353d Special Operations Group

Evaluations Writing Guide

1 January 2006

FOREWORD

The 353d Special Operations Group Command Section (SOG) staff reviews many officers and enlisted performance reports (OPRs and EPRs) on personnel in the group. Our goal is to ensure quality in both documentation of performance and in technical preparation.

Our guide focuses on writing better reports and includes examples of both good and bad submissions. Following general information applicable to all performance reports, we address OPR and EPR individually. This is not to imply we want formula-written evaluations. If all the 353 SOG reports read the same, this would defeat the purpose of well-written documentation accurately reflecting each individual's performance and potential. Rather, the guide provides tools that you can use to prepare more effective reports. In addition to reviewing our guide, before accomplishing a new OPR/EPR, supervisors need to review personnel records for report history and endorsement recommendations. This step will ensure consistency and progression in the reports and help convey the right message to anyone reading the report. Performance reports are the only means through which raters communicate with central selection board members. We want to identify our top performers and clearly document their outstanding efforts.

We encourage you to use the guide and trust you will find it helpful. As we will update this guide periodically, we welcome any feedback (good and bad) that we might incorporate in future editions. Our POCs are the group secretary and executive officers, DSN 634-6131.

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Introduction

Reporting is an inevitable part of our careers as military members. Documents such as officer performance reports (OPR), enlisted performance reports (EPR), and promotion recommendation forms (PRF) are used in promotion boards, professional military education (PME) selections, selective early retirement boards (SERB), reductions in force (RIF), command and special duty selections, and courts martial. Equally as important is their use by commanders when looking to fill a position, selecting candidates for promotion, rank-ordering individuals for boards, and other personnel actions. How well the report communicates the military member's performance is pivotal in deciding his/her future. The reports also represent and communicate the 353 SOG mission to all other agencies who view them. Clear, concise, meaningful writing is the goal.

The following pages provide you with the tools you need to write a good performance report (PR)—one that accurately reflects the quality of the individual. Read this guide and use the tools—if you see a way to make it better, please let your PR monitor or the 353 SOG executive officer know!

WHAT'S IMPORTANT?

We are most concerned with five major facets of a report: *accuracy, timeliness, appearance, clarity* and *strength*.

♦ *ACCURACY* is obviously important in its own right, but it's much more than just getting your facts straight. Accuracy also means communicating the intent effectively to the reader, no matter who the reader is. The paper must represent the person. Accuracy keeps the integrity of the author intact and eliminates any question about the factualness of the document. An inaccurate report reflects negatively on both the rater and ratee.

♦ *TIMELINESS* is important because a report cannot help the member for a selection board if it is not in the records on time. Few things can be more damaging than reviewing records on an officer and seeing the most current evaluation is over a year old. What has he or she done recently? Although not intentional, an out-of-date record of performance could be a negative reflection on the ratee and may not accurately reflect the current level of responsibility or current promotion/job/PME recommendations. In fact, an enlisted person without a current report can actually be eliminated from promotion consideration at the same time as his/her peer group! **(G)** A late "shell" or "rip" from MilMod/PCIII is not an excuse for a late or forgotten performance report. It remains the responsibility of the rater to ensure reports are completed on time. *(Attachment 2)*

♦ *APPEARANCE* may seem trivial—so what, you may say if there's a smudge on the page or a word is misspelled? The individual reading the report is not perfect either. However, we all make value judgments, subconsciously as well as consciously, when we read a report. The appearance of a report—spelling, punctuation, grammar, neatness—has an undeniable effect on the reader's judgment. For example, lines that do not fill the blocks—i.e., excessive "white space"—can send a distinct message, one that is almost always negative. Every effort should be made to eliminate errors and inconsistencies. We can't afford to take a chance on anyone's career and livelihood. You don't have to live with this report the rest of your life, but your ratee will.

♦ *CLARITY* means writing simple, well-constructed sentences complete with subject, verb, and object. Never assume the reader understands the mission. NEVER try and talk around classified information. Determine how to express the accomplishments of the group and the ratee through simple words and clear context. Ask yourself, "Would a person from any career field understand this document?" If the answer is no, review and revise.

♦ *STRENGTH* is the most important aspect of a report or recommendation form. What has the ratee accomplished, and what were the **RESULTS**? Use *hard-hitting facts!* Stay away from generalized, flowery, or non-duty-related statements. Providing accurate and strong statements regarding a ratee's performance gives the reader a picture of how this individual fits in and stands out. Use stratification and quantitative figures when possible. Remember that stratification *without qualification* is meaningless. Bottom line—accurately conveyed **results** will leave a long-lasting impression.

♦ *REFERENCES.* For further information, consult the appropriate AF instruction or administrative document:

AFI 36-2406, *Officer and Enlisted Evaluation Systems*
AFPAM 36-2404, *Guide to the USAF Officer Evaluation System*
AFH 33-337, *The Tongue and Quill*

How to Write an Effective Report

The words, the sentence structure, and the thoughts portrayed in each line of a report must be put together correctly to create the most effective report possible. Effective writing is more art than science, and like art, it involves skills. Not everyone will be born with these skills, but everyone can improve themselves with education and practice. Effective writing cannot take the "cookie-cutter" approach by simply choosing a phrase from Column A and another from Column B.

Just as each military member is unique, each report is unique and must tell its own story. The goal of the author of the report is to paint the most accurate picture of the ratee. Not everyone will receive the best possible report, but everyone should receive the best report possible. Each report must be the *best representation of that person*.

In order to write the most effective reports, there are three levels of understanding:
1. *Rules*—to be followed by everyone in the generation of OPRs, EPRs, and PRFs (AFIs, etc.).
2. *Guidelines*—more subjective than rules, usually commander-specific (when to use bullets, etc.).
3. *Techniques*—"tricks of the trade" used to make the reports more effective (how to stratify, active vs. passive voice, etc.).

The guidance in this section applies to everyone in the rating process. While OPR/EPR/PRFs should follow the rules of grammar, there are some exceptions—these differences are discussed below *[GROUP-specific guidelines are marked with a **(G)** to help you determine the 353 SOG policy]*.

- ◆ *Active versus Passive.* Yes, you've heard it before—write actively! Active writing puts the emphasis on the person rather than some object. It adds *impact* and *punch* to your writing. Reach out and grab your reader's attention. Passive voice is typically weak and loses the reader's focus. Remember to put the doer before the verb:

  > ACTIVE: Capt Snuffy reduced aircraft downtime by expediting supply channels
  > PASSIVE: Aircraft downtime was reduced by expediting supply channels

- ◆ *Past Tense.* The rating period of the report is in the past, not in the present or the future—use past tense to describe those actions that the ratee accomplished.

- ◆ *Bullet Format.* Current Air Force instructions require the use of bullets in the performance reports. In fact, for years, feedback from promotion and selection boards has indicated a preference for bullet format. Bulletized sentences are easier to read and have a much greater impact. Use bullets in accomplishment/assessment blocks. Some rules of thumb are:

  1. Avoid two-line bullets, if at all possible. Most sentences can be broken up into two separate bullets to avoid the wrap-around line. Again, the goal is for punch. The wrap-around is harder to read and takes away from the punch. NEVER wrap the same bullet twice!
  2. Avoid more than two sub-bullets per main bullet.
  3. Avoid the triple bullet (sub-sub bullet).

4. Use a carriage return (hit "enter") at the end of each line to eliminate spacing errors due to differences in printers used with the PR software.

♦ ***Bullet Guidance.*** **(G)** Don't start a bullet with a number in numerical form. Also, bullets don't have to be complete sentences as long as they read well (yes, it's somewhat subjective). For example:

>   NO: - Twelve sorties flown… (Passive voice, starting with a numeral)
>   OK: - Flew 12 sorties… (Active voice, subject is implied to be the ratee)

Start the bullet with a dash followed by one space and then the text.
  - First main bullet justified on the left margin
    -- If you must wrap a bullet to a second line, line up the second line with the text above
    -- Sub-bullets have two spaces, then two dashes, a space, then the text
  - Second main bullet lines up with the first main bullet

♦ ***Clichés.*** Clichés can detract from an otherwise strong bullet. Board members see them so often they become comical, and the report loses its meaning/emphasis. Don't use them indiscriminately. Find expressive adjectives/adverbs to use if possible.

>   *Passive, boring*: "Whenever a tough challenge comes along, Capt Jones is always a natural choice, and the job never fails to get done"
>   *Active, vivid*: "If program managers were Thunderbirds, Maj Smith would fly lead!"
>   *Vivid, gripping*: "Grabs every challenge by the throat"
>   "Blazing intellect and iron will"
>   *Active, vivid, but too cute*: "If you threw him into a swamp full of alligators, he'd march out the other end with swamp drained and the alligators in single file"

♦ ***Acronyms and Abbreviations.*** Use of acronyms and abbreviations can make a report almost meaningless to a reader unfamiliar with your mission. The reader, regardless of his/her background or specialty code, should understand all acronyms and abbreviations. You should ask yourself if the personnel officer, fighter jock, or communication officer sitting on a promotion/selection board can understand the report. Or more simply put, will your grandmother understand the report? A reader who cannot understand the report will quickly lose interest, leaving a negative effect on the ratee. If you use an acronym or abbreviation in a report, be sure to define it before you use it in subsequent paragraphs. There's no need to define acronyms and abbreviations if you don't use them again later. There is also no need to define the acronyms and abbreviations if they are understood by the entire Air Force. Lengthy acronyms can be reworded rather than spelled out to save space. See some examples below and also Attachment 3 for a list of group-approved acronyms and abbreviations.

>   NO: "Ensured 100% mission success for the XXX mission…" *(To an uninformed reader, "XXX" means nothing. Board members in most cases are not intimately familiar with the 353 SOG missions.)*

>   BETTER: "Guaranteed 100% mission success for JCS-directed infil/exfil mission by…"

REMINDER: If you mention the "Super Dee-Duper Electro Gizmo (SD2EG)," *define it first*:
"...increased the SD2EG on-time success rate by 50%"

♦ ***Punctuation.*** The following is a quick look at punctuation. Further guidance on punctuation can be found in *The Tongue and Quill*.

> ♦ **Periods and exclamation points.** Don't use periods at the end of the bullets. **(G)** One exception is in the duty description block, which is still in sentence format. In this block, use periods at the end of each sentence. **(G) Exclamation points (!) should be used sparingly.** Over used of "!" sometimes loses its effect.

> ♦ **The Double Dash.** The double dash is made by two hyphens, "--." It is used to break up a statement for easier reading. Although not a hard-and-fast rule, try to avoid using the double dash more than twice in a sentence. It may be too difficult for the eye to follow. To correctly use the double dash, don't capitalize the letter immediately following the double dash, and don't put spaces immediately before or after the dash.

> ♦ **The Comma.** Use a comma ... (1) with the coordinating conjunctions *and, but, or,* or *nor* when joining two or more independent clauses; (2) to separate three or more parallel words, phrases or clauses in a series; (3) with parallel adjectives that modify the same noun; (4) to separate two or more complementary phrases that refer to a single word that follows; (5) to set off nonessential words, clauses or phrases not necessary for the meaning of the structural completeness of the sentence; (6) to set off introductory elements; (7) to set off explanatory dates, address and place names; (8) to set off statements such as *he said, she replies, they answered,* and *she announced*; (9) to set off names and titles used in direct address; (10) with afterthoughts *(words, phrases or clauses added to the end of a sentence)*.

> ♦ **The Semi-Colon.** The semi-colon is used to separate independent clauses not connected by a conjunction (and, but, for, or, nor, so, etc.), and in statements too closely related in meaning to be written as separate sentences. It is also used before transitional words and phrases, such as "however."

♦ ***Subject-Verb Agreement.*** The subject of the sentence and the verb must agree in number. Examine a complex sentence carefully to see what subject the verb is tied to, and make them agree. If you have a compound subject, the verb is plural. Some examples of good subject-verb agreement are:

> - His leadership *is* outstanding
> - His leadership and knowledge *are* outstanding
> - Her work or play *is* always perfect
> - Capt Bart's effort to align maintenance and operations *is* noteworthy
> - The unit was successful in *its* mission (singular "unit")
> - The team of inspectors *was* thorough ("was" agrees with "team")

♦ ***Numbers.*** *The Tongue and Quill* has some solid guidance for how to write numbers. Generally, numbers 10 and higher are written in numeral form, and numbers less than 10 are written in words (i.e., one, five, 10, 33, etc.). The major exceptions are **times, dates, ages, monetary amounts,**

measurements, dimensions, sizes, percentages, scores, abbreviations, document identifiers, military unit designations, and unit modifiers (hyphenations), which are all written in numeral form. Also, when numbers are used in a series of related items, and one or more numbers is 10 or greater, all the numbers are written as numerals. **(G)** The impact, bullet and amount of space all dictate use of numbers. Numbers are eye-catching and may be used rather than word form if they create a better impact or make a better statement. If the unit designator is spelled out, then use the ordinal numbers; and if abbreviated, then abbreviate the unit designator. Use a comma for numbers equal or greater than one thousand (1,000; 26,000), but spell out million or abbreviate million (12 million, 2.8M). As a reminder, **avoid starting bullets with a number in numerical form**. For example:

353d Special Operations Group *or* 353 SOG; *instead*, The 353d Special Operations Group *or* The 353 SOG
13 AF; *instead*, Thirteenth Air Force
#1 of 26 CGOs; *instead,* My #1 of 26 CGOs *or* My #1/26 CGOs

- Led a mission consisting of three crew members on 12 tracks
- Led a 24-hour mission consisting of three crew members on nine tracks
- Supervised 12 CGOs, 3 SNCOs and 4 civilians (series of related items)
- Managed operations for four $1.2 billion aircraft
- Managed more than $1.2B group budget

Refer to Tongue and Quill for more details and examples.

♦ *Hyphenation.* English is a dynamic language, changing over time and through use. One such example is hyphenation, which serves to make modifier words—two or more words preceding a noun—easier to read. As time goes by and the hyphenated word becomes more familiar, the hyphen is dropped and the word is accepted as a compound word. That is why you can find two dictionaries having a word hyphenated in one but not the other. For example, *worldwide* was once hyphenated as *world-wide*, but became common in usage, and the hyphen was eventually dropped.

