3 Mar 2014

MEMORANDUM FOR AFRC/HQ 2 LETTER STAFF ALL

FROM: HQ AFRC/DS

SUBJECT: AFRC Writing Guide vl (3 Mar 14)

1. The AFRC Writing Guide vl (3 Mar 14) is released. Please reference when writing reports, awards and promotion documents. This is a "living" document and will be updated periodically.

2. This guide will remain in effect until incorporated into an appropriate publication or changed via a subsequent version.

3. This file is posted on the HQ AFRC Information Page (https://afrc.ei m.us.af.mil/HQAFRCinformation/SitePages/Home.aspx).

4. Please direct any questions to the HQ AFRC/DS office, DSN 497-2442/2443.

ROBERTO I. GUERRERO, SES, DAF
Director of Staff

Attachment:
AFRC Writing Guide v l (3 Mar 14)

Air Force Reserve Writing Guide

Version 1.0

3 Mar 14

OPR: HQ AFRC/DSE

Approved by: HQ AFRC/DS
(Mr Roberto I. Guerrero)

MEMORANDUM FOR COMMANDERS, RATERS, AND ADDITIONAL RATERS

FROM: AFRC/DS

SUBJECT: AFRC Writing Guide

1. Few things contribute more to maintaining a superior officer/enlisted corps than clear and accurate documentation of an Airman's performance and contributions to mission accomplishment. The officer performance report (OPR), the enlisted performance report (EPR) and the Performance Recommendations Form (PRF) are the primary vehicles for achieving this end. They are valuable tools we use to promote our best people and to assign them to positions of greater leadership and responsibility.

2. The purpose of this guide is to help you prepare high quality OPRs, EPRs and PRFs. However, it is not a substitution for knowing AFI 36-2406, Officer and Enlisted Evaluation Systems, and AFH 33-337, The Tongue and Quill. It is designed to help you clearly and effectively communicate an Airman's performance in language everyone can understand.   This guide is objective and includes factors to help you assess your Airmen. It contains a wealth of information to assist you in using your writing skills to author a unique document on each individual Airman. Use it to your advantage.

3. For those writing on Reg-AF members, please reach out to our senior ranking Reg-AF members on staff to become familiar with any nuances between Reservist and Reg-AF reports (i.e. Reg-AF officer developmental education (DE) eligibility and how that affects the DE push on a report).

4. I challenge you as supervisors to be innovative and creative when preparing your next performance report. Go the extra mile to make these documents highly effective and of utmost quality. This guide will serve as an excellent tool to address all areas of performance report writing. Remember, we all have a vested interest in applauding the professional accomplishments of our people--the current and future Air Force leaders of tomorrow!

//signed//
ROBERTO I. GUERRERO, SES, DAF
Director of Staff

TABLE OF CONTENTS

SIGNATURE BLOCKS

FIRST NAME MIDDLE INITIAL. LAST NAME in all capitals.
For AD, AGR, TR, ARTs, and IMAs use USAF.

> JANE S. SMITH, Maj, USAF
> HQ Air Force Reserve
> Command Robins AFB GA

> For a commander:

> FIRST NAME MI. LAST NAME, Lt Col, USAF
> 951st Reserve Support Squadron
> Robins AFB GA

- When Headquarters is the organization, write HQ Air Force Reserve Command (AFRC).
  Exception: do not use HQ, just Air Force Reserve Command, for the AFRC Commander, Vice
  Commander, and Command Chief. If the person is a commander, write out the organization (i.e. 951st
  Reserve Support Squadron (AFRC)).

- Write the base name, abbreviate Air Force Base (AFB), and do not use a comma before the state
  (Robins AFB GA).

Section 1
Available Resources

The following instructions and pamphlets are available resources located at the AFPC web site (http://ask.afpc.randolph.af.mil/) or the AF pubs and forms web site (http://www.e-publishing.af.mil/).

