



DEPARTMENT OF THE NAVY

COMMANDANT OF MIDSHIPMEN
UNITED STATES NAVAL ACADEMY
101 BUCHANAN ROAD
ANNAPOLIS MARYLAND 21402-5100

COMDTMIDNINST 1610.3C
APTITUDE OFC
7 Mar 05

COMDTMIDN INSTRUCTION 1610.3C

Subj: MIDSHIPMAN APTITUDE EVALUATION AND COUNSELING SYSTEM

Encl: (1) Aptitude for Commission - Midshipman Evaluation Instructions
(2) Instructions for Preparation of the Fitness Report Form
(3) NAVFIT 98A Basic Instructions
(4) Counsel and Guidance Interview Record
(5) Outline for Counseling Sessions

1. Purpose. To provide guidance for midshipman counseling and the preparation of midshipmen Fitness Reports and Evaluations.

2. Cancellation. COMDTMIDNINST 1610.3B. This instruction is a complete revision and should be reviewed in its entirety; no special markings appear because changes are extensive

3. Background. Article 1129, U.S. Navy Regulations, 1990, requires that records be maintained on naval personnel "which reflect their fitness for the service and performance of duties." Aptitude for Commission Evaluations are used for many professional actions during four years at USNA, including service assignment, advanced training and selection for leadership positions. Timely, realistic and accurate reports are essential for each of these tasks. The Aptitude for Commission System evaluates midshipmen in everything done outside of the classroom and reflects the developmental process of midshipmen becoming officers over the intensive, four-year USNA program. It includes military training, physical training, and the inculcation of the ideals of the naval profession. The goal of the Aptitude System is to produce self-confident leaders who accept and are fully ready to perform their responsibilities both to the nation and to the men and women entrusted to them.

4. Administration

a. Aptitude for Commission Evaluations will be written by midshipmen in the chain of command. Enclosure (1) pertains. Note that a specific comment is now required to record leadership positions that midshipmen held during that marking period, and how that midshipman performed his/her duties. Reporting seniors

or company Senior Enlisted Leaders will input midshipman evaluations into the Midshipman Information Data System (MIDS) at the end of each semester. Reporting seniors will assign aptitude grades each semester in accordance with the current COMDTMIDN 1600 notice, REQUIREMENTS FOR SUBMISSION OF APTITUDE FOR COMMISSION DATA. First semester aptitude grades will include summer training because they are based on the period from the completion of second semester until the completion of first semester. Second semester grades will be based upon the period from the completion of first semester final exams until the completion of second semester.

b. For those individuals that do not have access to the Aptitude for Commission - Midshipman Evaluation module in MIDS, the NAVFIT Evaluation and Fitness Report (FITREP) program can be downloaded from the BUPERS website, www.npc.navy.mil/channels (the entire address as of the writing of this instruction is <http://www.npc.navy.mil/CareerInfo/PerformanceEvaluation/PROGRAMS/ANDFORMS.htm>, zip files must be saved to your hard drive first). Basic instructions for the program are listed in enclosure (3) and more detailed instructions are also available online. Officers-In-Charge of midshipman summer training units and programs should forward FITREPs to the Aptitude Office for distribution to the companies. Enclosures (1) and (2) pertain.

c. Reporting Responsibilities

(1) Reporting Seniors

<u>Midshipman Staff</u>	<u>Officer Counterparts</u>
Brigade Staff (≥4 stripes)	Commandant
Brigade Staff (≤3 stripes)	Company Officer
Regimental Staffs (≥4 stripes)	Deputy Commandant
Regimental Staffs (≤3 stripes)	Company Officer
Battalion Staffs (≥4 stripes)	Battalion Officer
Battalion Staffs (≤3 stripes)	Company Officer
Honor Staff (≥4 stripes)	Commandant's Ethics Advisor
Honor Staff (≤3 stripes)	Company Officer
Drum and Bugle Corps	Company Officer

NOTE:

The names and billets of designated three stripers and below that will be evaluated and graded with four stripers and above will be disseminated each semester in the COMDTMIDN 1600 notice.

(2) Commandant. Receive suggested evaluations and grades from the Brigade Commander on each member of the Brigade staff with a rank of Midshipman Lieutenant Commander and above and on those below the rank of Midshipman Lieutenant Commander that are designated in the current COMDTMIDN 1600 notice. Reconcile grades with Brigade Commander and assign final aptitude grades.