How do you know when to hyphenate two words? First, check the dictionary. If the word grouping does not appear there, determine if the words are being used as a modifier. A modifier is a group of words *used as one* to modify another word (i.e., **on-time** takeoff, **hard-charging** officer, etc.). If the words serve to modify a noun, and are placed before the noun, then hyphenate it. However, if it forms a prepositional phrase or follows the verb (i.e., the takeoff was **on time**), then don't. Don't hyphenate two words if the first ends in "ly."

Examples of hyphenated modifiers
- first-rate example
- 5-foot pole
- in-flight technician
- JCS-directed mission
- unit-sponsored activities
- Air Force-wide project
- state-of-the-art equipment
- bare-base operations

Examples of prepositional phrases where hyphenation is not required
- The example was first rate
- The pole was 5 feet long
- He performed the duties in flight
- Sorties were successful 100 percent of the time
- nationally directed
- The aircraft cost $5 million [or $5M or 5 million dollars]
- $5M aircraft
- 100% success rate

If you have a list of adjectives not used as a single modifier (e.g., "tall, lean build" or "strong, insightful leadership"), then commas are appropriate.

Finally, if the words are not being used as a single modifier, and they are not in the dictionary as a compound or hyphenated word, they probably should be left as two separate words. Words commonly used in reports are included in Attachment 5. Check *The Tongue and Quill* or your favorite dictionary for further guidance.

- **Capitalization**. In addition to the first word in a sentence and proper names, capitalize military ranks when it is used with a proper name, **(G)** capitalize the entire name of operations and exercises, military program nicknames (Operation ENDURING FREEDOM, Operation IRAQI FREEDOM, Exercise FOAL EAGLE, Operations IRAQI FREEDOM and UNIFIED ASSISTANCE). Use all capitals for duty titles in the JOB DESCRIPTION block. Also, acronyms spelled out do not necessarily represent proper names, and therefore should not always be capitalized when defining.

  Do not capitalize … (1) organization of officials; (2) job titles and ranks when they stand alone; (3) general terms of classification

353d Special Operations Group <u>Commander</u>	versus	group <u>commander</u>
1 SOS <u>Operations Officer</u>	versus	as the <u>operations officer</u>
<u>Major</u> J.P. Jones	versus	my #1 <u>major</u>

  Refer to Tongue and Quill for more details and examples.

- **Ratings**. IG, check ride, etc., ratings are treated as quotes from the report or evaluator (i.e., "Outstanding Performer" or "Outstanding" or "Exceptionally Qualified").

- **Security/Classification.** Watch the classification of your reports. It is easy to drift into classified information. Run your draft and final products through your unit's security manager or intelligence section, if necessary. *Err on the side of caution.*

- **Fill the Blocks.** Here is another case of the psychology of the reader coming into play. Put yourself in the place of a board member reviewing two sets of records. One PR's blocks are filled completely with praise, hard-hitting facts, and results. The other report has lines not completely filled in or—even worse—a few blank lines in the assessment blocks. Which report *appears* stronger? Eliminate this possible negative factor by filling every line of the report.

♦ ***Strength.*** The relative strength of the performance report can mean the difference between being remembered and landing in the "do not select" pile, regardless of the strength of the actual person being rated. It's our duty to provide the most accurate report of the member's accomplishments and capabilities as possible. Not everyone will "walk on water," and not everyone's PR should state as much. Use the following techniques to paint the most accurate picture of your military member:

Results. This can't be stressed enough—include results. An accomplishment without a result is meaningless. How did this member assist with the mission of the unit, the mission of the group, the mission of the AF? Think "big picture"—why was the person tasked with this duty description, and how well did he/she support the Air Force? Yes, think THAT big!

Opening/Closing Lines. The first and last line of the RATER OVERALL ASSESSMENT and ADDITIONAL RATER OVERALL ASSESSMENT for OPRs and the RATER'S COMMENTS and final endorsing official's comments for the EPR are arguably the most important lines on the PR. Make sure the first line is an attention grabber—use vivid words to snag the reader's interest. Depending on your chain of command, it could be a mission accomplishment/result statement or—more commonly—an overall assessment of the member. Specifically for the OPR, the line should not be a line that would fit appropriately into Block IV on the front of the report.

The body (lines in between the first and last line) should have hard-hitting facts with results to substantiate both the overall assessment and closure/recommendation statements.

The last line should be an appropriately worded closure statement and recommendation for command/duty/etc. Any stratification should appear in the last line. Feedback from promotion boards indicates the last line is where board members look for stratification, and it may be missed if it's in a different place (i.e., in the opening line).

Operations and Exercises. Do not reference exercises or operations in isolation. Provide date and place of where the event took place for clarity. For example, do not merely write, 'logged 100 mission sorties during Exercise BALANCE TORCH', instead state, 'logged 100 mission sorties during Exercise BALANCE TORCH 05-1 in Thailand'.

Stratification. Stratification is the numerical comparison of your member with his/her peers. Only the best people should be stratified. Stratification makes the member stand out. If the officer is your best, put it in writing—but qualify your statement. Simply saying "my #1" has no meaning, because the reader does not know how many are in the pool (are there 2 or 200?). Saying "my #1 of 10" is much more meaningful and makes the statement credible.

Ranking can take on four different forms, which vary in relative importance:

1. Numbered: My #x of 250 CGOs
2. Percentage: In the top x% of 250 CGOs
3. Verbal comparison: One of my best CGOs
4. Verbal description: Superior CGO

Be consistent, though, if you rate the same person in consecutive PRs—inconsistency, however unintentional, could be a negative reflection on the ratee and not what you had envisioned at all.

(G) The group commander highly recommends stratification be placed in the last line of the rater's/additional rater's blocks to ensure that it will not be overlooked. And always be careful not to stratify beyond your scope—you can't comment on what you don't control. Remember that a squadron commander cannot rank all officers/NCOs in the group.

Consistency. We all know that you should not use the member's last OPR/EPR to draft the current one; the ratee's report should accurately reflect what he/she accomplished during that rating period, irrespective of the last period's report. However, using the previous performance report could be extremely valuable to ensure that the reports maintain consistency throughout the member's career.

When you have finished drafting the current report, take a look at last period's report. Look for things like stratification, PME, job recommendations, promotion recommendations (EPRs only), etc. If the member was stratified last report, is he/she stratified on the current one? An omission or lack of consistency in recommendations/stratification could reflect negatively on the member by implying a declining potential/performance. Ask yourself, "Is what I'm saying in *this* report consistent with last period's report? If not, is this intentional and necessary and does it accurately reflect the member's abilities and potential?" EVERY report is important and should be treated as such.

Quantify. Numbers stand out in a performance report and give valuable information on the scope of responsibility and effectiveness of the member. Use dollar figures for budgets and savings, include number of people supervised, state the percentage that each action improved the process, give how much time/money was saved, show how much a capability/output increased, etc.

- Wrote new processing plan--cut processing time by 75%--troops now deploy in 1 day vs. 2
- Led a flight of 15 NCOs and airmen--responsible for an annual O&M budget of $250K

♦ *Use a spell-checker!* In these dayz of elcrtonic word proccessing, their's no excuse fora missppelled word. Their is several ways to spell-chek a dokument—use the one tha'ts the eaziest for you. Unnfortunatly, the current OPR/EPR sofwair does not approppriately chek wordds connected by dubble dashes (- -). In theexampl above, "airmen--responsible" is treated as one word and is considered to be missppelled accordig to the softwaire's speell-checker. Take the thyme to dubble-check these words yurself. Speell-checkers will also not katch incorrect words that are sppelled correcctly. For exampple, using "there" rather than "their," "then" when you meant "than," etc.

Bottom line: Proofread, then spell check, then reread.

[Were you distracted by the misspelled words in the above paragraph? Imagine how your board members must feel when confronted by persistent misspelled words in the many, many, many performance reports they read during the course of a board....]

AN EXAMPLE: A LESSON IN STRENGTH

Taking the ratee's input and turning it into a coherent, meaningful bullet takes lots of practice. Focus on the results accomplished and the impact to the squadron/group/Air Force/DoD/etc. The ratee may not always recognize the broader impact of his/her accomplishments, but you as the rater should understand what this person is doing and why he/she is doing it for the Air Force. A bullet on a PR *without a result* is a wasted bullet.

Before you begin to write a performance report, you must compile the duties, tasks, and accomplishments of the ratee during the reporting period. Take this list and prioritize the items in order of importance. Draft the proposed comments for the additional rater *first*, using the "biggest picture" items. Remember, the higher you go on the rating chain, the bigger your perspective is (should be).

The following example illustrates the molding of a ratee's input to hard-hitting bullets. Our ratee, Maj Jones, is providing his input to his supervisor, who takes the five lines of information and drafts a bullet worthy of one strong line on the major's OPR. It may take you several iterations to get the impact you are looking for, just as in this example. Few people can complete an accurate PR from start to finish in 1 day. Notice how when wordy statements are removed, the bullet gets stronger!

MAJOR JONES' INPUT:

- I noticed that we were having problems getting the engines repaired in a timely manner. The CC was beginning to get complaints from HHQ.
- I volunteered to look into the warranty program for the MC-130H engine repairs.
- I prepared a briefing for the CC about the problem, what I found, and recommendations to fix it.
- The annual cost of fixing the engines would have cost as much as $13 million ($4M of which had already been spend unnecessarily to the contractor) had these not been warranted.
- The CC tasked me to look into the reimbursement of the $4M. I had to get the JA involved, but I found a way to make it happen. CC was pleased.

FIRST CUT AT PR BULLETS (weak, wordy, wrap-around lines, and white space):

- When the Air Force was experiencing huge lag times in getting warranted MC-130H engines repaired, Maj Jones took the lead in restructuring the warranty program
  -- His superb management skills resulted in the recovery of $4M from the contractor and preserved another $9M which was in jeopardy

MUCH BETTER (short and to the point; results clear and impacting):

- Revitalized broken MC-130H engine warranty program--recovered $4M--preserved another $9M in savings

The OPR—Form and Format

(Reference: AFI 36-2406, Chapter 3, Table 3.1)

This section is designed to help the rater draft the OPR in the format prescribed by AFIs and governing commander-directed guidance. It will discuss each section on the OPR form and will discuss OPR-specific items, such as prohibited statements and recommendations for professional military education and future duty assignments.

The Form

The AF Form 707B is the OPR form for lieutenants through captains, and the AF Form 707A is for majors through colonels. The forms are virtually identical—make sure you are using the correct one. Also, ensure you are using the most current version. Get the most recent electronic version from your commander support staff or download it directly from the worldwide web at **http://www.e-publishing.af.mil** and select the electronic IMT form that you want to view.

Remember to use the "military flip" when printing the reports. The pages must be printed head-to-foot style.

Section I. RATEE IDENTIFICATION DATA

This information comes right off the OPR "shell" (aka "rip") and must match the rip exactly—work any changes with the OPR monitor. If changes are made, attach appropriate personnel system (e.g., MILMOD) updates to the rip.

NAME. Written in ***ALL CAPITALS*** (must match evaluation shell).

SMITH, JOHN B.	(comma after surname, period after middle initial)
JONES, SARAH	(no middle initial)
MCPEAK, JAMES L., JR.	(comma after period of middle initial)
LEWIS, ALBERT R. III	(***no*** comma after period of middle initial)

SSN. Don't include the prefixes -- FR or FV (must match evaluation shell)

GRADE. Use drop-down list on IMT form or refer to the *Tongue and Quill*-approved abbreviation in all caps. Reservist's rank should be followed by "(Non-EAD)."

DAFSC. Enter ratee's duty code (must match evaluation shell)

PERIOD OF REPORT. Enter the beginning and ending dates of the report (must match evaluation shell) -- close-out date may be changed to 30 calendar days before departure date of ratee or rater due to separation, retirement or PCS.

NO. DAYS SUPERVISION. Check the math—sometimes the computer gives incorrect information. The number of days supervision may be a lot less than the period of the report if the individual changed

raters or went on an extended TDY during the report period. Make sure this is correct—there is no way for the chain of command to check/verify the number of days supervised, reason for report, and dates of report unless this information is provided.

Remember to deduct all periods of 30 or more consecutive days during which the ratee did not perform duties under the supervision of the rater due to TDY, including leave or "time off" in conjunction with the TDY, (not counting 'loans' to other sections or units for which TDY orders were not published) leave, hospitalization, etc. *(For more details, refer to AFI 36-2406, Table 3.1, Note 6.)*

> *NOTE:* For EAD officers, do not deduct TDY periods if the ratee normally performs TDY in order to fulfill duties, such as for cable installers, inspector general team members, combat communications personnel, etc. Unit commanders are in the best position to determine if their unit members meet this criterion.

REASON FOR REPORT. Annual, CRO, Directed by HQ AF, etc.

ORGANIZATION, COMMAND, LOCATION. Indicate where the officer was assigned at the close-out of the reporting period. Use upper and lower case letters, with no zip code.

> 320th Special Tactics Squadron (AFSOC), Kadena Air Base, Japan
> 1st Special Operations Squadron (AFSOC), Kadena Air Base, Japan
> 353d Special Operations Group (AFSOC), Kadena Air Base, Japan
> 18th Security Forces Squadron (PACAF), Kadena Air Base, Japan

If the officer performed duty in an organization other than his/her assigned PAS code, enter the assigned information, followed by "with duty at…" to indicate the organization where the member actually performed his/her duties:

> 353d Maintenance Squadron with duty at
> 353d Special Operations Group (AFSOC), Kadena Air Base, Japan
>   OR
> 353d Maintenance Squadron (AFSOC) with duty at
> 18th Wing (PACAF), Kadena Air Base, Japan

> *NOTE*: Do not use this section to enter a second organization if the officer is filling a dual-hatted role. Mention it in the job description or elsewhere in the report. *(For more details, refer to AFI 36-2406, Table 3.1, Note 7.)*

PAS CODE. Must match the organization to which the ratee is assigned. Watch using the number "0" (zero) versus the capital letter "O", and number "1" (one) versus the capital letter "I".

