedback and identify those who will provide feedback. The supervisory rating official will also participate in analyzing the results and crafting development plans.
- The senior civilian and his or her rater will be provided the report and must engage in a developmental discussion following the receipt of the feedback report to plan for the senior civilian's continued growth as a leader. Developmental discussions should take place in person when feasible.
- Raters will not use the information contained in the reviews for performance evaluation purposes, but completion of reviews will be noted in official personnel records.
- Consideration shall be given to integration of effective coaching and mentoring resources in support of every participant.
- Assess the feasibility of including FAIR in future DON civilian personnel performance systems.

The Chief of Naval Operations (CNO) and the Commandant of the Marine Corps (CMC) each shall:

- Recommend policies and procedures that implement FAIR in the development of military personnel in positions of increasing scope of leadership, supervision and responsibility (e.g., Senior Enlisted Sailor or Marine, Department Head, Executive Officer, Commanding Officer, etc.) assignments. The following aspects shall be included as key tenets of the program:
  - Developmental feedback using FAIR should be conducted at regular intervals during a career prior to becoming a Senior Enlisted Sailor or Marine or an Executive Officer and/or Commanding Officer and once within a reasonable period of assuming command and again within 12-15 months of promotion to Command Master Chief, Command Sergeant Major, Flag or General Officer.
  - Reviews shall be tailored to address core leadership and innovation competencies prioritized in the same way that supervisory acumen and required technical knowledge are addressed.
  - The individual's superior (i.e. reporting senior) should be engaged in the identification of those who will provide feedback. The reporting senior will also participate in providing feedback.

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- Individuals and superiors will be provided the report and must engage in a developmental discussion following the receipt of the feedback report to plan for the Commander's continued growth as a leader. Developmental discussions should take place in person when feasible.
- Superiors will not use the information contained in the reviews for official evaluations, but completion of assessments will be noted in the official personnel records.
- Consideration shall be given to integration of effective coaching and mentoring resources in support of every participant.
- Assess the feasibility of including full and inclusive reviews in future DON military personnel performance systems.

The ASN (M&RA) (Lead) and, CNO and CMC (Support) will submit a DON total force implementation plan to me by May 1, 2016.

