



## 37<sup>th</sup> Training Wing

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### CIVILIAN PERSONNEL

**Q: Year-after-year at DLI we try to bring attention to the injustices in the civilian appraisal system. It's time to take action and have supervisors hold employees accountable, rather than reward people who aren't performing well in their jobs and are doing not working during duty hours.**

**A:** An employee's appraisal, award and other information is for the employee and their supervisory chain only. While performance awards are reflective of how well you meet or exceed the performance elements within your performance plan, the success of your students is also a reflection of your performance as an instructor. I highly encourage that each of our civilian Airmen concentrate on their classroom instruction and their students. If there are concerns regarding performance within your organization, we encourage you to reach out to your commander or the senior civilian in your organization to discuss specifics.

**Q: As a member of DLI, I am concerned with unfair hiring practices that seem to favor particular individuals or foreign instructors. It seems as if discrimination exists in the organization.**

**A:** DLI has had internal and external reviews of their hiring practices. They are fair and exceed the OPM and AF hiring processes with a rubric, panel and interview. We do not use any prohibited demographic or protected category information when making hiring selections. It's important that we educate ourselves on hiring practices rules and that we continue to educate and inform about them, just as Mr. Surita and I have discussed in previous DLI all-calls. This will help alleviate any misperceptions we may have. DLI has a very diverse group of professionals who are executing a critical mission; I encourage each of you to continue focusing on your students and classroom instruction in order to help strengthen international partnerships.

**Q: What is acceptable/unacceptable when commenting on a civilian employee's appraisal? What information can be shared about another employee's performance? There are some instructors who have concerns about those who are awarded more than colleagues who work as equally hard.**

**A:** An employee's appraisal, award and other information is for the employee and their supervisory chain only. Civilian monetary or time-off awards are distributed based on a percentage (not to exceed specific caps), and are determined based on how well an employee meets their SMART objectives – performance elements that are Specific, Measurable, Achievable, Relevant and Time-bound. While, performance awards are reflective of how well you meet or exceed the performance elements within your performance plan, the success of your students is also a reflection of your performance as an instructor. I highly encourage that each of our civilian Airmen concentrate on their classroom instruction and the development of their students.

**Q: Col Wilson, Thank you for prioritizing people and keeping us safe by allowing us to work remotely. In our section, which we know of, people have had Covid and relatives have been impacted. This is real for us all. Please keep us home until we are safe since we interact with IMS and they are not vaccinated - they are also out and about not adhering to CDC guidelines.**

**A:** Telework has been a necessity during the pandemic to ensure the safety of our workforce. But, as the COVID-19 positivity rate in the local area goes down, as members are able to get vaccinated, and the risk is reduced, we will take a comprehensive look at all telework agreements. In situations where an individual is able to meet the same level of success, and the same level of operational capability as identified in their position description, we may look at keeping those telework agreements in place. Where it's fairly obvious that measures outlined in an individual's performance plan and position description are not able to be accomplished, or accomplished to the same degree through telework, we will look at starting to pull people back into the office at a certain point in the future. It's something we have to talk about because we have a very in-person and tactile mission here. It's important for all of personnel to start thinking about the fact they could be pulled back into the office in the near future. I encourage you to



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talk to your supervisor, and talk to your chain of command to see what this looks like for you. We will evaluate on a case-by-case basis. The perception that there is going to be long-term perpetuity agreements may happen, but it's not something that's guaranteed.