Section II. UNIT MISSION DESCRIPTION

The unit mission description is a standardized statement for the unit the ratee is assigned at close-out. Unit mission descriptions are approved by the group commander and may not be changed without prior group commander approval. If you feel your unit's mission description is lacking, speak to your unit commander. Make sure you are using your unit's most current version. *(See Attachment 9)*

When an officer is assigned to one unit but "with duty at" another, use the unit mission where the officer performed his/her duties.

Section III. JOB DESCRIPTION

This block is divided into two sections: the DUTY TITLE and the KEY DUTIES, TASKS, RESPONSIBILITIES. The job description should be accurate and easily understood by anyone who reads it.

DUTY TITLE. This information should reflect the evaluation shell (a.k.a. rip) -- work any changes with the OPR monitor or CSS. If changes were made, attach appropriate personnel system update rip (i.e., MilPDS or PC-III). Some abbreviations may be necessary if the duty title is exceptionally long, but avoid unnecessary and unknown abbreviations. The title "commander" holds specific meaning and cannot be used indiscriminately. If the duty title does not accurately reflect the duties of the ratee, coordinate with the OPR monitor to change it.

KEY DUTIES, TASKS, RESPONSIBILITIES. Describe the ratee's duties—don't just reiterate the unit mission description or talk about the capabilities of the aircraft or ops system. This is your opportunity to clearly set forth what the *ratee* does. Most units have canned job descriptions, so check with your OPR monitor or CSS. Feel free to modify the canned description to better illustrate the ratee's duties description. Be sure to indicate specific supervisory and monetary responsibilities (using appropriate quantification), if any.

OK (relates to duties of individual):
> Manages the command section of the largest operations group in the AFSOC. Supervises three SNCOs. Coordinates the activities of nine squadrons and three detachments located throughout the world. Works closely with the financial manager clarifying priorities for a $6.8M annual budget.

NO (relates to mission of unit, not duties of individual):
> Pilots the MC-130P. The MC-130P air-refuels SOF helicopters. This ability to refuel increases the ability for helos to go to war. The MC-130P flies out of Kadena Air Base, Japan, one of the most hazardous environments in the world.

Significant Additional Duties. These additional duties MUST BE directly related to the primary duties. Should be preceded by "ADDITIONAL DUTIES:" in all caps (or DUTY if only one duty), followed by the capitalized duty titles. Examples of additional duties are:

> Assistant Safety Officer
> Squadron Security Manager
> COMSEC Officer

Some additional duties are not considered duty-related but are mission-related; therefore, it is considered significant additional duties and should be mentioned. Consult your commander for applicability of the additional duty in the section. Remember that their function should be significant and related to the base and/or the Air Force.

Section IV. IMPACT ON MISSION ACCOMPLISHMENT

This block is where the rater shows what the ratee did to accomplish the main mission of the unit with corresponding results. Don't simply reiterate assigned tasks, and don't use flowery "filler" statements about how this person acts. Use hard-hitting facts! Be concise, but be careful to use terms and phrases easily understood by anyone reading the report. Anytime you find yourself writing an acronym, a code word, an exercise or operation name, ask yourself if someone outside this group will have any idea what you are talking about. Will the context of the sentence help the reader to understand? Use the ultimate litmus test: Will the colonel sitting on the promotion board understand? Don't assume your reader will understand the significance of what the person did. Don't reference personal achievements. Statements must pertain to the ratee's primary duty and support the primary mission of the unit as listed in the unit mission description. There is plenty of room on the backside for the Birthday Ball and CFC fund drives. Use the *"So what?"* test on each line—read the statement and ask yourself, "So what?" Does the bullet show what was done with a tangible result? If something was improved, how much was it improved? If dollars were saved, how many dollars were saved?

> NO: Rewrote the procedures for INS alignments (yawn, what is this saying?)
> OK: Rewrote procedures for critical inertial navigation positioning system (ok, I think…)
> BETTER YET: Authored procedures for critical navigation positioning system--accuracy up by
> 50%

Section V. PERFORMANCE FACTORS

Fill out the performance factor blocks electronically before forwarding. Any block marked "does not meet standards" makes the performance report an automatic "referral" OPR. Consult your chain of command, PR monitor and applicable AFIs for details on how to proceed with this type of OPR.

Section VI. RATER OVERALL ASSESSMENT

This is the rater's chance to describe the ratee with a personal emphasis. Use different facts from those used in the ADDITIONAL RATER OVERALL ASSESSMENT and IMPACT ON MISSION ACCOMPLISHMENT sections. You can discuss additional duties here (even those additional duties not allowed in the IMPACT ON MISSION ACCOMPLISHMENT section or mentioned in the DUTY DESCRIPTION block), but emphasize how these duties affect the individual's potential or performance as an officer. Remember, the first and last lines of this block are very important—see the above discussion on strength.

LAST PERFORMANCE FEEDBACK WAS ACCOMPLISHED ON. Annotate the date of the performance feedback session. Feedback is an essential part of the complete evaluation system. Every attempt must be made to provide the member his/her feedback session. If a session was not accomplished, annotate the reason why in the block provided. *Note:* For deployed personnel, raters should consider using email, telephone, etc., in order to accomplish a feedback session. *(Refer to Attachment 2 for feedback timeline)*

SIGNATURE BLOCK. The rater's identification blocks must match the rip. You may expand duty title abbreviations from the rip for easier reading. The NAME, RANK, BR OF SVC, ORGN, COMD &

LOCATION block should be in this format. **(G):** If the evaluation requires AFSOC signature, spell out all ranks on signature blocks. *(See Attachment 6 for signature blocks)*

If the rater's (or additional rater's) name is too long to fit the whole first line in the block, abbreviate the first name.

> R. W. HOLLINGSWORTH-SMITHE, Lt Col, USAF
> 1st Special Operations Squadron (AFSOC)
> Kadena Air Base, Japan

The date of signature must not be earlier than the close-out date. If a report is sent back for corrections, change the date accordingly. **(G)** The date of the signature will be the date that the signee *last forwarded it up the chain of command* for senior rater endorsement. If the report is generated due to the PCS/retirement/separation of the rater, then the signature date should not be later than the departure date of the rater. Performance reports should be anticipated as soon as a rater or ratee is expected to depart the unit—a little forethought and advanced planning will virtually eliminate late performance reports and eliminate the need to mail a final document to the old rater for signature.

Section VII. ADDITIONAL RATER OVERALL ASSESSMENT

This block is probably the most important block on the OPR—board members pay close attention to it. It's so important that we often advise folks to *draft these five lines first*....

This block is signed by the rater's rater (or the next person in the rating chain so the additional rater is at least one grade higher than the ratee). To assist the additional rater, the rater may write the suggested comments in draft form, as he/she will have all the facts about the ratee. Draft comments should be of a broad nature—comments appropriate for the signer of this block. Generally speaking, use the strongest bullets with the biggest impact. Your additional rater will be viewing the ratee's accomplishments and the mission of the unit from a bigger perspective than the rater. As such, this block should be written to indicate the "bigger picture" effect of the ratee's endeavors.

Stratification and comments on leadership and potential are very important. When warranted, the fifth line should show the stratification and suggest PME and/or future assignments. Stratify only when appropriate—not everyone will get a "best of" statement. Remember, the first and last lines of this block are very critical—see the discussion on strength and approved comments above.

Comments in this block may follow two tracks:
1. Use completely different ideas than have previously been drafted in the rater's 18 lines in Blocks IV and VI. Highlight the best items that were accomplished (taking the idea that you draft this block first using the biggest impact items).
2. Sum up the best ideas from the previous blocks to highlight them and then rephrase them to show the impact on the group/Air Force/etc. An accomplishment from the rater's perspective should look different from the rater's rater's perspective, as the higher you go, the broader your focus.

CONCUR/NON-CONCUR BLOCK. Fill it in electronically.

SIGNATURE BLOCK. Complete the additional rater's identification information following the same guidelines as above. If the additional rater is the group commander, deputy commander or higher, type in the suggested comments and his or her identification data, *but don't complete the date block*. The date should be filled out by the group executive officer upon review by their respective bosses. The date must not be earlier than the close-out date of the report. If a report is sent back from the group for corrections, change the date accordingly. Always reflect the last date the person reviewed the block as the indicated signature date.

(G): If the evaluation requires AFSOC signature, spell out all ranks on signature blocks.

Section VIII. REVIEWER

The reviewer must be the ratee's senior rater and will be the final evaluator on the OPR. EXCEPTIONS: When the rater or additional rater is also the senior rater, the OPR will close at this level.

For lieutenants through majors, the reviewer must be the first colonel (or equivalent) in a wing commander (or equivalent) position that has been designated as a senior rater.

For lieutenant colonels and colonels, the reviewer must be the first general officer (includes a brigadier general select), or equivalent, in the rating chain who has been designated as a senior rater.

No comments in this section are allowed unless the reviewer *disagrees* with the evaluation of the rater and/or additional rater. Complete the reviewer's identification, but don't date the block. The execs or administrative staff will insert the reviewer's signature date upon his/her review. *(See Attachment 6 for current reviewer's signature block.)*

> NAME, GRADE, BRANCH OF SERVICE
> ORGANIZATION (COMMAND)
> LOCATION *(no zip code)*
>
> DUTY TITLE: Commander
>
> SSN: *(last 4 digit)*

If the wing commander (or equivalent) is the additional rater, type the following in the third line of the reviewer block (left-justified): ADDITIONAL RATER IS ALSO THE REVIEWER.

If the wing commander (or equivalent) is the rater, type the following in the third line of the reviewer block (left-justified): RATER IS ALSO THE REVIEWER.

OPR Specifics

- ◆ **Prohibited Comments**. We are allowed a lot of latitude when writing documents; however, some statements are not allowed—ever. Please reference applicable AF instructions and your PR monitor if there's a doubt. Below are some examples:

Broad Statements Beyond the Rater's Responsibility. Don't make comments you can't support. A flight commander can't say, "Capt Jones is the #1 officer in the squadron," because the flight commander doesn't rate the whole squadron. No one can say, "Capt Jones is in the top 1% of all officers" because no one (except the CSAF) has scope over all AF officers.

Fitness. Consult your local commander support staff (CSS) for current local and Air Force policies.

Legal Actions. Don't reference any disciplinary or legal action that is <u>not</u> complete, such as *pending* Articles 15, etc.

Promotion Statements. In the OPR, you may not make any reference to the ratee's promotion either directly or indirectly (veiled). The following are examples of veiled promotion statements and are NOT allowed:

> "Lt Col Jones is senior officer material" (*Here, "senior" refers to O-6 and general officers*)
> "Maj Jones excelled in an O-5 billet" (*Refers to a rank higher then the one held by the ratee*)

Regular Air Force (RegAF) Augmentation. Once upon a time, officers met an augmentation board as captains, and recommendations for RegAF on their performance reports were appropriate and important. Today, officers are automatically augmented upon promotion to major, so any recommendation to RegAF on a CGO OPR could be seen as a veiled promotion statement and **is not allowed**.

Schools and PME. You may not comment on current enrollment in, or completion of, any PME or advanced academic education. Comments on technical schools such as AMIC, tactics courses and the like are OK.

Time Frame. Limit comments to activities occurring within the period of the report. If Lieutenant Doe won the CGO of the Year award, but it was not won nor presented during the reporting period, it cannot be used on the current PR.

Training Report Information. Any information that will appear in a training report cannot be mentioned in the performance report. For example, distinguished graduate at SOS.

♦ *PME.* Consult your local commander support staff (CSS) for current local and Air Force policies.

If the member met all eligibility requirements for a PME school *except for rank*, you should still make the recommendation for selection in the last line. For example, Capt Flanders completed SOS by correspondence. Since he finished SOS, he can be recommended for intermediate developmental education (IDE) in residence. He does not yet hold the appropriate rank, but recommending him for the next school level is appropriate as a building block to his professional education and career (not recommending him shows a lack of confidence of his superiors in his capabilities). See the figure below. Keep in mind IDE, senior developmental education (SDE), and PME are generic terms and are not capitalized when spelled out. Specific schools, like Squadron Officer School, Air War College, Air Command and Staff College, NCO Academy, Airman Leadership School, Naval War College, and Senior NCO Academy, are capitalized.

Here are some examples of appropriate school recommendations:

If the officer is a . . .	And has completed . . .	You can recommend . . .
2d lieutenant through captain	SOS by correspondence or no PME	BDE in residence
captain through major	SOS	IDE in residence
major through colonel	IDE	SDE in residence

- Send to BDE
- IDE a must!
- Send to Air War College
- Select for in-residence PME

Use timing qualifiers to indicate if the officer is fully eligible (*including grade)* or eligible but doesn't hold the correct rank:

- Send to IDE in residence now! (*Fully eligible*)
- Select for IDE immediately! (*Fully eligible*)
- Send Lt Jones to IDE when eligible (*doesn't hold correct rank yet*)
- Send Lt Jones to IDE ASAP (*doesn't hold correct rank yet*)

♦ *Assignments.* You may make grade-appropriate assignment recommendations. The key is to make a statement that is appropriate, realistically achievable and reflective of the ratee's potential. Command push statements may include those command opportunities available within an officer's core AFSC or may include any developmental command opportunity under force development. Command push statements, for any grade, are limited to current grade plus one. Use the following guidelines when writing a command push statement: *Generic push statements* such as "a must for command," "future CC," "make a SQ/CC," or "on the command track" are allowed for any AFSC (Judge Advocate and Chaplain excluded). *Specific push statements* such as "make a training SQ/CC", "perfect for recruiting commander", "make an AOC/CC", "make an MSS/CC" or "ready for large SFS command" are also allowed for any AFSC, as long as the current grade plus one rule is applied.

Note: In the flying, space and intelligence communities squadron command opportunities exist only at the grade of Lt Col. Therefore, specific functional command push statements (i.e. "make a flying SQ/CC", "ready for intel SQ/CC") for these command billets are prohibited for all captains because of the grade plus one limitation. However, a specific functional push for these command billets is allowed for all qualified majors and Lt Cols.

♦ *Referral OPR*. An OPR that contains one of the following ratings is a referral report statement:

- Any performance factor in Section V marked, "Does Not Meet Standards."