- **AFI 36-2406,** *Officer and Enlisted Evaluation Systems*
AFI 36-2406 is an excellent resource for guidance on filling in the blocks on evaluation forms and PRFs. http://www.e-publishing.af.mil/pubfiles/af/36/afi36-2406/afi36-2406.pdf

- **AFH 33-337,** *The Tongue and Quill*
Provides grammatical and format guidance.
http://www.e-publishing.af.mil/pubfiles/af/33/afh33-337/afh33-337.pdf

- **AF Forms to use (ensure you use the current IMT version found on the websites below)**
     77: Letter of Evaluation
     78: General Officer Promotion Recommendation
     707A: Field Grade Officer (Maj – Col)
     707B: Company Grade Officer (2Lt – Capt)
     709: Promotion Recommendation
     911: Senior Enlisted (MSgt – CMSgt)
     910: Enlisted (AB-TSgt)
     3538: Retention Recommendation Form

Section 2
Performance Reports

2.1. Introduction. This section is designed to assist in writing performance reports for the average to superior Airmen. It is not meant for Airmen who are not meeting AF standards. Consult with your commander's support staff (CSS) when writing an OPR if you have an officer who does not meet standards. This guide will instead help raters/additional raters write strong reports to build promotable records at the central selection board.

Airmen in the grades of Airman Basic (AB) (with at least 20 months Total Active Federal Military Service) through Chief Master Sergeant (CMSgt) receive EPRs which become permanent records in their personnel folder. See AFI 36-2406, table 3.7 for complete instructions in determining if an enlisted person requires a report.

Performance reports are the foundation of the record that meets a promotion board. A record is built over time with the following factors contributing to a strong record:

    a) Right command, assignment, and PME recommendations in OPRs, EPRs and PRFs
    b) Stratification amongst peers in OPRs, EPRs and PRFs
    c) Being distinguished from peers with annual or career-field-specific awards
    d) Strong duty performance and leadership as recorded in OPRs, EPRs and PRFs
    e) Previous below-the-zone promotions
    f) Professional Military Education (PME)
    g) Assignment history showing progressively tougher leadership challenges
    h) Decorations: right level and after every assignment

Not everyone can be the "best of the best" or #1. So how can the rest of your star performers be "pushed" for promotion? The answer is…by writing strong and effective OPRs.

Remember…Powerful writing is: focused, organized, dynamic, and uses all available space. Make the report sparkle. Force the reader to say, "Wow!"

2.2. How to Write an Effective EPR/OPR

2.2.1. Starts with feedback, mentoring, and observance of duty performance.   Initial feedback with officer should determine career goals and set standards of performance, discuss projects, awards, and performance to place your people in positions where they can excel

2.2.2. Follow up the feedback with effective mentoring, it should include:
    a) Review of previous EPRs/OPRs
    b) Know what type of PME and assignment is next
    c) Know ratee's aspirations
    d) Know previous PME, command, and assignment pushes to continue a positive trend

2.2.3. Record outstanding performance by considering the following

a) Items found in the job description
b) A "first-ever" project or result
c) Projects that received DoD, SECAF, or senior officer notice
d) Personally selected for assignments/projects
e) Money/time saved because of a specific project
f) Deployment to, or in support of, an operation or war
g) Leadership tests…especially command
h) Quarterly, yearly, and AFSC-specific awards
i) Anything that distinguishes the person from his/her peers

2.2.4. Guidelines for OPRs/EPRs
a) Reminder the basics of bullet construction, action, impact, result; deliver in a quantitative or qualitative manner, and describe the impact/level of result.
b) Unless the report is a referral, do not show or provide a copy of the report to the rate until the MPF files the report in the member's unit personnel record group (UPRG)
c) Except for first and last lines of sections VI and VII, write in past tense
d) Do not underline, capitalize, bold type, or use italics to highlight words or phrases
e) Do not leave any white space, this can be misconstrued as a negative impact
f) Avoid a single word being carried over to a second line ("orphans")
g) Do not sign before the closeout date
h) Each bullet should contain meaty specifics, (i.e., quantifiable amounts, statistics, cost savings, time savings, etc.) and clearly answer the question, "So what?" with
i) Begin your bullets with strong, action-oriented verbs to add an air of direction, efficiency, and accomplishment
j) Avoid using articles (a, an, the), negative words (isn't, can't, won't, decreased); instead use "increased" to be positive), and conjunctions (and, but, or) in bullet statements
k) Be careful using uncommon or special terminology which few people outside the career field will understand.
l) Senior rater's endorsement carries the most weight by a significant margin; it is the most important part of the OPR