(3) Deputy Commandant. Receive suggested evaluations and grades from Regimental Commanders on each member of the Regimental and Battalion staffs with a rank of Midshipman Lieutenant Commander and above and on those below the rank of Midshipman Lieutenant Commander that are designated in the current COMDTMIDN 1600 notice. Reconcile grades with Regimental Commanders and assign final aptitude grades.

(4) Battalion Officers

(a) Maintain acceptable performance levels within the Battalions.

(b) Hold an aptitude board for any midshipman who has not met acceptable aptitude standards.

(c) Send any midshipman who has not met acceptable aptitude standards to a Brigade Aptitude Board.

(d) Receive evaluation inputs from the Battalion Commander and assign final aptitude grades.

(5) Officer Development, Deputy Director For Honor. Receive suggested evaluations from the Honor Chairman on each member of the Honor Staff. Reconcile grades with the Honor Chairman on four strippers and above, and on those three strippers and below that are designated in the current COMDTMIDN 1600 notice. Forward all other Honor Staff evaluations with suggested grades to respective Company Officers.

(6) Drum and Bugle Corps (D&B) Officer Representative. Receive suggested evaluations from the D&B Commander on each member of the D&B staff. Forward evaluations and recommended grades to the Aptitude Office on those midshipmen designated in the current COMDTMIDN 1600 notice as out of company strippers. Reconcile grades with the D&B Commander and forward all other evaluations with suggested grades to respective Company Officers.

(7) Company Officers

(a) Maintain acceptable performance levels within the companies.

(b) Counsel first- and fourth-class midshipmen in the company in accordance with paragraph 4.d.

(c) Maintain supervisory responsibility for the administration of all counseling and guidance conducted within the company.

(d) Provide an aptitude grade and evaluation at the end of each semester for all midshipmen in the company and for those Midshipman Staff members indicated in paragraph 4.c.(1) above that have Company Officer listed as Reporting senior.

(8) Senior Enlisted Leader

(a) Counsel second- and third-class midshipmen in the company in accordance with paragraph 4.d.

(b) Review evaluations submitted by the midshipman chain of command and provide input to the Company Officer for the assignment of aptitude grades.

(9) Out-of-Company Midshipmen

(a) Staff Commanders will write evaluations on their Executive Officers, Operations Officers and Sergeants Major as well as on the unit commanders immediately below them in the chain of command. They will submit evaluations and suggested grades to their officer counterpart for four strippers and above and designated three strippers and below. They will submit evaluations and suggested grades to respective Company Officers for remaining three strippers and below. Company Officers will reconcile evaluations and assign final aptitude grades.

(b) Staff Executive Officers will write evaluations on their staff excluding the Operations Officer and Sergeant Major.

(c) Operations Officers will write evaluations on Operations Assistants, Drill Officers, Parade Judges and Midshipmen Information System Liaison Officers.

(d) Staff Commanders will review evaluations they did not write and submit them along with suggested grades to their officer counterparts for four strippers and above and designated

three strippers and below. They will review evaluations for remaining three strippers and below and submit them to respective Company Officers. Company Officers will reconcile evaluations and assign final aptitude grades.

(10) Company Commander

(a) Supervise all counseling and guidance conducted by midshipmen within the company.

(b) Submit evaluations on Platoon Commanders, staff officers and 1st Sergeant.

(11) Platoon Commander

(a) Supervise the counseling and guidance programs of Squad Leaders.

(b) Submit evaluations on all Squad Leaders and the Platoon Sergeant.

(12) Squad Leader

(a) Provide timely and accurate counseling to all squad members.

(b) Submit evaluations on all squad members.

(13) Aptitude Officer. The Aptitude Officer will collect the grades and evaluations to be approved by the Commandant for the Brigade Staff and by the Deputy Commandant for the Regimental Staffs. He will input all grades for out-of-company strippers designated in the COMDTMIDN 1600 notice for that semester.

(14) Others. Evaluation inputs may be submitted by any individual having contact with midshipmen. For individuals that do not have access to the Aptitude for Commission - Midshipman Evaluation module in MIDS, follow the directions in enclosures (2) and (3) or use the standard Navy memorandum format. Inputs are especially desired from the following sources:

(a) Officers-In-Charge and unit commanders of USNA summer training units and programs and Fourth Class Regiment Company Officers for Plebe Detail.