- Any comments in the OPR that refer to behavior incompatible with standards of personal or professional conduct, character or integrity. These include (but are not limited to) omissions or misrepresentation of facts in official statement or documents, financial irresponsibility, serious

mismanagement of personal or government affairs, unsatisfactory progress in the Weight Management Program or Fitness Improvement Training Program, confirmed incidents of discrimination or mistreatment, illegal use or possession of drugs, AWOL and conviction by court martial.

Referral OPRs are beyond the scope of this guide. Please read AFI 36-2406 carefully and coordinate closely with your chain of command and the OPR monitor of your MPF.

Important: Remember that functional managers, senior raters, promotion boards, selection boards and prospective supervisors will pour over a member's records to determine future assignments and potential for advancement. The OPR you write today on a young lieutenant may make the difference in his/her promotion to the highest grades years from now! Make each and every OPR count! An accurate report takes time—it's your duty to make the time for your personnel!

The EPR—Form and Format
(Reference: AFI 36-2406, Chapter 3, Table 3.2)

This section is designed to help the rater draft the EPR in the format prescribed by AFIs and governing commander-directed guidance. It will discuss each section on the EPR form and will discuss EPR-specific items, such as prohibited statements and recommendations for professional military education and future duty assignments.

The Form

The AF Form 910 is the EPR form for airman basic through technical sergeant, and the AF Form 911 is for master sergeant through chief master sergeant. The forms are very similar—make sure you are using the right one. Also, ensure you are using the most current version. Get the most recent copy from your commander support staff or download it directly from the worldwide web at **http://www.e-publishing.af.mil** and select the electronic IMT form that you want to view.

Remember to use the "military flip." When printing the reports, be sure to print the pages head-to-foot.

Section I. RATEE IDENTIFICATION DATA:

This information comes right off the EPR "shell" (aka "rip") and must match the rip exactly—work any changes with the EPR monitor. If changes are made, attach appropriate personnel system (e.g., MILMOD) updates to the rip.

NAME. Written in **ALL CAPITALS** (must match evaluation shell).

SMITH, JOHN B.	(Comma after surname, period after middle initial
JONES, SARAH	(No middle initial)
MCPEAK, JAMES L., JR.	(Comma after period of middle initial)
LEWIS, ALBERT R. III	(*No* comma after period of middle initial)

SSN. Don't include the prefixes (must match evaluation shell)

GRADE. Use drop-down list on IMT form or refer to the *Tongue and Quill*-approved abbreviation in all caps.

AB   AMN   A1C   SRA   SSGT   TSGT   MSGT   SMSGT   CMSGT

DAFSC. Enter ratee's duty code (must match evaluation shell)

PERIOD OF REPORT. Enter the beginning and ending dates of the report (must match evaluation shell) -- close-out date may be changed to 30 calendar days before departure date of ratee or rater due to separation, retirement or PCS.

NO. DAYS SUPERVISION. Check the math—sometimes the computer gives incorrect information. The number of days supervision may be a lot less than the period of the report if the individual changed raters or went on an extended TDY during the report period. Make sure this is correct—there is no way for the chain of command to check/verify the number of days supervised, reason for report, and dates of report unless this information is provided.

Remember to deduct all periods of 30 or more consecutive days during which the ratee did not perform duties under the supervision of the rater due to TDY, including leave or "time off" in conjunction with the TDY, (not counting 'loans' to other sections or units for which TDY orders were not published) leave, hospitalization, etc. *(For more detail, refer to AFI 36-2406, Table 3.1, Note 6)*

REASON FOR REPORT. Annual, CRO, Directed by HQ AF, etc.

ORGANIZATION, COMMAND, LOCATION. Indicate where the ratee was assigned at the close-out of the reporting period. Use upper and lower case letters, with no zip code.

> 320th Special Tactics Squadron (AFSOC), Kadena Air Base, Japan
> 1st Special Operations Squadron (AFSOC), Kadena Air Base, Japan
> 353d Special Operations Group (AFSOC), Kadena Air Base, Japan
> 18th Security Forces Squadron (PACAF), Kadena Air Base, Japan

If the ratee performed duty in an organization other than his/her assigned PAS code, enter the assigned information, followed by "with duty at…" to indicate the organization where the member actually performed his/her duties:

> 353d Maintenance Squadron with duty at
> 353d Special Operations Group (AFSOC), Kadena Air Base, Japan
>   *OR*
> 353d Maintenance Squadron (AFSOC) with duty at
> 18th Wing (PACAF), Kadena Air Base, Japan

NOTE: Do not use this section to enter a second organization if the ratee is filling a dual-role. Mention it in the job description or elsewhere in the report.

PAS CODE. Must match the organization to which the ratee is assigned. Watch using the number "0" (zero) versus the capital letter "O", and number "1" (one) versus the capital letter "I".

Section II. JOB DESCRIPTION

This block is divided into two sections: the DUTY TITLE and the KEY DUTIES, TASKS, RESPONSIBILITIES. The job description should be accurate and easily understood by anyone who reads it.

DUTY TITLE. This information should reflect the evaluation shell (a.k.a. rip) -- work any changes with the OPR monitor or CSS. If changes were made, attach appropriate personnel system update rip (i.e., MilPDS or PC-III). Some abbreviations may be necessary if the duty title is exceptionally long, but avoid unnecessary and unknown abbreviations. The title "chief" and "superintendent" holds specific

meaning and cannot be used indiscriminately. If the duty title does not accurately reflect the duties of the ratee, coordinate with the EPR monitor to change it (must match evaluation shell).

KEY DUTIES, TASKS, RESPONSIBILITIES. Describe the ratee's duties—don't just reiterate the unit mission description or talk about the capabilities of the aircraft or ops system. This is your opportunity to clearly set forth what the *ratee* does. Most units have canned job descriptions, so check with your PR monitor. Feel free to modify the canned description to better illustrate what your ratee's duties are. Be sure to indicate specific supervisory and monetary responsibilities (using appropriate quantification), if any. Be sure to include number of subordinates if individual rates on others; i.e., *Directly supervises 12 NCOs and 10 Airmen* or *Manages three duty sections, totaling 15 personnel.*

OK (relates to duties of individual):
> Manages the maintenance activities of the largest operations group in AFSOC. Supervises three NCOs. Coordinates the activities of nine squadrons and three detachments located throughout the world. Works closely with the financial manager clarifying priorities for a $6.8M annual budget.

NO (relates to mission of unit, not duties of individual):
> Principal advisor to the commander on maintenance duties related to the MC-130H. The MC-130H infils/exfils special operations forces throughout the Pacific theater. This capability is used to project force capabilities that concern national policy. The MC-130H flies out of Okinawa, one of the most hazardous environments in the world.

Significant Additional Duties. Include additional duties directly related to the primary duties. Should be preceded by "ADDITIONAL DUTIES:" in all caps (or DUTY if only one duty), followed by the capitalized duty titles. Examples of additional duties are:

> Acting First Sergeant
> EET Member
> Air Transportable Hospital Representative
> Squadron Security Manager
> Vehicle NCO
> Technical Order Monitor

Some additional duties are not considered duty-related but are mission-related; therefore, it is considered significant additional duties and should be mentioned. Consult your commander for applicability of the additional duty in the section. Remember that their function should be significant and related to the base and/or the Air Force.

Section III. PERFORMANCE EVALUATION

Fill out the performance factor blocks electronically before forwarding. Any block marked far left side makes the performance report an automatic "referral" EPR. Consult your chain of command, PR monitor and applicable AFIs for details on how to proceed with this type of EPR.

Section IV. PROMOTION RECOMMENDATION

Fill out the promotion recommendation blocks electronically before forwarding. Compare this ratee with others of the same grade and specialty code. Any block marked as a "1" makes the performance report an automatic "referral" EPR. Consult your chain of command, PR monitor and applicable AFIs for details on how to proceed with this type of EPR.

Section V. RATER'S COMMENTS

This block is where the rater shows what the ratee did to accomplish the main mission of the unit with corresponding results. Don't simply reiterate assigned tasks, and don't use flowery "filler" statements about how this person acts. Use hard-hitting facts! Be concise, but be careful to use terms and phrases easily understood by anyone reading the report. Anytime you find yourself writing an acronym, a code word, an exercise or operation name, ask yourself if someone outside this group will have any idea what you are talking about. Will the context of the bullet help the reader to understand? Use the ultimate litmus test: Will your grandmother understand? Now, this may seem trivial, but don't assume your reader will understand the significance of what the person did. Use the "*So what?*" test on each line—read the statement and ask yourself, "So what?" Does the bullet show what was done with a tangible result? If something was improved, how much was it improved? If dollars were saved, how many dollars were saved?

This is the rater's chance to describe the ratee with a personal emphasis. You can discuss additional duties here (even those additional duties not allowed/mentioned in the DUTY DESCRIPTION block), but emphasize how these duties affect the individual's potential or performance as an Airman. Don't forget important information such as educational accomplishments or base/community service, which serve to illustrate the "whole person." Remember, the first and last lines of this block are very important—see the above discussion on strength. Also, no references may be made to PME unless it has to do with winning an award; i.e., Distinguished Graduate award or John Levitow Award.

> NO: Rewrote the procedures for INS/DNS alignments (yawn, what is this saying?)
> OK: Rewrote procedures for critical inertial navigation positioning system (ok, I think…)
> BETTER YET: Authored procedures for critical navigation positioning system--accuracy up by 50%

LAST PERFORMANCE FEEDBACK WAS ACCOMPLISHED ON. Annotate the date of the last performance feedback session. Feedback is an essential part of the complete evaluation system. Every attempt must be made to provide the member his/her feedback session. If a session was not accomplished, annotate the reason why in the block provided. *Note:* For deployed personnel, raters should consider using email, telephone, etc … in order to accomplish a feedback session.

SIGNATURE BLOCK. The rater's identification blocks must match the rip. You may expand duty title abbreviations from the rip for easier reading. *(See Attachment 6 for current reviewer's signature block.)*

The NAME, RANK, BR OF SVC, ORGN, COMD & LOCATION block should be in this format.
If the rater's name is too long to fit the whole first line in the block, abbreviate the first name.

R. W. HOLLINGSWORTH-SMITHE, SMSgt, USAF
1st Special Operations Squadron (AFSOC)
Kadena Air Base, Japan

The date of signature must not be earlier than the close-out date. If a report is sent back from the group for corrections, change the date accordingly. **(G)** The date of the signature will be the date that the signee *last forwarded it up the chain of command* for senior rater endorsement. If the report is generated due to the PCS/retirement/separation of the rater, then the signature date should not be later than the departure date of the rater. Performance reports should be anticipated as soon as a rater or ratee is expected to depart the unit—a little forethought and advanced planning will virtually eliminate late performance reports and eliminate the need to mail a final document to the old rater for signature.

Section VI. ADDITIONAL RATER'S COMMENTS

This block is signed by the rater's rater (or the next person in the rating chain if mandatory grade endorsing requirements aren't met otherwise). To assist the additional rater, the rater may write the suggested comments in draft form, as he/she will have all the facts about the ratee. Draft comments should be of a broad nature—comments appropriate for the signer of this block. Generally speaking, use strong bullets with the biggest impact. Your additional rater will be viewing the ratee's accomplishments and the mission of the unit from a bigger perspective than the rater. This block should be written to indicate the "bigger picture" effect of the ratee's endeavors.

Stratification and comments on leadership and potential are very important. When warranted, the fifth line should suggest future assignments and/or promotion statements. Stratify only when appropriate—not everyone will get a "best of" statement. Remember, the first and last lines of this block are very critical—see the discussion on strength and approved comments above.

Comments in this block may follow two tracks:

    a. Use completely different ideas than have previously been drafted in the rater's 13 lines in Block V. Highlight the best items that were accomplished (taking the idea that you draft this block first using the biggest impact items).

    b. Sum up the best ideas from the previous blocks to highlight them and the rephrase them to show the impact on the group/wing/Air Force/etc. An accomplishment from the rater's perspective should look different from the rater's rater's perspective, as the higher you go, the broader your focus.

CONCUR/NON-CONCUR BLOCK. Fill it in electronically.

SIGNATURE BLOCK. Complete the additional rater's identification information following the same guidelines as above. If the additional rater is the group commander, deputy commander or higher, type in the suggested comments and his or her identification data, *but don't complete the date block*. The date should be filled out by the group executive officer upon review by their respective bosses.

The date must not be earlier than the close-out date of the report. If a report is sent back from the group for corrections, change the date accordingly. Always reflect the last date the person reviewed the block as the indicated signature date.

Section VII. COMMANDER'S REVIEW / REVIEWER'S COMMENTS

Called the "Commander's Review" block on the Form 910 (AB through TSgt); this section will be signed by the squadron section commander. Comments are allowed only if the "non-concur" block is marked, and they are made by attaching the AF Form 77.

Called the "Reviewer's Comments" block on the Form 911 (MSgt through CMSgt); this section will include five lines of comments. This block is the most important block on the EPR—board members pay close attention to it. It's so important that we often advise folks to *draft these five lines first*....

The reviewer for the EPR can be at the unit level or could be the senior rater (the group commander), depending on the level of reviewer, the rater and his/her chain of command request. Again, to assist the reviewer, the rater may write the suggested comments in draft form. Draft comments should be of a broader nature than those of the additional rater. Generally speaking, use the strongest bullets with the biggest impact. Your reviewer will be viewing the ratee's accomplishments and the mission of the unit from a bigger perspective than the additional rater. This block should be written to indicate the "biggest picture" effect of the ratee's endeavors.

As with the rater and additional rater, stratification and comments on leadership and potential are very important and should show consistency amongst raters. When warranted, the fifth line should suggest stratification, future assignments and/or promotion statements. Stratify only when appropriate.

Complete the reviewer's identification but don't date the block. The execs or administrative staff will insert the reviewer's signature date upon his/her review. **See Attachment 6 for current reviewer's signature block.**

    NAME, GRADE, BRANCH OF SERVICE
    ORGANIZATION (COMMAND)
    LOCATION *(no zip code)*

    DUTY TITLE: *(title IAW evaluation rip)*

    SSN: *(last 4 digit)*

If the group commander is the additional rater, type the following in the third line of the reviewer block (left-justified): THIS SECTION NOT USED.