2.2.5. Prohibited Statements
a) Recommendations for promotion, whether specific or implied, are PROHIBITED in the OPR. The following are examples of implied promotion recommendations (the offending portion is underlined for emphasis) and are not allowed:...performing at levels above his present grade...far exceeding her years and rank
b) For fitness, do not comment if the member "Meets standards." Comments are required if the member does not meet standards. Exempt is only used if member is exempt for all components of the test
c) The only permissible PME comments in EPRs will be those referencing selections for an official PME award. All other comments, to include recommendation for any other PME and selection for any other PME attendance are irrelevant and prohibited.
d) Do not recommend specific schools. Use PDE, IDE, SDE. (OPRs).
e) Cannot recommend for a higher level of PME (Officers) if individual has not completed the commensurate level.

f) Do not report on events taking place outside of the reporting period.
g) Do not recommend decorations
h) Broad statements outside the scope of the evaluator's responsibility or knowledge
i) Statements about civilian work are prohibited
j) Future assignments may be recommended as long as they are appropriate and realistic based on grade
k) Do not use the term **"senior"** on OPRs unless referring to a "Senior IMA", etc (see AFI 36-2406, 1.12.2.1.3.)
l) Promotion recommendations are not allowed. Also, do not mention if a member is holding a billet higher than current rank. (OPRs)
m) Don't repeat information in your bullet that is already stated in the duty title or job description--wastes space
n) Don't make broad statements outside the scope of the evaluator's responsibility or knowledge (see AFI 36-2406, 1.12..), i.e. "top 5% officer", "the best civil engineer in the business", "clearly a top 1% SNCO"
o) Don't make stratification statements on AB - TSgt and CMSgt Enlisted Performance Reports
p) Don't make stratification statements based on a percentage, career field, functional community or other on EPRs

2.2.6. Stratification
a) Show how the officer stands out ("My best," "Top 5% of 35 Capts in wg," "#1/35 Capts"
b) Be sure to clearly define your reference pool (i.e., My #1 of 17 majors…
c) #3 of 30 Lt Cols in the wing). Do not rank an officer without stating the reference pool.
d) A weak stratification or a stratification without a reference pool can be a negative, i.e.: "My number 4 of 8 officers", "My #1 Capt"…of how many?…could mean 1 of 1!

Peer-to-Peer Stratification
a) Above Average: "Outstanding…" and "Superior…"
b) Strong: "One of my best officers," and "Top 5 of majors I've seen in my career"
c) Stronger: "Top 10% of my 38 majors"
d) Strongest: "My #1 of 35 majors," "Top 2 of my 35 majors," and "Top 1% of my 135 majors"

Career-Field Specific Stratification
a) "#1 of 80 as Comm Junior Level Officer of the Year" (pool is 80 Comm Officers eligible for award)

PME and Command Stratification
a) "My #1 of 7 for MSS SQ/CC!"
b) "My #1 pick of 13 for IDE next!"
c) "My #1 pick from 25 O-5s to be my executive officer"

2.2.7. Professional Military Education (PME) Recommendation

PME pushes are not required, but **highly encouraged**. The following restrictions apply:
2Lt - 1Lt: Basic Developmental Education (BDE) – Recommend for Squadron Officer School (SOS) only. However, do not say "SOS now" or "immediately," because a Lt cannot go now or immediately. Instead use a phrase like "at first opportunity"

Captain: BDE or Intermediate Developmental Education (IDE) – Recommend for SOS until it has been completed in-residence or the officer has more than 6 years commissioned service. If any of these criteria have been met, a captain should be recommended for IDE. However, if the officer has not completed SOS in-residence or in-correspondence by the 6-year cutoff, be very careful about giving him/her an IDE push!

Major: IDE – You may specify Air Command and Staff College (ACSC), or an equivalent program, until an in-residence program has been completed or the officer is out of the window to attend in-residence (3 years) then recommend for Senior Development Education (SDE).