(b) Officers and faculty of the academic division.

(c) Coaches of athletic teams.

(d) Officer or faculty representatives of teams, organizations and extracurricular activities.

(e) Task Group Commanders.

(f) Commanding Officers or Officers-In-Charge of commands to which midshipmen are temporarily attached for training or internships are strongly encouraged to submit a special FITREP on any midshipman worthy of special evaluation, both favorable or if the midshipman's performance warrants a grade of less than C for summer training.

(f) Reporting seniors may submit a special evaluation on a midshipman worthy of special evaluation whether favorable or unfavorable.

d. Counseling

(1) All midshipmen will receive documented counseling each semester per the following schedule. Counseling records, using the Counsel and Guidance Interview Record (enclosure (4)), shall be retained in the performance jacket.

(2) Enclosure (5) contains an outline to aid counselors of midshipmen.

Schedule of Counseling

<u>Counselor</u>	<u>Counselee</u>	<u>Occasion</u>
Co Ofcr	All 1/C	w/in 30 days of reform
Co Ofcr	All 4/C	w/in 45 days of reform
SEL	All 2/C	w/in 60 days of reform
SEL	All 3/C	w/in 60 days of reform
Sqd Ldr	Sqd Members	Initial, mid-term, final
Plt Cdr	Sqd Leaders	Initial, mid-term, final
Co Cdr	XO, Plt Cdrs, 1 st Sergeant	Initial, mid-term, final
Co XO	All 1/C in Co not Plt Cdrs or Sqd Ldrs	Initial, mid-term, final
Evaluation drafter	Out of Company Stripers	Initial, mid-term, final
2/C	Assigned 4/C and 3/C	Initial, mid-term, final

(3) Initial counseling will be conducted within one week of reform. This counseling session should lay the groundwork for an effective, productive working relationship between the senior and the junior, and should accomplish the following objectives:

- (a) Make the senior's expectations clear.
- (b) Ensure the junior understands those expectations.
- (c) Set goals or targets and make plans for the junior to meet those targets.
- (d) Convey the senior's interest and concern.
- (e) Help the junior understand the senior's leadership style.
- (f) Motivate the junior to achieve the highest possible level of performance.
- (g) Ensure the junior understands the mission and status of the unit and his/her primary and collateral duties.

(4) Mid-term counseling will be conducted at the eight-week point of the semester. The purpose of mid-term counseling is to ensure the junior is on track and has a clear understanding of where that junior stands with respect to peers. Mid-term counseling should deal with both strengths and weaknesses. It should reinforce the junior's success and set a course to correct deficiencies. During the mid-term session, the senior and junior should review the junior's progress towards achieving the goals established at the initial session and should modify them as appropriate.


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APTITUDE FOR COMMISSION - MIDSHIPMAN EVALUATION INSTRUCTIONS

To create your rosters in MIDS, have a list of your company/team members/ECA members alpha codes. From the MIDS home page, click:

1. Click Commandant's staff
2. ECAs - Maintain Rosters
3. Select your ECA (if you have more than one)
4. Click Insert New Record
5. Type the alpha code (you do not need to type in alpha codes of midshipmen you added in previous semesters).
6. Select Class status
7. Click Insert
8. You should see a green "Success!" in the upper left corner.
9. Click Insert New Record
10. Repeat steps 5 through 9 until complete.
11. For any midshipman you added in a previous semester, you will need to update the status. From ECAs - Maintain Rosters, click
 - a. Find
 - b. Click on the desired alpha code
 - c. Add the desired status by year and description
 - d. Remove the old status
 - e. Click the back button on your browser three times.
 - f. Repeat steps a. through e. until all midshipmen are in their current status.
12. For any midshipman no longer in the team/activity, you will need to delete that midshipman from the roster. From ECAs - Maintain Rosters, click
 - a. Find
 - b. Click on the desired alpha code
 - c. Click Delete
 - d. Click OK
 - e. Click the back button on your browser three times.
 - f. Repeat steps a. through e. until all midshipmen are in their current status

To draft evaluations, the designated midshipmen should complete the electronic form below and route it electronically through the chain of command.