Section VIII. FINAL EVALUATORS POSITION (AF FORM 911 ONLY)

<u>Senior Rater</u>: Used when the final evaluator is the highest level endorser in the ratee's rating chain. The senior rater must be in the grade of at least a colonel or civilian equivalent, serving as a wing commander or equivalent.

Senior Rater's Deputy: An individual who works directly for and whom the senior rater evaluates.

Intermediate Level: An individual who works directly for a senior rater's deputy.

Lower Level: All others.

Section IX. TIME-IN-GRADE ELIGIBILITY (AF FORM 911 ONLY)

Electronically mark the appropriate block. Refer to AFI 36-2406, Table 3.2, note 15, for the formula. *(Appendix 8)*

Section X. COMMANDER'S REVIEW (AF FORM 911 ONLY)

This section will be signed by the appropriate evaluator and should be left blank while drafting the EPR.

EPR Specifics

♦ ***Prohibited Comments***. We are allowed a lot of latitude when writing documents; however, some statements are not allowed—ever. Please reference applicable AF instructions and your PR monitor if there's a doubt.

Broad Statements Beyond the Rater's Responsibility. Don't make comments you can't support. A flight commander can't say "SMSgt Jones is the #1 maintenance NCO in the squadron," because the flight commander doesn't rate the whole squadron. No one can say "Chief Jones is in the top 1% of all chiefs" because no one (except the CSAF) has scope over all AF members.

Fitness. Consult your local commander support staff (CSS) for current local and Air Force policies.

Legal Actions. Don't reference any disciplinary or legal action that is <u>not</u> complete, such as *pending* Articles 15, etc.

Time Frame. Limit comments to activities occurring within the period of the report, unless the prior events add significantly to the PR, weren't known or considered by the previous evaluators, and weren't previously reflected in a PR.

♦ ***Promotion Statements***. <u>Different from OPRs</u>, the enlisted performance report is the place to recommend our enlisted members for future promotions. The promotion statement, in concert with Block IV on the form, will indicate the member's potential to assume the next highest grade. As with other recommendations, use time qualifications to indicate the readiness of the individual to be senior noncommissioned officer (SNCO) promoted. No direct promotion statements if not time-in-grade eligible. Some examples are:

> - Promote Ronald soonest!
> - SMSgt Smith is a must for chief this board!
> - Promote to MSgt at first opportunity
> - Make her a SMSgt this cycle

- **_Schools and PME_**. Consult your local commander support staff (CSS) for current local and Air Force policies.

  Keep in mind PME is generic term and is not capitalized when spelled out. Specific schools, like Senior NCO Academy, NCO Academy, Airman Leadership School, Squadron Officer School, Air War College, Air Command and Staff College, Naval War College, and Senior NCO Academy, are capitalized.

- **_Assignments_**. You can make grade-appropriate assignment recommendations, such as recommendations for duty levels and specific jobs. The recommendations should be grade-appropriate and not outside the current level of the individual. Some examples are:

  - MSgt Jones is ready for a MAJCOM supply position
  - Select for group-level stan/eval
  - Ready for first sergeant duties

Important: Remember that promotion boards for senior master sergeant and chief master sergeant review the _last 10 years_ worth of EPRs on each person. The EPR you write today on a young staff sergeant may make the difference in his/her promotion to the highest grades years from now! Make each and every EPR count! An accurate report takes time—it's your duty to make the time for your personnel!

Form Review:

- ❏ Correct form version? AF Forms 707A *(FGO)*, 707B *(CGO)*, 910 *(E-1 – E-6)*, 911 *(E-7 – E-9)*
- ❏ Name (ALL CAPS): LAST NAME, FIRST NAME, MI., and JR., SR., III, etc
- ❏ Correct SSN -- *(must match the evaluation shell; a.k.a RIP)*
- ❏ Grade: *(Use IMT form drop-down list)* -- i.e., MSGT
- ❏ DAFSC *(must match the evaluation shell; a.k.a. RIP)*
- ❏ Organization-xxx xxxxxxxx Squadron (AFSOC), Kadena Air Base, Japan
- ❏ PAS code *(must match the evaluation shell; a.k.a. RIP)*
- ❏ Period of Report--check to see that dates are correct for the time the person was under your supervision
- ❏ Number days of supervision
- ❏ Reason for the report (Annual, CRO, etc…)
- ❏ Duty Title**MUST MATCH WHAT IS ON THE RIP** If the RIP is incorrect, it needs to be corrected by the squadron's commander support staff (CSS). ***Attach MilPDS/PC-III update.***
- ❏ ALL rating blocks are marked on the copy that is submitted to CSS.
- ❏ Feedback dates annotated as appropriate.
- ❏ Signature Blocks--correct SSNs and duty title (again, must match RIP)
- ❏ IMT 911 (SNCO), Section VIII, Final Evaluator's Position: Mark appropriately
- ❏ IMT 911 (SNCO), Section IX, Time-in-Grade Eligible: *(Refer to Attachment 8)*
- ❏ IMT 911 (SNCO), Section X, Commander's Review: Mark *Concur* or *N/A if squadron commander is one of the endorser*
- ❏ All other enlisted IMT forms--Commander's Review: *Concur* or *N/A if squadron commander is one of the endorser*
- ❏ When ready, FINAL copy endorsed.

Mechanical Review:

- ❏ Job description must be written in sentence format and in present tense.
- ❏ Bullets correctly formatted: Dash bullets with **one** space following the dash, then a capital letter to start the sentence.
  - First level hanging bullet with **one** dash and wrapping text line immediately under first letter of first line.
    - Sub-bullet using double dash indented immediately under first letter of previous line.
- ❏ No spaces before or after internal double dashes (outstanding job performance--top in class)
- ❏ Bullets are to be written in past tense
- ❏ Uncommon abbreviations written out first time with abbreviation in parenthesis. Only do this when you are going to use the abbreviation again later in the report!
- ❏ Spelling and grammar are correct (use spell check); but, latitude is allowed for OPR/EPR
- ❏ Numbers nine (9) and below are spelled out; unless, used in time, modifier and scientific (i.e., 9 months, 6 semester hours, an 8-yr old issue, #1 of 6 CGOs). *Note: This rule does not apply to formal document, such as award and decoration citations. (Refer to The Tongue and Quill)*

Content Review:

- ❑ Promotion recommendation (if any) logically matches evaluation of performance.
- ❑ Most significant accomplishments included in highest endorser's comments.
- ❑ Bottom-line assessment accurately reflects performance and clearly distinguishes amongst peers.
- ❑ Bullet includes "action-- result --impact;" substantially detailing accomplishments and clearly conveying impact of actions.
- ❑ Specific accomplishments are not repeated in multiple comment blocks.
- ❑ Lead technique is varied between bullets (i.e. not all beginning with verbs)

Package/Folder Contents *(Folder Color--Gray)*:

Ensure the package have been quality reviewed and signed by the squadron first sergeant and squadron commander.

Right side of the folder...

- ❑ Final print of report *(spell checked, all blocks are marked, signed and dated [date of signature], and printed head-to-foot/flipped style)*
- ❑ Late note *(if applicable)*; must be hand written and signed by the squadron commander
- ❑ All drafts. *Remove all squadron drafts before submitting package to 353 SOG Command Section*
- ❑ All traffic notes, remarks and comments

Left side of the folder...

- ❑ Evaluation shell/RIP
- ❑ Print outs of PC-III/MilPDS update – correction updates to evaluation RIP
- ❑ Copies of all performance reports signed locally (Kadena AB, Japan)
- ❑ Surf (senior NCOs and officers only)
- ❑ Floppy disc containing most current update of pending performance report

NOTE: If you are not sure of something, please see your servicing CSS for guidance.

Attachment 2:
OPR/EPR Timeline and Process

Evaluation Shell should be received in the squadron level 60 days prior close-out. **Close-out** for PCS, PCA, separation or retirement will be 30 days prior departure date. If you do not have the shell 60 days prior, please contact your servicing commander support staff (CSS) to have an evaluation shell generated manually.

OPR/EPRs are due to the 353 SOG **on close-out date for SNCOs and above or 15 days prior close-out if AFSOC signature is required**. All others are due to the MPF NLT 30 calendar days after close-out date. Raters will need to ensure that the information on the shell is correct and then start the report. DO NOT WAIT FOR THE SHELL TO START THE REPORT. Talk with CSS to ensure you get the shell on time, but raters should have the information needed for the report. Send the report forward and start the process without the shell if necessary to avoid late reports to MPF.

All reports will process through the squadron chain-of-command. Once final drafts are completed within the squadron, the CSS will be responsible for ensuring the reports are packaged properly with corresponding tracking sheets, and the first sergeant and commander have signed off on them.

For 353 SOG/CD's signature, the report will be routed through 353 SOG/CCEA, /CCS, /CCE and /CCC *(enlisted only)* before returning to squadron for any corrections and final print. Final print of the performance report must have all signature blocks signed prior to arriving 353 SOG Command Section. Once the report is finalized and signed by 353 SOG/CD, it will be returned to the squadron CSS for MPF submittal process.

For 353 SOG/CC's signature, the report will be routed through 353 SOG/CCEA, /CCS, /CCE, /CCC *(enlisted only)* and /CD before returning to squadron for any corrections and final print. Final print of the performance report must have all signature blocks signed prior to arriving 353 SOG Command Section. Once the report is finalized and signed by 353 SOG/CC, it will be returned to the squadron CSS for MPF submittal process.

For AFSOC signature, the report will be routed through 353 SOG/CCEA, /CCS, /CCE and /CD before returning to squadron for any corrections and final print. Final print of the performance report must have all signature blocks signed prior to arriving 353 SOG Command Section. Once the report is finalized and signed by 353 SOG/CC, it will be express mailed to HQ AFSOC/DSEA, Attn: *(see 353 SOG/CCE)*, 100 Bartley Street, Command Suite, Hurlburt Field, FL 32544-5273.

Rater/Supervisor should keep a record of ratee's activities on and off base (i.e., nomination package, letter of appreciation, certificate of achievement, etc.)

MENTORSHIP is the Key.

Helpful Recommendation: *Have your subordinate submit bullets of accomplishment on a weekly, monthly or quarterly basis. If not enough information is being submitted, guide the individual in the right direction to fulfill goals (Airman/NCO/SNCO/CGO of the Quarter/Year, firewall "5" on evaluation and so on).*

* *

E-1 (AB) thru E-6 (TSgt):
> To **353 SOG/wing:** Not required.
> To **AFSOC:** Not required.
> To **MPF:** 30 days after close-out date.

E-7 (MSgt) thru E-9 (CMSgt):
> To **353 SOG Command Section:** On close-out date.
> To **AFSOC:** Not required.
> To **MPF:** 30 days after close-out.

All Officers:
> To **353 SOG Command Section:** On close-out date **or** 15 days prior close-out if AFSOC signature is required.
> To **AFSOC:** On close-out date if applicable.
> To **MPF:** 30 days after close-out date.

Returned for Correction:
> **Three (3) Working Days:** All evaluations returned for correction must be returned to the 353 SOG.
> **Twenty-four (24) Hours:** All evaluations returned for correction must be returned to the 353 SOG if the evaluation is due to MPF within 1 week.

PERFORMANCE FEEDBACK

AB to A1C (with less than 20 months TAFMS): *Initial*--within the first 60 days supervision began; *Midterm*--every 180 days until rater writes an EPR or CRO occurs.

AB to TSgt and Lt to Capt: *Initial*--within the first 60 days supervision began; *Midterm*--midway between the supervision effective date and projected close-out date; *Follow-up*--within 60 days after close-out date if no change of rater.

MSgt to SMSgt and Maj to Lt Col: *Initial*--within the first 60 days supervision began; *Midterm*--midway between the supervision effective date and projected close-out date; *Follow-up* not required.

CMSgt and Col: *Initial*--within the first 60 days supervision began; *Midterm* and *Follow-up* not required.

AB to Col (requested by the ratee or rater): When a ratee requests a feedback session, the rater must conduct a session within 30 days from the request, if at least 60 days have passed since the last feedback session. Feedback is given anytime the rater determines necessary.

Abbreviations should be used <u>sparingly</u>, <u>correctly</u> and <u>consistently</u>. *The Tongue and Quill* has good advice on the use of abbreviations. Also, you may refer to the Joint Publication 1-02, *Department of Defense Dictionary of Military and Associated Terms*, for further guidance on terms and definitions. WHEN IN DOUBT, SPELL IT OUT! Attached is a list of widely used acronyms and abbreviations that may be used in performance reports. ***Keep in mind on who will be reviewing the reports when using acronyms and abbreviations. Board members for award, promotion or position selection board may not be familiar with the 353 SOG's acronyms and abbreviations; therefore, consider spell out first-time use; i.e., "operational test and evaluation (OT&E)," "operations order (OpOrd)," "maintenance (mx)." Also, <u>some acronyms and abbreviations have more than one meaning</u>.*** Just because it's listed below, doesn't mean that you should use the abbreviation/acronym every time you use the word/phrase. Again, use them sparingly. Be consistent when using abbreviations and acronyms. Never use acronyms and abbreviations on decoration and award citations.

Remember to pluralize acronyms (upper and lowercase) by adding a lowercase "s" with no apostrophe (e.g., OPRs, EPRs, *not* OPR's, EPR's). To make an acronym past tense, add "(apostrophe) 'd"... PCS'd. Also, just because the acronym is in all capital letters, the spelled out version may not be a proper noun and should not be capitalized. Unless a name of a specific unit (proper noun), abbreviation does not have to be capitalized.