Lt Col (Sel) or Lt Col: SDE – You may specify Air War College, National War College, or another equivalent school, if you desire.
Note: While ownership/enthusiasm can enhance, PME and job pushes add differentiation!
  a) PME/job recommendations convey potential
  b) Ownership/enthusiasm convey conviction

2.3. OFFICER PERFORMANCE REPORTS AF Form 707– Ref AFI 36-2406, Table 3.1

Bl	Heading	Instructions	*Example*
	Section I. Ratee Identification Data (IAW the shell). If the shell is inaccurate, contact the CSS Evaluations Monitor to have it formally updated)		
1	Name	Enter Last Name, First Name Middle Initial, and any suffix (i.e. JR., SR., III). If there is no middle initial, the use of "NMI" is optional. Name will be in all upper case.	DOE, JOHN E. JR.
2	SSN	Enter full SSN. Do not use suffix.	123-45-6789
3	Grade	Enter appropriate grade. See paragraph 1.4.9.	2LT, 1LT, CAPT, MAJ, LT COL, COL
4	DAFSC	Enter DAFSC held on the close-out date, including prefix and suffix. DAFSC is not always the same as PAFSC.	K11R3A
5	Reason for Report	Enter reason for report from OPR notice and as determined by Tables 3.3. or 3.4.	dropdown menu
6	PAS Code	Enter PAS code of ratee's unit of assignment as of the close-out date.	TE1CFYRZ
7	Organization, Command, Location, (Component ANG/USAFR Only)	HQ Air Force Reserve Command, OL-Robins AFB GA (AGR or Non-EAD) Enter the organization as of the close-out date. On the first line, write HQ Air Force Reserve Command, OL- __ . Fill in the appropriate organization after the OL. On the second line, write Robins AFB GA (component). **Do not use a comma before the state**. In the parentheses, write Non-EAD (non-Extended Active Duty) for TRs, IMAs, and ARTs. For Active Duty do not include the component or parentheses. For AGRs, include (AGR).	Headquarters Air Force Reserve Command, OL-DS (AFRC) Robins AFB GA (AGR)
8	Period of Report	FROM Date: Enter the day following the last evaluation's close-out date. See paragraph 3.1.4. THRU Date: Use the date on the OPR Notice or see paragraph 3.1.5. to determine the close-out date. Never close out an	12 Jan 2007 thru 11 Jan 2008