To input the evaluations on your midshipmen, from the MIDS home page, click:

1. Commandant's staff.
2. Aptitude for Commission - Midshipman Evaluation.
3. Insert new record.
4. Click on the list icon to the right of the Activity/Team field. A pop-up window will open.
5. Click on your activity, team or company,.

6. Click on the list icon to the right of the Alpha field. A pop-up window will open.
7. Click on an alpha. The system will fill in a variety of information.
8. For Officer Representatives assign a recommended letter grade. For the Aptitude Officer for out-of-company stripers (for Officers Counterparts), assign letter grades. For raters and Company Officers do NOT assign a recommended grade. Company Officers will assign grades using the module Aptitude for Commission - Maintain Grades.
9. Assign a numerical ranking if applicable (3 of 8, 17 of 23, etc)
10. Write comments.
11. Click Insert.
12. Click the back button on your browser.
13. Repeat steps 6 through 12 until complete.

To have the information in MIDS is important for historical and statistical purposes. For Officer Representatives that would like to push the information to the company officers after having entered your rankings, you can e-mail a MIDS-generated table to them. Using the Internet Explorer MIDS home page, click:

1. Commandant's staff
2. Aptitude for Commission - Query Midshipman Evaluation
3. Click the list icon to the right of the Team/Activity field
4. Click on your team/activity.
5. Click Find. MIDS will return a table of your input.
6. Highlight the entire table and copy it.
7. Open Excel and paste the table.
8. Save the Excel spreadsheet and send it as an attachment to 'COOFCR_LIST'.

NOTE:

Company Officers can also use this module to find all the evaluations written on their midshipmen. Instead of selecting a team/activity, select the appropriate academic year company

EVALUATION FORM FOR ROUTING WITHIN BRIGADE CHAIN OF COMMAND

Aptitude for Commission - Midshipman Evaluation

All Officer Representatives are encouraged to submit a Midshipmen Aptitude for Commission Evaluation on midshipmen involved with their teams and in their organizations. At the minimum, Officer Representatives must complete an evaluation for all midshipmen that receive an "A" or "D" in overall performance within their organization.

Select an activity from the list of values.

Activity/Team:	XX TH COMPANY
Alpha:	
Last Name:	
First Name:	
Class:	1/C, 2/C, 3/C, or 4/C
Company:	XX
Ac Yr Ending:	2005
Sem:	FALL
Blk Nbr:	Disregard.
Directions:	Company Officers grade the midshipmen and rank among classmates within your organization based on their demonstrated Aptitude for Commission in accordance with the Commandant's Precept Convening the Aptitude For Commission System and Grade Assignment. All company evaluations must include grades, comments and rankings within their classmates. Within each class no more than 30% of the midshipmen should receive a grade of "A" and no more than a grade of 40% should receive a grade of "B" (includes the Company Officer's 5% discretionary increase in the distribution). There are no limits set for how many midshipmen receive a grade of "C" or "D".
Recommended Letter Grade:	Disregard for company semester evaluations.
Ranking:	Within the squad/platoon/company, i.e. 2 of 4.
Comments:	Enter evaluations comments in this block under the listed headings: PROFESSIONAL DEVELOPMENT: <A few sentences> PERSONAL AND PHYSICAL DEVELOPMENT: <A few sentences> LEADERSHIP AND CHARACTER DEVELOPMENT: <A few sentences> [A specific comment is required to record leadership positions that midshipmen held during that marking period, and how that midshipman performed his/her duties.] ACADEMIC DEVELOPMENT: <A few sentences> PERFORMANCE AND ADVANCEMENT: <A few sentences>

INSTRUCTIONS FOR PREPARATION OF THE FITNESS REPORT FOR MIDSHIPMEN

1. Instructions by Block.

a. BLOCK 1: NAME- Enter member's last name, first name, middle initial, and suffix, if any, separated by spaces and a comma after the last name. Omit spaces and punctuation within a name. If the member has no middle name or initial, enter NMN.