Numbers and Special Characters

@ – at
# – number
% – percent
$ – dollars *(i.e., $3.5M budget)*
& – and
/ – and
K – thousand *(i.e., 850K safety pins)*
M – million *(i.e., 1.5M paper clips)*

353 SOG Squadrons

1 SOS – 1st Special Operations Squadron
17 SOS – 17th Special Operations Squadron
320 STS – 320th Special Tactics Squadron
353 MXS – 353d Maintenance Squadron
353 OSS – 353d Operations Support Squadron
353 SOG – 353d Special Operations Group

Ranks

Gen - general
Lt Gen – lieutenant general
Maj Gen – major general
Brig Gen – brigadier general
Col – colonel
Lt Col – lieutenant colonel
Maj – major
Capt – captain

1Lt – first lieutenant *(generic)*
1st Lt – First Lieutenant *(signature block)*
2d Lt – Second Lieutenant *(signature block)*
2Lt – second lieutenant *(generic)*
CMSgt – chief master sergeant
SMSgt – senior master sergeant
MSgt – master sergeant
TSgt – technical sergeant
SSgt – staff sergeant
SrA – senior airman
A1C – airman first class
Amn – airman
AB – airman basic
1st Sgt – first sergeant
Sgt – sergeant *(only used with Army rank)*

A

AADC – area air defense commander
AAFES – Army and Air Force Exchange Service
AB – air base
ABN – Airborne *(only used with Army units, i.e. 18th Airborne Corps)*
ACC – Air Combat Command
acct – account
ACCE – air component coordination element
ACDE – aircrew chemical defense ensemble
acft – aircraft

ACR – agile combat repair
ACS – agile combat support
ACSC – Air Command and Staff College
ACT – aerial combat tactics
AD – active duty
ADAPT – Alcohol and Drug Abuse Prevention and
Treatment
add'l – additional
ADSC – active duty service commitment
ADVON – advanced echelon
AECT – aeromedical evaluation control team
AEF – air expeditionary force (or)
air and space expeditionary force (or)
American expeditionary force
AEFC – air and Space Expeditionary Force Center
AEG – aerospace expeditionary group
AERPS – aircrew eye and respiratory protection system
AETC – Air Education and Training Command
AEW – air expeditionary wing
AF – Air Force
AFA – Air Force Academy
AFAM – Air Force Achievement Medal
AFB – Air Force base (or) Air Force Base (if preceding
by location name; i.e., Kadena Air Force Base)
AFCM – Air Force Commendation Medal
AFFOR – Air Force forces
AFH – Air Force handbook
AFI – Air Force instructions
AFIP – Air Force Intelligence Program
AFIT – Air Force Institute of Technology
AFMAN – Air Force manual
AFMC – Air Force Materiel Command
AFOSI – Air Force Office of Special Investigations
AFOTEC – Air Force Operational Test and Evaluation
Center
AFOUA – Air Force Outstanding Unit Award
AFPC – Air Force Personnel Center
AFR – Air Force Reserve
AFRC – Air Force Reserves Command
AFROTC – Air Force Reserve Officer Training Corps
AFSC – Air Force specialty code (or)
Air Force Safety Center
AFSOC – Air Force Special Operations Command
AFSOC/CC – Air Force Special Operations Command
Commander
AFSOF – Air Force special operations forces
AFTO – Air Force technical order
AGE – aerospace ground equipment
AGR – active guard or reserve
AIA – Air Intelligence Agency
ALO – air liaison officer
ALS – Airman Leadership School
AMC – Air Mobility Command
AMU – aircraft maintenance unit
AMXS – aircraft maintenance squadron
ANG – Air National Guard
AOC – air and space operations center
AOR – area of responsibility

ASAP – as soon as possible
ASBC – aerospace basic course
asm - assembly
AT – anti-terrorism
AT/FP – anti-terrorism and force protection
ATC – air traffic control
ATO – air tasking order
ATSO – ability to survive and operate
AWACS – Airborne Warning and Control System
AWC – Air War College (or) Army War College
AWOL – absent without official leave

B

BA – Bachelor of Arts (educational degree)
BAH – basic allowance for housing
BAS – basic allowance for subsistence
BDE – basic developmental education (for officers only)
BDU – battle dress uniform
bldg – building
BMT – basic military training
BN – Battalion (only used with Army units, i.e. 2nd BN,
75th Ranger Regiment)
BPZ – below the promotion zone (used for officers only)
BS – Bachelor of Science (educational degree)
BTZ – below the zone (used for enlisted only)

C

C2 – command and control
C3 – command, control and communications
C4 – command, control, communications and computers
C4I – command, control, communications, computer and
intelligence
CAF – combat air forces
CAIB – community action information board
CAOC – combined air operations center
CAS – close-air support
CB – chemical-biological
CC (or) cmdr – commander
CCAF – Community College of the Air Force
CCT – combat controller
CD – deputy commander (only used with unit;
i.e., 353 SOG/CD)
CDC – career development course
CDRPACOM – Commander, Pacific Command
CDRUSSOCOM – Commander, United States Special
Operations Command
CDRUSSTRATCOM – Commander, United States
Strategic Command
CDRUSTRANSCOM – Commander, United States
Transportation Command
CE – civil engineer
CEM – chief enlisted manager
CFACC – Combined Force Air Component Commander
CFC – Combined Federal Campaign
CGO – company grade officer
CGOC – Company Grade Officer Council
CI – compliance inspection (or) counterintelligence

CIA – Central Intelligence Agency
CINC – Commander in Chief, President of the United States *(formerly used and obsolete as: commander in chief of combatant or unified commands, correct use is now commander of a combatant command, also called CCDR)*
CJCS – Chairman, Joint Chief of Staff *(or)* Chairman of the Joint Chief of Staff
CLEP – College-Level Examination Program
CMC – Commander of the Marine Corps
CMSAF – Chief Master Sergeant of the Air Force
CNO – Chief of Naval Operations
COLA – cost-of-living adjustment
COMACC – Commander, Air Combat Command
COMAFFOR – Commander, Air Force Forces
COMAFSOF – Commander Air Force Special Operations Forces
cmdr *(or)* CC – commander
COMINT – communications intelligence
comm – communications
COMAFSOF – Commander, Air Force Special Operations Forces
COMPACAF – Commander, Pacific Air Forces
COMPUSEC – computer security
COMSEC – communications security
COMSOCKOR – Commander, Special Operations Command-Korea
COMSOCPAC – Commander, Special Operations Command-Pacific
COMUSAFE – Commander, United States Air Forces in Europe
CONOPS – concept of operations
ConPlan – contingency plan
CONUS – continental United States
CPR – cardiopulmonary resuscitation
CRG – contingency response group
CRO – change of rating official *(or)* combat rescue officer
CSAF – Chief of Staff, United States Air Force *(or)* Chief of Staff of the Air Force
CSAR – combat search and rescue
CSS – commander support staff
CV – vice-commander *(only used with unit; i.e., 18 WG/CV)*
CY – calendar-year *(or)* Calendar Year *(capitalize if followed by a year; i.e., Calendar Year 2006)*
CY06 – Calendar Year 2006 *(no spaces if abbreviated)*

D

DAFSC – duty Air Force specialty code
DAR – designated area of recovery
DCS – deputy chief of staff
dept – department
DEROS – date expected return from overseas
DFAS – Defense Finance and Accounting Service
DG – distinguished graduate
DIA – Defense Intelligence Agency
DIRMOBFOR – director of mobility forces

DLA – Defense Logistics Agency
DMS – defense messaging system
DMZ – demilitarized zone
DNIF – duties not to include flying
DOB – date of birth
DOD – Department of Defense
DOR – date of rank
DOS – date of separation *(or)* Department of State
DOT – Department of Transportation *(or)* Department of Training
DRMO – defense reutilization and marketing office
DRU – direct reporting unit
DSN – defense switched network
DUI – driving under the influence
DV – distinguished visitor
DWI – driving while intoxicated

E

EAD – extended active duty
EAF – expeditionary aerospace forces *(or)* expeditionary air forces
ECAMP – environmental compliance
ECD – estimated completion date
EET – exercise evaluation team
EFMP – Exceptional Family Member Program
EFT – electronic fund transfer
ELINT – electronic intelligence
e-mail – electronic mail
EMS – equipment maintenance squadron
EOD – explosive ordinance disposal
EOG – expeditionary operations group
EOY – end of year *(end-of-year budget; EOY budget)*
EPA – Environmental Protection Agency
EPR – enlisted performance report
equip – equipment
ESOHCAMP – Environmental, Safety, Occupational Health, Compliance Assessment Management Program
ETA – estimated time of arrival
EWO – electronic warfare officer
ex *(or)* exer – exercise *(generic)*
Ex *(or)* Exer – Exercise *(used with mission; i.e., Exercise COBRA GOLD)*
exfil – exfiltration
EXORD – execution order

F

FAA – Federal Aviation Administration
FARP – forward area refueling point
FBI – Federal Bureau of Investigation
FGO – field grade officer
flt – flight
flt CC *(or)* flt cmdr – flight commander
FMB – Financial Management Board
FOD – foreign object damage
FOIA – Freedom of Information Act
FOL – forward operating location

FOT&E – follow-on test and evaluation
FOUO – for official use only
FP – force protection
FPCON – force protection condition
FS – fighter squadron
FSA – family separation allowance
SFO – flight safety officer
FSTR – full spectrum threat response
FTAC – First Term Airmen Center
FY – fiscal-year (or) Fiscal Year (capitalize if followed by a year; i.e., Fiscal Year 2006)
FY06 – Fiscal Year 2006 (no spaces if abbreviated)

G

GCM – general court-martial
gp (or) grp – group (generic)
grp CC – group commander
gov't – government
GPA – grade point average
GPC – Government-wide Purchase Card Program
GPS – global positioning system
GSA – general services administration
GWOT – Global War on Terrorism

H

HAWC – Health and Wellness Center
HAZMAT – hazardous materials
HF – high frequency
HHQ – higher headquarters
HIV – Human Immunodeficiency Virus
HQ – headquarters
HQ AFPC – Headquarters, Air Force Personnel Center
hr(s) – hour(s)
HSI – health services inspection
HUMINT – human intelligence
HYT – high year of tenure

I

IAW – in accordance with
ICAF – Industrial College of the Armed Forces
ICBM – intercontinental ballistic missile
ID – identification
ID'd – identified
IDE – intermediate developmental education (for officers only)
IED – improvised explosive device
IFE – in-flight emergency
IG – inspector general
IMA – individual mobilization augmentee
infil – infiltration
info – information
INFOCON – information operations condition
int'l (or) intl – international
intel – intelligence
IO – information operations
IP – instructor pilot
IR – infrared

IRA – individual retirement account
IRR – individual ready reserve
IRRI – initial response readiness inspection
ISP – Internet service provider
ISR – intelligence, surveillance and reconnaissance
IW – information warfare

J

JA – judge advocate
JAG – judge advocate general
JCAHO – Joint Commission on Accreditation of Healthcare Organizations
JCS – Joint Chiefs of Staff
JDAM – joint direct attack munitions
JFACC – joint forces air component commander
JFC – joint forces commander
JFCOM – joint forces command
JFSOCC – joint forces special operations component commander
JFTR – joint federal travel regulation
JMUA – Joint Meritorious Unit Award
JROTC – Junior Reserve Officer Training Corps
JRTC – Joint Readiness Training Center
JSOC – Joint Special Operations Command
JSSA – Joint Services Survival, Evasion, Resistance and Escape Agency
JSTARS – Joint Surveillance Target Attack Radar System
JTAC – joint terminal attack controller
JTF – joint task force
JTFEX – joint task force exercise
JV – Joint Vision

K

KIA – killed in action

L

LAN – local area network
LD/HD – low density/high density
LOA – letter of appreciation (or) letter of admonishment
LOAC – law of armed conflict
LOC – letter of counseling
LOD – line of duty
LOE – letter of evaluation
LOR – letter of reprimand
LOX – liquid oxygen
LRS – logistics readiness squadron
LSET – logistics standards evaluation team

M

MA – Master of Arts (educational degree)
MAJCOM – major command
MARE – major accident response exercise
MCM – Manual for Courts-Martial
MD – Doctor of Medicine (educational degree)
MDG – medical group
MEDEVAC – medical evacuation
MEO – military equal opportunity

MET(L) – mission essential tasks (list)
MEU – Marine expeditionary unit
mgr – manager
MIA – missing in action
MILCON – military construction
MILGP – military group
MilPDS – Military Personnel Data System
min – minute(s)
MO – manpower and organization
MOPP – mission-oriented protective posture
MOS – maintenance operations squadron
MPF – military personnel flight
MPP – Mishap Prevention Panel
MRE – meals ready to eat *(or)* military rule of evidence
MS – Master of Science *(educational degree)*
MSG – mission support group
MSM – Meritorious Service Medal
msn – mission
MTF – military treatment facility
MWR – morale, welfare and recreation
mx – maintenance
MXG – maintenance group

N

NAF – numbered Air Force
NASA – National Aeronautics and Space Administration
nat'l – national
NATO – North Atlantic Treaty Organization
NBC – nuclear, biological and chemical
NBCC –nuclear, biological, chemical and conventional
NCA – National Command Authorities
NCO – noncommissioned officer
NCOA – Noncommissioned Officer Academy
NCOIC – noncommissioned officer-in-charge
NGA – National Geospatial-Intelligence Agency
NIPRNET – non-secure internet protocol router network
NJP – non-judicial punishment
NLT – no later than
NMC – non-mission capable
NORAD – North American Aerospace Defense Command
NSA – National Security Agency
NVD – night vision devices
NVG – night vision goggles
NWC – National War College

O

O&M – operations and maintenance
OCONUS – outside the continental United States
OEF – Operation ENDURING FREEDOM
OG – operations group
OI – operating instructions
OIC – officer-in-charge
OIF – Operation IRAQI FREEDOM
OJT – on-the-job training
ONE – Operation NOBLE EAGLE
OPE – Operational Readiness Exercise
OPlan – operations plan

OpOrd – operations order
OPR – officer performance report *(or)*
    office of primary responsibility
op(s) – operation(s)
OPSEC – operations security
OPTEMPO – operations tempo
ORE – operational readiness exercise
org – organization
ORI – operational readiness inspection
ORM – operational risk management
OSD – Office of the Secretary of Defense
OSHA – occupational safety and health administration
OSI – office of special investigation
OSS – operations support squadron
OT&E – operational test and evaluation
OTS – officer training school