		evaluation on or after the actual departure, retirement, or separation date of the rater or ratee.	
9	Number Days Supervision	Enter number of days ratee was supervised by rater during the reporting period. See paragraph 3.1.6.	365 (366 for a leap year)
10	SRID	Enter the Senior Rater ID (SRID) for the ratee's unit of assignment as of the close-out date. For centrally managed IMAs, PIRR Cat E, SRID is that of unit of attachment.	1S341
Section II Job Description			
	Duty Title	Enter the approved duty title as of the close-out date. If the duty title on the notice is abbreviated and entries are not clear, spell them out. If wrong, enter the correct duty title and take appropriate actions to update the personnel data system. Corrective actions should be initiated upon receipt of the OPR notice. Ensure the duty title is commensurate with the ratee's grade, AFSC, and responsibility.	Flight Commander
	Job Description	The rater develops the information for the job description. Include scope of responsibility, including number of people supervised, dollar amounts for projects, etc IAW AFI 36-2406. Bullets are limited to single line bullets. Wrap -around bullets are not permissible. ARPC will reject the report. When viewing the report electronically, all characters of all bullets must be completely visible (even if it prints correctly).	- Commands, directs… - Responsible for … - Supervises 9 NCOs …
Section III Performance Factors			
	- Place an X in Does Not Meet Standards or Meets Standards. Also, input fitness exemption if applicable. ***A member is only marked exempt if exempt for all components of the test. - **Use an X and not a checkmark**. To do this in the program, go to File, Preferences, Advanced Settings, and select Use "X" Style Check Boxes. Hit OK.		
Section IV Rater Overall Assessment			
	- Bullet format is mandatory, must include at least one bullet IAW AFI 36-2406, Table 3.1. - Limit Bullets to single line bullets. Write in past tense. - Performance feedback – Enter as Day Month Year DD MM YYYY (13 Oct 2012). Abbreviate the month but not the year - See signature block details and AFI 36-2406 for wet signature requirements - Enter duty title in upper/lower case letters as of the close out date of the OPR. - Leave date blank. The date populates when the form is digitally signed.		
Section V Additional Rater Overall Assessment			
	- Place an X in Concur or Non-Concur. - When the rater is also the additional rater, type only RATER IS ALSO THE ADDITIONAL RATER, the rater will digitally sign the rater, additional rater, and reviewer signature blocks; leave Section V comments area blank. ***Same requirements as Rater		
Section VI Reviewer			
	When the rater is also the reviewer, type only RATER IS ALSO THE REVIEWER on the far left of the top line of Section VI. Use all capitals and no period. Leave Section V comments area blank. The signature block in Section V and VI is the same as the rater's in Section IV		
Section VII Functional Advisor/Air Force Advisor			
	Normally not used, leave blank unless directed		
Section VIII Ratee's Acknowledgement			
	Place X in Yes. Leave the rest blank, including date.		
Section IX Performance Factors			
	- Ratee's name auto populates from Section I. - If Section III is marked Does Not Meet Standards, place an X in the applicable blocks. Otherwise, leave blank.		
Section X Remarks			
	- Define uncommon acronyms used on the front of the form in the order they are used. Write the term, one space, the acronym parentheses, a semi-colon, one space, and then the next term. For example: Functional Area Manager (FAM); Total Force Ini (TFI). Do not list acronyms that were not used in the report.		

	- Approved close-out date extensions are placed here IAW AFI 36-2406. - DG or TG award criteria from a formal course with no training report can be listed here IAW AFI 36-2406. - Any additional remarks required by AFI 36-2406 belong in this section.
Section XI Referral Report	
	- Complete this section only if the report contains referral comments or the overall standards block is marked as Does Not Meet Standards.

2.4. AF FORM 910 and AF FORM 911 – EPR (Reference AFI 36-2406)

Section I. Ratee Identification Data (IAW the shell). If the shell is inaccurate, contact the CSS Evaluations Monitor to have it formally updated)			
Bl	**Heading**	**Instructions**	*Example*
1-11	Same as OPR, items #s differ slightly		
Section II Job Description			
1	Duty Title	Enter the approved duty title as of the close-out date. If the duty title on the notice is abbreviated and entries are not clear, spell them out. If wrong, enter the correct duty title and take appropriate actions to update the personnel data system. Corrective actions should be initiated upon receipt of the OPR notice. Ensure the duty title is commensurate with the ratee's grade, AFSC, and responsibility. Spell out the entire duty title in upper/lowercase letters with no acronyms. If the title only requires one line, type it on the bottom line of Block 1.	Superintendent
2	Significant Additional Duties	List any Significant Additional Duties the rate in Block 2. Use upper/lowercase letters. If the member has no Significant Additional Duties, write N/A on the bottom line of Block 2.	Team Randolph Honor Guard Member
3	Key Duties, Tasks and Responsibilities	The rater develops the information for the job description. Include scope of responsibility, including number of people supervised, dollar amounts for projects, etc. In Block 3, write in the present tense. Bullets are mandatory, limited to single line bullets. Wrap around bullets are not permissible. ARPC will reject the report. When viewing the report electronically, all characters of all bullets must be completely visible (even if it prints correctly).	
Section III Performance Assessment			
	Block 1-7 (AF 910)	Place an "X" in the block that accurately describes the ratee's performance in his/her primary/additional duties. Comments are mandatory, must be in bullet format, must support the rating. Do not make stratification comments on AF Form 910 IAW AFI 36-2406.	
	Block 1-6 (AF 911)	- Place an X in each block for performance. Use an X and not a checkmark. Bullet comments are mandatory IAW AFI 36-2406. The form limits the number of bullets for comments per section. Bullets are limited to single line bullets. Wrap around bullets are not permissible. Define uncommon acronyms in the order they are used in the Other - Comments block. Write the term, one space, the acronym in parentheses, a Semi-colon, one space, and then the next term. For example: Functional Area Manager (FAM); Total Force Initiative (TFI). Do not list abbreviations that were not used in the report. - Stratification comments can only be made for MSGT /SMSgt withTIG in the "Use the Other Comment Block". (TIG is NA for USAFR).	
Section IV Rater Information:			
		FIRST NAME MIDDLE INITIAL. LAST NAME in all capitals. For AD and AGR, use USAF. For ARTs, TRs, and IMAs, use USAFR.	