Examples: DENNY, JOHN A /STJOHN, MELVIN J II / WALTERS, J ARTHUR/ SMYTHEJONES, ANN NMN

b. BLOCK 2: RATE- Enter the rank of the midshipman during the reporting period, i.e., MLTJG, M4/C, maximum of five characters.

c. BLOCK 3: DESIG- Enter member's alpha code.

d. BLOCK 4: SSN- Enter the member's Social Security Number in the format XXX-XX-XXXX; be sure to verify this number before entering it.

e. BLOCK 5: DUTY/COMPETITIVE STATUS- Enter an X in the ACT box.

f. BLOCK 6: UIC- Enter the Unit Identification Code for USNA, 00161.

g. BLOCK 7: SHIP/STATION- Enter USNA ANNAPOLIS MD.

h. BLOCK 8: PROMOTION STATUS- N/A.

i. BLOCK 9: DATE REPORTED- In YYMMDD format, enter the date the member reported to USNA (Example: 01JUN29).

j. BLOCKS 10-13: OCCASION FOR REPORT- Place an X in either the Periodic or Special box.

k. BLOCKS 14-15: PERIOD OF REPORT- Enter dates in YYMMDD format (Example: 01MAY20 to 01DEC11).

l. BLOCK 16: NOT OBSERVED REPORT- Do not check this block.

m. BLOCKS 17-19: TYPE OF REPORT- Place an X in the appropriate box.

n. BLOCK 20: PHYSICAL READINESS- Enter most recent Weight Control Category and PRT results, i.e., I/A for Category I, A on the PRT.

o. BLOCK 21: BILLET SUBCATEGORY- N/A.

p. BLOCK 22: REPORTING SENIOR (LAST, FI MI)- Enter the last name and initials of the officer assigned in paragraph 4.c.(1) of this instruction with a comma after the last name. Omit punctuation or spaces within the last name. Be sure the name and signature match.

q. BLOCK 23: GRADE- Enter the abbreviation for the Reporting senior's grade (e.g., LT, CDR, et cetera).

r. BLOCK 24: DESIG- Enter the four-digit designator of the Reporting senior.

s. BLOCK 25: TITLE- Reporting senior's title (abbreviated if necessary). Examples: CO OFF, BATT O, COMDT.

t. BLOCK 26: UIC- Enter the Unit Identification Code for USNA, 00161.

u. BLOCK 27: SSN- Not required.

v. BLOCK 28: COMMAND EMPLOYMENT AND COMMAND ACHIEVEMENTS- Enter MIDN TRAINING.

w. BLOCK 29: Enter the description of primary duties first (Brigade Aptitude, Battalion SAVI, D&B XO), followed by any collateral duties (member, Human Resources Committee) and watches stood (MOOW, CMOD, Lifeguard). Following each duty listed, enter the number of months the midshipman performed the duty during the period of report (Lifeguard - 4)..

x. BLOCKS 30-32: MID-TERM COUNSELING- Enter date, counselor, and signature of counselor of mid-term counseling if applicable.

y. BLOCKS 33-39: PERFORMANCE TRAITS- For each trait, place an "X" in only one box. The meanings of the trait grades are printed on the form, along with representative performance standards. The 3.0 grade represents performance in accordance with Navy standards. Reserve the 5.0 grade for performance which is far above standards, and is notable for its exemplary or leadership quality. The 1.0 grade means generally poor

performance that is not improving, or unsatisfactory performance in a single area. For the majority of midshipmen, most of the trait grades should be in the 3.0 and 4.0 range.

z. BLOCK 40: CAREER RECOMMENDATIONS- The Reporting senior should recommend the midshipman for one or two midshipman leadership positions or competitive training programs he or she feels the individual is most qualified for. Examples: BRIGADE CDR, PLATOON CDR, MINIBUDS, et cetera. These are the Reporting senior's recommendations, based on performance.

aa. BLOCK 41: COMMENTS ON PERFORMANCE- Enter all specific comments on the midshipman's performance while attached to your unit. All comments must be verifiable. Any performance trait graded 1.0 or 5.0 must be specifically addressed in the comments section. Use only 10 or 12 pitch type. Do not underline, boldface, italicize, center, or otherwise highlight passages. No continuation sheets and enclosures will be allowed. List specific accomplishments that stand out above the other midshipmen assigned, including the following:

- (1) Degrees or certificates awarded.
- (2) Personal awards or letters of commendation.
- (3) Special Navy or other qualifications attained or renewed
- (4) Other special honors or recognition received

ab. BLOCKS 42-43: PROMOTION RECOMMENDATION- The Reporting senior should place an "X" in the block on line 31 which best describes the Reporting senior's opinion of the midshipman's standing in the company compared to that midshipman's his or her peers. The Reporting senior will then place the total number of midshipmen recommended in each category in the appropriate summary block. Use the following as a guideline:

- Early Promote: equivalent to a grade of A. No more than 25% of grades can be A's. Assign to those midshipmen whose performance is truly outstanding in all respects.
- Must Promote: equivalent to a grade of B. No more than of 35% of grades can be B's. Assign to those midshipmen

whose performance is above average in comparison with their peers.