P

PA – privacy act *(or)* public affairs
PACAF – Pacific Air Forces
PACOM – Pacific Command
pax – passenger
PC – personal computer
PC-III – Personnel Concepts III
PCA – permanent change of assignment
PCM – primary care manager
PCS – permanent change of station
PDA – personal digital assistant
PERSCO – personnel support for contingency operations
PERSTEMPO – personnel tempo
PFC – private first class *(Army rank)*
PFE – promotion fitness examination
PFW – performance feedback worksheet
pgm – program
PGM – precision guided munitions
PhD – Doctor of Philosophy *(educational degree)*
PIF – personal information file
PIN – personal identification number
PJ (PJs) – pararescueman (pararescuemen)
PME – professional military education
PMEL – Precision Measurement Equipment Laboratory
POC – point of contact
POL – petroleum, oils and lubricant
POLMIL – political-military
POTUS – President of the United States
POV – privately owned vehicle
POW – prisoner of war
PPE – personal protective equipment
PR – personnel recovery
PRF – promotion recommendation form
PRP – personnel reliability program
PT – physical training
PTDY – permissive temporary duty

Q

QA – quality assurance
QoL – Quality of Life

qtr – quarter

R

R&D – research and development
RA – resource advisor
RAF – Royal Air Force *(United Kingdom)*
RAM – random anti-terrorism measure
RDT&E – research, development, testing and evaluation
recon – reconnaissance
RED HORSE – Rapid Engineers Deployable Heavy Operations Repair Squadron, Engineers
rep – representative
RHIP – rank has its privileges
RIF – reduction in force
RIP – report of individual personnel
RM – resource manager
RNLTD – report not later than date
ROE – rules of engagement
ROTC – reserve officer training corps
RQG – rescue group
rqmt(s) – requirement(s)
RSVP – Readiness Skills Verification Program *(or)* please reply *(Origin: French - répondez s'il vous plaît)*

S

SAF *(or)* SECAF – Secretary of the Air Force
SAAM – special assignment airlift mission
SAM – surface-to-air missile
SAR – search and rescue
SAV – staff assistance visit
SBP – survivor benefit plan
SDE – senior development education *(for officers only)*
SEA – senior enlisted advisor *(or)* Southeast Asia
SEAD – suppression of enemy air defenses
SecDef – Secretary of Defense
SEAL *(must be used with* US Navy*)* – sea, air, land *(US Navy SEAL)*
SEI – special experience identifier
SERB – Selective Early Retirement Board
SF – security forces *(or)* special forces
SG – surgeon general
SGLI – service members group life insurance
Sgt – sergeant
SIGINT – signals intelligence
SII – special interest item
sim – simulator *(or)* similar
SIOP – single integrated operational plan
SIPRNET – secret internet protocol router network
SITREP – situation report
SJA – staff judge advocate
SKT – specialty knowledge test
SME – subject matter expert
SNCO – senior noncommissioned officer
SNCOA – Senior Noncommissioned Officer Academy
SOAR – Special Operation Aviation Regiment
SOC – space operations center *(or)* special operations center

SOCPAC – Special Operations Command-Pacific
SOF – special operations force
SOFA – status-of-forces agreement
SOG – special operations group
SOP – standard operating procedure
SORTS – Status of Resources and Training System
SOS – squadron officer school
spt – support
sq *(or)* sqdn – squadron
sq CC *(or)* sqdn CC *(or)* sqdn cmdr – squadron commander
SR – special reconnaissance
SRB – selective reenlistment bonus
SRC – survival recovery center
SRID – senior rater identifier
SROE – standard rules of engagement
SSN – social security number
SSS – staff summary sheet
stan/eval – standardization and evaluation
STARS – scheduled theater airlift routes system
START – Strategic Arms Reduction Treaty
STEP – stripes for exceptional performers
STO – special tactics officer
STS – special tactics squadron
supt – superintendent
SWA – Southwest Asia

T

TBA – to be announced
TBD – to be determined
TBMCS – Theater Battle Management Communications System
TCTO – time compliance technical order
TDY – temporary duty
TIG – time in grade
TLF – temporary lodging facility
TMO – traffic management office
tng – training
TO – technical order
TOS – time on station
TSP – Thrift Savings Plan

U

US – United States
USC – United States code
UAV – unmanned aerial vehicle
UCI – unit compliance inspection
UCMJ – uniform code of military justice
UFT – undergraduate flying training
UHF – ultrahigh frequency
UIF – unfavorable information file
UMD – unit manning document
UN – United Nations
UNSCR – United Nations Security Council Resolution
UNT – undergraduate navigator training
UOCAVA – Uniformed and Overseas Citizens Absentee Voting Act

UPMR – unit personnel management roster
UPT – undergraduate pilot training
US – United States (not U. S.)
USA – United States Army
USAF – United State Air Force
USAFA – United States Air Force Academy
USAFE – United States Air Forces-Europe
USAFR – United States Air Force Reserves
USCENTAF – United States Central Command Air Forces
USCENTCOM – United States Central Command
USEUCOM – United States European Command
USFK – United States Forces-Korea
USJFCOM – United States Joint Forces Command
USMC – United States Marine Corps
USMILGP – United States military group
USN – United States Navy
USNORTHCOM – United States Northern Command
USPACOM – United States Pacific Command
USS – United States Ship
USSOCOM – United States Special Operations Command
USSOCSO – United States Special Operations Command-South
USSOUTHAF – United States Air Force, Southern Command
USSOUTHCOM – United States Southern Command
USSR – Union of Soviet Socialist Republic
USSTRATCOM – United States Strategic Command
USTRANSCOM – United States Transportation Command
UTC – unit type code
UTM – unit training manager
UXO – unexploded ordnance

V

VA – Veterans Affairs

VCJCS – Vice-Chairman, Joint Chief of Staff
VCSAF – Vice-Chief of Staff, Air Force
VEAP – Veterans Education Assistance Program
VHF – very high frequency
VIP – very important person
vs – versus

W

w/ – with (followed by a space; i.e., w/ honor)
w/out – without
WAPS – Weighted Airman Promotion System
wg – wing
wg CC – wing commander
WIC – weapons instructor course
WMD – weapons of mass destruction
WOC – wing operations center
WOT – war on terror
wpn – weapon
WR – war reserve
WRM – war reserve materiel
WSO – weapon systems officer
WWI – World War I
WWII – World War II
wx – weather

X

Y

Y2K – Year 2000
yr – year

Z

This guide is not all-inclusive, nor is it the final word. If you find a word in the dictionary or feel a word is commonly recognized that is not on this list, let the 353 SOG executive officers know so they can resolve the issue or add the word to the list on the next update. Consult *The Tongue and Quill* for additional questions about hyphenation, spelling or grammar.

A

accident-free flying *(or)* flying accident free
add on *(or)* add-on *(hyphenated if used before a noun)*
after-duty hours *(or)* working after duty
air base
aircrew
airframe
airfreight
airmanship
airpower
airshow
around-the-clock
assure *(state with confidence that something has been or will be accomplished)*
autopilot
awesome

B

backdate
bare-base
base-wide project *(or)* implemented base wide
battlefield
battlestaff
beddown
bimonthly
boldface
bootstrap
built-in *(hyphenated if used before a noun)*
built-up *(hyphenated if used before a noun)*
bulkhead

C

"can-do" attitude
callback
checklist
clean-cut *(hyphenated if used before a noun)*
clear-sighted *(hyphenated if used before a noun)*
code word
copilot
combat-capable *(hyphenated if used before a noun)*
combat-ready *(hyphenated if used before a noun)*
commonplace
computer-generated *(hyphenated if used before a noun)*

cornerstone
cost-effective solutions *(or)* a solution that was cost effective
cost-saving measures *(or)* considerable cost savings
countermeasures
coworker
crew chief
crew member
cross-train
custom-built *(hyphenated if used before a noun)*
custom-made *(hyphenated if used before a noun)*

D

data base *(or)* database (be consistent)
day-to-day events *(or)* events that occur day to day
decentralize
decision-making *(hyphenated if used before a noun)*
double-duty *(hyphenated if used before a noun)*
down-line
downtime

E

e-mail
en route
end-of-course test
endorsement
ensure (make certain of something)
error-free
esprit de corps
evenhanded
ever-present *(hyphenated if used before a noun)*
ever-ready *(hyphenated if used before a noun)*
Exercise FOAL EAGLE *(name of exercise is in all caps)*

F

far-reaching
fill-in *(hyphenated if used before a noun)*
first-class *(hyphenated if used before a noun)*
first-ever event *(or)* the event was the first ever
first-hand information *(or)* the information was obtained first hand
first-rate *(hyphenated if used before a noun)*
fiscal year

Fiscal Year 2005 *(or)* FY05
flight crew
flight line
fly-by-night
flying hours
follow-on
follow up *(verb – to carry an act or project to completion)*
follow-up *(noun – the act or process of following up)*
free-for-all
free-minded
free-spoken *(hyphenated if used before a noun)*
full-strength *(hyphenated if used before a noun)*
fund raiser
fund-raising

G

"go-to" person
go-getter *(hyphenated if used before a noun)*
groundwork

H

hand-carried
hand-tailored *(hyphenated if used before a noun)*
handmade
hand-picked
handwritten
hard charger
hard-and-fast *(hyphenated if used before a noun)*
hard-charging individual
hard-hit *(hyphenated if used before a noun)*
hard-pressed *(hyphenated if used before a noun)*
head-on *(hyphenated if used before a noun)*
high-frequency *(hyphenated if used before a noun)*
higher headquarters tasking
higher-headquarters-directed tasking
high-interest *(hyphenated if used before a noun)*
high-speed *(hyphenated if used before a noun)*
hit-and-miss *(hyphenated if used before a noun)*
holdout

I

in-depth *(hyphenated if used before a noun)*
indorse
in flight
in-flight emergency *(or)* emergency while in flight
in-house
in-service *(hyphenated if used before a noun)*
insure *(reserved for the insurance company – don't use it)*

J

jet-powered *(hyphenated if used before a noun)*
jet stream
jet wash
Joint Chiefs of Staff
judgment *(or)* judgement

K

Kosovo

L

land-based *(hyphenated if used before a noun)*
linchpin
long-awaited *(hyphenated if used before a noun)*
long-playing *(hyphenated if used before a noun)*
low-lying *(hyphenated if used before a noun)*
low-power *(hyphenated if used before a noun)*

M

man-hours
makeup
mindset
mix-up
mockup
month-end *(hyphenated if used before a noun)*
month-long *(hyphenated if used before a noun)*
multi-talented
multifaceted
multi-service

N

Navy support activity
Navy *(capitalize when referring to US Navy)*
near-miss
near-real time
neck-breaking *(hyphenated if used before a noun)*
needle-sharp *(hyphenated if used before a noun)*
never-ending *(hyphenated if used before a noun)*
night-flying *(hyphenated if used before a noun)*
nightlong
no-fly zone
non-duty

O

"Outstanding" rating
ocean-spanning *(hyphenated if used before a noun)*
off-center *(hyphenated if used before a noun)*
off duty *(if used alone without a noun)*
off-duty *(hyphenated if used before a noun)*
offset
old-fashioned *(hyphenated if used before a noun)*
on- and off-duty education *(hyphenate if used as an adjective)*
on-call representative *(or)* he was on call
on-duty education *(hyphenate if used as an adjective)*
onboard
one-sided *(hyphenated if used before a noun)*
on time *(or)* on-time *(hyphenated if used before a noun)*
open-minded
Operation ENDURING FREEDOM-Philippines
Operation SOUTHERN WATCH
Operations ENDURING FREEDOM and IRAQI FREEDOM
ordinance *(law, statute or regulation)*

ordnance *(military weapon)*
out-of-date *(hyphenated if used before a noun)*
over-the-shoulder

P

pacesetter
paperwork
payback
payoff *(noun)*
pay off *(verb)*
peacetime
per DIEM
Philippines
post-flight
pre-deployment
preflight
presidential

Q

quick-turn *(hyphenated if used before a noun)*

R

ramrod
razor-sharp *(hyphenated if used before a noun)*
razorback
razor-edge *(hyphenated if used before a noun)*
real world *(or)* real-world *(hyphenated if used before a noun)*
real-time *(hyphenated if used before a noun)*
recurrence
reenlist
reestablished
ripcord
rock-solid
rock-steady

S

sea-based *(hyphenated if used before a noun)*
seatbelt
self-assessment program *(or)* he did a self assessment
self-help
semiannual
sendoff
set up *(verb; no hyphen)*
setup *(noun; the manner in which something is arranged or planned)*
sharp-looking *(hyphenated if used before a noun)*
sharp-witted *(hyphenated if used before a noun)*
short-notice *(hyphenated if used before a noun)*
single-handedly
single-minded *(hyphenated if used before a noun)*
solid "In Compliance" rating
standout *(or)* stand-out
sure-fire *(hyphenated if used before a noun)*

T

tail-heavy *(hyphenated if used before a noun)*
take off *(to take off work)*
takeoff *(aircraft takeoff)*
take-charge
tenfold
test-fly
thought-provoking *(hyphenated if used before a noun)*
thought-out *(hyphenated if used before a noun)*
threefold
throwaway
thru-flight
time-critical
time-sensitive *(hyphenated if used before a noun)*
time-on-target
tireless
top flight
topmost
top-notch
touch-and-go
trouble-free *(hyphenated if used before a noun)*
troubleshooting
tsunami *(do not capitalize unless followed by a proper name; i.e., Tsunami Andrews)*
turnaround
twofold
typhoon *(do not capitalize unless followed by a proper name; i.e., Typhoon Pongsona)*

U

unit self assessment
user-friendly

V

W

war-fighting capabilities
warm-up
wartime
weigh-in
wing-wide
worldwide
work center
work force
workload
work order
worldwide
wrangler
write ups

Z

zero-defect

Below is a list of commonly used words and phrases. There is also a section on frequent errors and some overused words and phrases. The section starts with words broken out with a word of like meaning to help you when you get stuck without that "perfect" word. These words and phrases are in no way to be interpreted as all-inclusive or words we are particularly fond of. They are just an aid to get you going again when you run out of steam. Note that some are nouns, some are adjectives, some are adverbs, and some are verbs. It's not a "search and replace" list, just an idea booster!