Section V Overall Performance Assessment: Ratee Name Automatic		
	AF 910	Place an "X" in the block that accurately describes how well the ratee meets Air Force standards. Comments are mandatory, must be in bullet format, must support the rating, and are limited to one lines. These bullets should demonstrate how the ratee adhered to the standards.
	AF 911	Place an "X" in the block that accurately describes how well the ratee meets AF standards. Comments are mandatory, must be in bullet format, must support the rating, and are limited to two lines. These bullets should demonstrate how the ratee adhered to the standards.

(1) Poor - Mark when ratee performs at an unacceptable level. Disciplinary action is not required, the evaluation will be referral.
(2) Needs Improvement - Mark when ratee meets some, but not all, performance standards. Disciplinary action is not required but, the evaluation will be referral.
(3) Average- Mark when ratee meets standards/expectations performs in the median when compared to peers.
(4) Above Average - Mark when ratee performs beyond standards & expectations performs at higher level than peers.
(5) Truly Among The Best - Mark only when ratee performs at a level above their peer group, elite performer who goes above and beyond. Every Airman does not warrant this rating.

		Enter Feedback date, must be inside of report "From-Thru" dates
Section VI Additional Rater's Comments		
		- Place an X in Concur or Non-Concur. - Do not include comments unless the cc disagrees with a previous evaluator. (Per AFI 36-2406) - See signature block details - Leave date blank. The date populates when the form is digitally signed
Section VII Functional Examiner/AF Advisor		
	AF 910	Normally not used, leave blank unless directed
Section VII Reviewer Comments		
	AF 911	- Do not use this section if section VI has not been completed - If this section is used, bullet format is required. IAW AFI 36-2406, Senior Rater Endorsement Requirements are MSgt thru SMSgt, TIG eligible (N/A for Reservists), completed SNCOA and CCAF. - If the additional rater is the final evaluator, type THIS SECTION NOT USED on the far left of the top line. - Leave the signature block blank
Section VIII Unit Commander/Civilian/ Director/Other Authorized Reviewer		
	AF 910	- Place an X in Concur or Non-Concur. - Do not include comments unless the cc disagrees with a previous evaluator. (Per AFI 36-2406) - See signature block details - Leave date blank. The date populates when the form is digitally signed
Section VIII Final Evaluators Position		
	AF 911	Place an X in the appropriate block.
Section IX Ratee's Acknowledge		
	AF 910	- Place an X in yes. Leave the rest blank, including date.
Section IX Time in Grade		
	AF 911	- For ALL Reservists and active duty CMSgts and CMSgt selectees, place an "X" for N/A. - For active duty MSgts and SMsgts ratees, reference AFI 36-2406
Section X Functional Advisor (AF 911) Leave Blank		
Section XI Unit Commander/Civilian/ Director/Other Authorized Reviewer Review		
	AF 911	- Place an X in Concur or Non-Concur. - Do not include comments unless the commander disagrees with a previous evaluator. (Per AFI 36-2406) - See signature block details - Leave date blank. The date populates when the form is digitally signed
Section XII Ratee's Acknowledgement		
		Place X in Yes. Leave the rest blank, including date.

Section 3
Referral Evaluations

3.1. Definition. A referral evaluation is an evaluation where member's evaluation performance is derogatory in nature, implies or refers to behavior incompatible with or not meeting minimum acceptable   standards of personal or professional conduct, character, judgment, or integrity, and/or refer to disciplinary actions.