- Promotable: equivalent to a grade of C. No limit on the number of C's that can be awarded. Assigned to those midshipmen whose aptitude for commissioning is average in comparison with their peers.

- Progressing: equivalent to a grade of D. No limit on the number of D's that can be awarded. Assigned to those midshipmen whose performance is below average. A grade of D automatically places the individual on probation for the following semester and results in the issuance of a probationary letter from the Battalion Officer. When a midshipman receives a second consecutive D, an appearance before the Brigade Aptitude Board is required.

- Significant Problems: equivalent to a grade of F. Assigned only by the Academic Board to those midshipmen who have demonstrated insufficient aptitude for service. As a result, the midshipman may be recommended for separation to the Secretary of the Navy.

ac. BLOCK 44: REPORTING SENIOR ADDRESS- Enter N/A.

ad. BLOCK 45: SIGNATURE OF REPORTING SENIOR- The assigned Reporting senior signs and dates the form in this block.

ae. BLOCK 46: SIGNATURE OF INDIVIDUAL EVALUATED- The midshipman evaluated will sign and date the form in this block and indicate his/her intention to submit or not to submit a statement. Statements to the record must be provided to the Company Officer within fourteen 14 days. Statements may be no more than two pages and may not have enclosures. Statements must be temperate, confined to pertinent facts. They may not include accusations or countercharges, and may not question or impugn the motives of the Reporting senior or other individuals. Statements may not contain a request to modify, remove, replace, or investigate a report. If a midshipman elects to submit a statement, the FITREP and statement will be reviewed by the Company Officer and filed in the Performance Jacket. Company Officers may include a one-page endorsement to the statement if desired.

af. BLOCK 47: CONCURRENT REPORT SIGNATURE BLOCK- The Company Commander and Senior Enlisted Leader both sign and date the form in this block.

Enclosure (2)

COMDTMIDNINST 1610.3C
APTITUDE OFC
7 Mar 05

NAVFIT 98A BASIC INSTRUCTIONS

1. Click on, save to hard drive, and setup.exe NAVFIT 98A
2. Go to Start Menu → Programs → NAVFIT 98A → NAVFIT 98A
3. Create FITREP
4. Type and edit the front page as necessary
5. To go back and forth between the front and back, select Edit Front Page/Back Page
6. When complete, select File → Save
7. The program will save the file under "reports" on the opening screen
8. To reopen, highlight the file and then click "edit report"
9. To print, open the file and then go to File → Print Front/Back Page

OUTLINE FOR COUNSELING SESSIONS

1. Two types of counseling
 - a. Informal (Event-Related, Unplanned)
 - b. Formal (Initial, Mid-Term, Final Counseling/Evaluation Debrief)
2. Informal Counseling
 - a. Junior or senior sees a need
 - (1) Problem Solving
 - (2) Taking Corrective Action
 - (3) Giving Praise
 - b. Immediate feedback - will occur wherever and whenever necessary.
 - c. Short and Concentrated; Reinforces aspects of performance, positive or negative
3. Formal Counseling
 - a. Preparation
 - (1) Review the junior's current performance
 - (2) Define counseling objectives
 - (3) Give the junior advance notice; request self-evaluation and improvement plan
 - (4) Select appropriate location (room with door open, wardroom, Company Officer or SEL office; NOT in a passageway or ladder well)
 - b. Opening
 - (1) Set the junior at ease
 - (2) Review counseling objectives
 - c. Main Body

- (1) Review progress against goals
 - (2) Involve the junior in the discussion
 - (3) Discuss goals and plans for improvement; provide input and guidance. Goals are:
 - (a) Measurable
 - (b) Realistic
 - (c) Challenging
 - (d) Limited in number
 - (e) Jointly Set
 - (f) Flexible (revised if circumstances change)
- d. Closing
- (1) Summarize strengths, improvement needs, goals, and plan for improvement
 - (2) Ensure common understanding, gain commitment
- e. Follow-up
- (1) Document the session
 - (2) Monitor performance