Command
authorize
control
manage
order
supervise

Commander
chief
director
headman
leader
manager
master
overseer

Excellent
phenomenal
remarkable

Sensational
above par
clever
efficient
elite
encyclopedic
exceptional
expert
extraordinary
gift for...
Herculean
incredible
intelligent
invaluable
inventive
meritorious
outstanding
prime
profound
sharp
sophisticated

superior
superb
talented
terrific
top-notch
versatile

Expert
adept
authority
ingenious
master
professional
proficient
specialist
virtuoso
wizard

Expertise
capability
command
competence
dexterity
efficient
facility
ingenuity
knack
mastery
qualification
skill
talent

Perfect
accurate
consummate
exact
impeccable
flawless
masterful
precise
unerring

Frequent Errors

affect—as a verb, to influence
      -- versus --
effect—as a noun, a consequence; as a verb, to bring
    about

assure—to inform confidently
      -- versus --
ensure—to make certain of
      -- versus --
insure—to cover with insurance

eminent—distinguished or high/elevated
      -- versus --
imminent—near or impending

good, fine—adjective (a good job, a fine officer)
      -- versus --
well—adverb (did the job well)

..Spaces After Punctuation

0 spaces before/after double dashes in bullet
2 spaces before and 1 after double bullet
1 space after bullet
1 space after semicolon
1 space between words
2 spaces after exclamation point *(use sparingly)*
2 spaces after colon
2 spaces after final sentence punctuation

...and now some "power" phrases!

100% accurate
absolutely first-rate
artfully blended
brought to life
catalyst for the process
charted
clearly superior
constantly amazes
continuously surpasses
cornerstone
cradle to grave
creative
critical influence
dazzling
diligent efforts
does/did it all
dynamic and makes a difference
easily the best
energized
epitome of effort
exemplary performance
expertly crafted
extraordinarily capable
flawlessly performed
focused

gets results
gifted professional
hard-charging
innovation
inspirational leadership
invaluable contributions
jump started
keenly adept
magnificent
masterfully orchestrated
miraculously recovered
multi-talented
my number one
my very best
outshines peers
outstanding initiative
performed brilliantly
piloted
pivotal contributor
premier leadership
pro-active
rapidly mastered
remarkable transformation
results are the hallmark
riveted
rock-solid
seized
shattering
shrewd leadership
significantly outperformed
skillfully engineered
sole architect
superb assessment
the key that unlocked
the obvious choice
there is no better
there is no other
totally dominated
trailblazer
truly superb
unbounded potential
unique expertise
unmatched foresight
unsurpassed excellence
well-rounded

...and now some "overused" phrases!

anything performer
 "can-do" attitude/officer
continue to monitor (sounds negative)
"go-to" guy
groom for command
proven performer
provide with challenges (sounds negative)
technical savvy
top performer
unlimited potential

Attachment 6:
Signature Block Information

NOTE for Correspondence: **General officers receive a 3-line signature block on all correspondence**. Those below general officer level have a 2-line signature block. **(G):** Spell out all ranks on signature blocks if the evaluation requires AFSOC signature.

FIRST MI. LAST, JR.
Brigadier General, USAF
Commander, 18th Wing

FIRST MI. LAST, Lt Col, USAF
Commander, 353d Maintenance Squadron

FIRST MI. LAST, SR., 1st Lt, USAF
Executive Officer, 353d Special Operations Group

General	Colonel	Major	TSgt
Lieutenant General	Lt Col	Captain	SSgt
Major General		1st Lt	SrA
Brigadier General		2d Lt	A1C
		CMSgt	Amn
		SMSgt	AB
		MSgt	

OPR/EPRs:

RAYMOND J. CHAPMAN, Colonel, USAF
353d Special Operations Group (AFSOC)   (Duty Title: Commander)
Kadena Air Base, Japan   Last 4: 1218

ERIC A. KIVI, Colonel, USAF
353d Special Operations Group (AFSOC)   (Duty Title: Deputy Commander)
Kadena Air Base, Japan   Last 4: 6864

353 SOG/CC

Awards/Decs
RAYMOND J. CHAPMAN, Colonel, USAF
Commander, 353d Special Operations Group

Correspondence
RAYMOND J. CHAPMAN, Colonel, USAF
Commander

(Correspondence that requires 353 SOG/CC's signature must be in 353 SOG letterhead)

MSM's only (11 Font)
RAYMOND J. CHAPMAN, Colonel, USAF
Commander, 353d Special Operations Group

353 SOG/CD

ERIC A. KIVI, Colonel, USAF
Deputy Commander

(Correspondence that requires 353 SOG/CD's signature must be in 353 SOG letterhead)

Attachment 7:
SOG Packaging and Correspondence Guidelines

NOTE: *All packages and correspondence must have the squadron first sergeant (if applicable) and squadron commander's coordination on routing/staff summary sheet before forwarded to 353 SOG Command Section.*

Folder Colors
> Red – Special Awards
> Gray – OPR/EPR
> Yellow – Decorations
> Blue – All other correspondence

Remember to use the proper routing sheet or SSS for the appropriate package. Ensure all spaces are completely filled out, and all required signatures and coordination are completed.

Ensure all letters sent for 353 SOG/CC, CD and CCC's signature are not dated.

Ensure proper letterhead is used.
> <u>Squadron Letterhead:</u> Squadron-level signature.
> <u>353 SOG Letterhead:</u> Group-level signature; especially when the correspondence is being forwarded
> > to an outside agency.

For EPR/OPR/Decorations
> **All reports need to be updated with current date at time of signing or resigning**
> Remember to be consistent throughout the document.
> Hyphens need to be used for modifiers, i.e., mission-capable or mission-effectiveness rate
> Any "rating" from exercises/inspections must be in double quotation marks and capitalized.
> Ensure everything is signed when submitting packages to the front office. (Exceptions: TDY, PCS.
> > If that is the case, please put a note stating so.)

Abbreviations vs. shortcuts
> Use proper abbreviations. Do not make a word shorter to fit in the space.
> Spell out all acronyms the first time and abbreviate afterwards, .i.e., 353d Special Operations Group
> > (353 SOG), just use 353 SOG throughout the rest of document.

Operations and exercises ALL CAPS; i.e., Operation ENDURING FREEDOM-Philippines and Exercise FOAL EAGLE, Exercise COBRA GOLD.

Exclamation point (!) are authorized; but, use sparingly. Overused "!" have the tendency to lose affect and the meaning.

Make sure you use: 16 time zones, 43 countries to include 20 territories and possessions, 10 US territories, 105 million square miles and 50% of the earth's surface or some combination when referencing in reports. This will be the 353 SOG standards (Reference PACOM website).

Attachment 8:
Time-in-Grade Senior Rater Chart

MASTER SERGEANT

EPR C/O DATE IS:	and DOR IS:	TIG Eligibility
1 Jan 06 – 30 Sep 06	prior to or equal to 1 Jul 05	YES
	after 1 Jul 05	No
1 Oct 06 – 31 Dec 06	prior to or equal to 1 Jul 06	YES
	after 1 Jul 06	No
1 Jan 07 – 30 Sep 07	prior to or equal to 1 Jul 06	YES
	after 1 Jul 06	No
1 Oct 07 – 31 Dec 07	prior to or equal to 1 Jul 07	YES
	after 1 Jul 07	No
1 Jan 08 – 30 Sep 08	prior to or equal to 1 Jul 07	YES
	after 1 Jul 07	No
1 Oct 08– 31 Dec 08	prior to or equal to 1 Jul 08	YES
	after 1 Jul 08	No
1 Jan 09 – 30 Sep 09	prior to or equal to 1 Jul 08	YES
	after 1 Jul 08	No
1 Oct 09 – 31 Dec 09	prior to or equal to 1 Jul 09	YES
	after 1 Jul 09	No
1 Jan 10 – 30 Sep 10	prior to or equal to 1 Jul 09	YES
	after 1 Jul 09	No
1 Oct 10 – 31 Dec 10	prior to or equal to 1 Jul 10	YES
	after 1 Jul 10	No
1 Jan 11 – 30 Sep 11	prior to or equal to 1 Jul 10	YES
	after 1 Jul 10	No
1 Oct 11 – 31 Dec 11	prior to or equal to 1 Jul 11	YES
	after 1 Jul 11	No
1 Jan 12 – 30 Sep 12	prior to or equal to 1 Jul 11	YES
	after 1 Jul 11	No
1 Oct 12 – 31 Dec 12	prior to or equal to 1 Jul 12	YES
	after 1 Jul 12	No
1 Jan 13 – 30 Sep 13	prior to or equal to 1 Jul 12	YES
	after 1 Jul 12	No
1 Oct 13 – 31 Dec 13	prior to or equal to 1 Jul 13	YES
	after 1 Jul 13	No
1 Jan 14 – 30 Sep 14	prior to or equal to 1 Jul 13	YES
	after 1 Jul 13	No
1 Oct 14 – 31 Dec 14	prior to or equal to 1 Jul 14	YES
	after 1 Jul 14	No
1 Jan 15 – 30 Sep 15	prior to or equal to 1 Jul 14	YES
	after 1 Jul 14	No
1 Oct 15 – 31 Dec 15	prior to or equal to 1 Jul 15	YES
	after 1 Jul 15	No

SENIOR MASTER SERGEANT

EPR C/O DATE IS:	and DOR IS:	TIG Eligibility
1 Jan 06 – 31 Jul 06	prior to or equal to 1 Mar 05	YES
	after 1 Mar 05	No
1 Aug 06 – 31 Dec 06	prior to or equal to 1 Mar 06	YES
	after 1 Mar 06	No
1 Jan 07 – 31 Jul 07	prior to or equal to 1 Mar 06	YES
	after 1 Mar 06	No
1 Aug 07 – 31 Dec 07	prior to or equal to 1 Mar 07	YES
	after 1 Mar 07	No
1 Jan 08 – 31 Jul 08	prior to or equal to 1 Mar 07	YES
	after 1 Mar 07	No
1 Aug 08 – 31 Dec 08	prior to or equal to 1 Mar 08	YES
	after 1 Mar 08	No
1 Jan 09 – 31 Jul 09	prior to or equal to 1 Mar 08	YES
	after 1 Mar 08	No
1 Aug 09 – 31 Dec 09	prior to or equal to 1 Mar 09	YES
	after 1 Mar 09	No
1 Jan 10 – 31 Jul 10	prior to or equal to 1 Mar 09	YES
	after 1 Mar 09	No
1 Aug 10 – 31 Dec 10	prior to or equal to 1 Mar 10	YES
	after 1 Mar 10	No
1 Jan 11 – 31 Jul 11	prior to or equal to 1 Mar 10	YES
	after 1 Mar 10	No
1 Aug 11 – 31 Dec 11	prior to or equal to 1 Mar 11	YES
	after 1 Mar 11	No
1 Jan 12 – 31 Jul 12	prior to or equal to 1 Mar 11	YES
	after 1 Mar 11	No
1 Aug 12 – 31 Dec 12	prior to or equal to 1 Mar 12	YES
	after 1 Mar 12	No
1 Jan 13 – 31 Jul 13	prior to or equal to 1 Mar 12	YES
	after 1 Mar 12	No
1 Aug 13 – 31 Dec 13	prior to or equal to 1 Mar 13	YES
	after 1 Mar 13	No
1 Jan 14 – 31 Jul 14	prior to or equal to 1 Mar 13	YES
	after 1 Mar 13	No
1 Aug 14 – 31 Dec 14	prior to or equal to 1 Mar 14	YES
	after 1 Mar 14	No
1 Jan 15 – 31 Jul 15	prior to or equal to 1 Mar 14	YES
	after 1 Mar 14	No
1 Aug 15 – 31 Dec 15	prior to or equal to 1 Mar 15	YES
	after 1 Mar 15	No
1 Jan 16 – 31 Jul 16	prior to or equal to 1 Mar 15	YES
	after 1 Mar 15	No
1 Aug 16 – 31 Dec 16	prior to or equal to 1 Mar 16	YES
	after 1 Mar 16	No

353 SOG	Independent group, operationally controlled by the sub-unified Special Operations Command-Pacific conducting special operations/unconventional warfare in the USPACOM theater in response to USPACOM and SECDEF taskings. Directs training/combat of 744 aircrew, maintenance, special tactics and support personnel organized in 5 squadrons and 13 staff divisions employing the MC-130H, MC-130P and Special Tactics weapon systems.
1 SOS	Conducts unconventional warfare/special operations in support of SECDEF and USPACOM. Employs the MC-130H Combat Talon II to provide combatant commanders rapid mobility through deep insertion, extraction, resupply and refueling of US/allied special operations forces (SOF). Achieves strategic effects through application of low-visibility special operations airpower in hostile, denied and politically sensitive areas.
17 SOS	Conducts unconventional warfare/special operations in support of SECDEF and USPACOM. Employs the MC-130P Combat Shadow to provide combatant commanders rapid mobility through deep insertion, extraction, resupply and refueling of US/allied special operations forces (SOF). Achieves strategic effects through application of low-visibility special operations airpower in hostile, denied and politically sensitive areas.
320 STS	Employs combat control, pararescue, and special operations weather teams to control the air-ground interface in the objective area in support of SECDEF/USPACOM taskings. Conducts tactical infiltration, assault zone assessment/survey/establishment/control, personnel recovery, trauma medicine, joint terminal attack control, and combat weather for sensitive, low-visibility, and clandestine missions.
353 MXS	Diverse 280-man maintenance unit supporting fixed-wing special operations aircraft in the USPACOM area of operations. Maintains rapid deployment readiness for USPACOM and SECDEF contingency and war plan taskings. Provides the full range of logistics support for ten highly specialized combat-ready aircraft in three different mission design series, while managing formal training, readiness spares, and maintenance scheduling.
353 OSS	Provides in-garrison and deployed planning (logistics, war, exercise, contingency), administration, intelligence, operations, command and control communications (C4), tactics, training, medical, weather and aerial delivery support for special operations-air in USPACOM. Responds short-notice to USPACOM and SECDEF tasking. Deployable battlestaff; forms the core of the Joint Special Operations Air Component (JSOAC) staff.