3.2. Examples. This includes but is not limited to comments regarding omissions or misrepresentations of facts in official statements or documents, financial irresponsibility, mismanagement of personal or government affairs, a "Does Not Meet Standards" fitness assessment, unsatisfactory progress in the Fitness Education and Training Intervention Programs, confirmed incidents of discriminations or mistreatment, illegal use or possession of drugs, AWOL, Article 15 action, and conviction by court –martial. This covers just the basics; reference AFI 36-2406 10.1 for additional guidance on evaluations, role of rater/ratee, processing, extending due dates, etc. Also understand JA is a crucial part of the process.

3.3. Officer Evaluations. When an officer fails to meet standards, on the OPR, mark with an "X" in the box in Section III, "Does not meet standards" and Section IX, in the appropriate block "Does not meet standards". There must be a comment pertaining to the behavior in the referring evaluator's assessment block (XI).

3.4. Enlisted Evaluations. When an enlisted member fails to meet standards, on the EPR, mark with an "X" in the box in Section III. In addition, the evaluator marks an overall "1" (Poor) or "2" (Needs Improvement) in Section V of the EPR.

3.5. Acknowledge of Receipt. Acknowledge of receipt by member via signature is required. This is not acknowledge of agreement, concurrence or whether member will provide a rebuttal. This only acknowledges receipt of referral evaluation and date.

3.6. Processing. Referral evaluations will not be processed electronically, but will be accomplished, printed, and contains "wet" (handwritten) signatures. Dates will be handwritten, stamped, or typed. As a referral evaluation could be detrimental to an individual, face-to face interaction is required if possible.

3.7. Rebuttal Comments. Ratee will provide rebuttal comments to referral reviewer within 3 days, (30 days for Non –EAD members), regardless if the member is still on active duty. Documents will be hand delivered or if geographically separated by certified or registered mail. Ratee may request more time NTE 45 calendar days from acknowledgment. After review of rebuttal or 3/30 days, the referral reviewer completes the evaluation and continues normal processing.

Section 4
Promotion Recommendations

4.1. Definition. The performance recommendation form (PRF) is used by a supervisor to recommend an officer (Lt Col and below) for promotion. It assess an officer's performance-based leadership potential and used for the senior rater to communicate a promotion recommendation to the Central Selection Board (CSB). It is clearly the single most important document in the officer's selection folder. They are **NOT** a permanent part of the ratee's record. PRFs are given to the member ~30 days prior to the CSB and are removed from the officer's personnel folder 30 days after the CSB. As such, the standard for formatting is slightly different.   The PRF is based on OPRs, training reports and decorations, which all serve as source documents should any questions emerge about what's contained in the PRF. Guidelines for abbreviations and punctuation are less strenuous for PRFs due to their transient nature. Reference AFI 36-2406 for additional PRF guidance.

4.1. Record Review.   Thoroughly review member's entire record or record of performance (ROP) (OPRs, Training Reports, Decoration Citations, Data Qualification History Brief), and highlight any important items you see….stratification, awards, special programs, exceptional performance, etc.   Ready?   This is much easier than the "standard" way of PRF writing. Reviewing the member's entire record improves consistency, eliminates redundancy and shows/builds on progress. We must be cognizant of stratifications in a member's record…avoid member going backward on strat comments.

4.2. Record Stratification. List every single top strat, especially all the #1s. Stack the best strat down the left side of the PRF in lines 2-8. Line 2 should be where the strongest strat goes, with the exception of the overall #1 strat being placed in the last line of the PRF. If you are dealing with a weaker record, take any reasonable strat you can get, ie, top 10%/60 CGOs. If can't get 7 good strats to quote, use awards/strong accomplishments. This method avoids the use of space wasting comments such as "Team builder!"

C zone is the area in blue below (the 1st/9th line and the beginning of lines 2 thru 8 of the PRF.
- #1 in combat flying Ops! ACC top 1% Horizon exec development pgm grad! ACC CGO Sijan
- "#1/88 pilots!"
- "#1 of 5 schedulers!"
- "#1 of 8 evaluators!"
- "#1 of 9 officers!"
- "#1/19 CGOs!"
- "#1 of 33 CGOs!"
- "#1 of 8 Flt/CCs!"
- #1 of XX IPZs to O-4! Definitely promote this XX combat hour OIF warrior! Sq/CC/Jt IDE!

4.3. Senior Rater Stratification. Bring out the member's "selling point" in line 1…#1 Mx CC I've seen, #1 FW combat warrior, etc. Remember, the senior rater is allowed to stratify/make statements in the PRF that aren't in the member's record. To round out the string of #1s down the left side, line 9 should also contain a senior rater strat statement (the strongest strat comment of all)…#1/10 BPZs to O-5, #1/17 IPZ for Major, #1/5 APZs for O-5, #1/7 BPZ pilots, #1 nav in

XX BW, etc. The better all the #1s line up down the left side, the more shock value we get on the first glance.

4.4. Awards/Special Programs. Make a list of all the member's individual awards and career broadening type programs. Take the strongest items off this list to fill in the rest of line 1 and maybe even part of line 9.

4.5. The Push Line. To finish off the "C" zone, fill in the rest of line 9 with a strong push for promotion, IDE/SDE, and command. As with the entire PRF, we want short, hard-hitting statements…think "in your face" writing!

4.6. **Unused Strat/Awards**. Now that the "C" zone is filled, plug in the rest of your strat and awards lists in lines 2 and 3 until you run out…"#2/50 IPs"; "#1/3 CGOs"; Top Third SOS grad; Sq CGOY; ORI Superior Performer.

4.7. Plug in Performance. Finally, use the remaining white space in lines 4-8 to fill in other great things the member has accomplished….led Sq as 4-mth stay behind DO; Class B SIB President, etc. Now, try to group like items together as you are used to doing. Admittedly, we do sacrifice like-item groupings for the shock value and overall appearance of the "C" Zone method. However, if it gets the packages scored higher, we've done our jobs.

4.8. Push-Note. A push note is required for all PRFs being routed through the AFRC/DS to the AFRC/CC. This should explain the officers ranking in your unit or directorate. Additionally, it should explain to the Commander why you are recommending a "Definitely Promote" (DP), Promote (P) or Do Not Promote (DNP) (for all DNPs please work with A1KP to properly annotate your justification, your review of members unfavorable information file (UIF), and requirements to the member).

4.9. Cross-Reference Sheet. A cross-reference sheet links the PRF to the officers ROP validating each bullet as a part of the officer's official record. Acceptable reference documents include: duty qualification history brief (DQHB), OPRs, training reports (TRs), LOEs, Awards and Decorations and UIF, if applicable, (for additional, acceptable reference documents please reference AFI 36-2406).

4.10. Prohibited Comments. Comments on fitness are prohibited on the PRF IAW AFI 36-2406, paragraph 1.4.10.2.2. Other prohibited comments are listed in AFI 36-2406, para 3.7, "Inappropriate Evaluator" Considerations and Comments .

4.11. Tips of the Trade.
   a) Major areas to highlight on a PRF: stratification , awards, mission accomplishment, special programs or training
   b) Remove unfamiliar acronyms and unnecessary specifics.
   c) Don't list DQHB info or the member's past jobs or duties
   d) Use unit awards/achievements sparingly unless member was in a critical leadership role…DO in ACC's #1 Sq!

e) Only use common abbreviations. If the reader has to think more than 1 second about what a line means, we need to rewrite the line. Avoid removing all the vowels. When using quotations, try to quote OPR exactly as written.

f) Don't use unrealistic stratification (i.e. "Top 1% of 20 pilots…the math = .2 pilots") or comments that add no value (i.e. "My #1 left handed engineer…what does this mean? Exaggerated to illustrate point)

g) Recommend appropriate level developmental education

Examples

- #1 O-5 BPZ! AMC top 1% Horizon exec dev grad; Sq/CC, "I've seen 50 Majors lead combat Ops..XXX is #1"
- "#1 of 12 deployed operations officers"; "1/5 ADOs"; "My #1 Flt/CC"; "My #1 pilot"; "My #1 officer & pilot"
- "#1/32 Majors!" "Top 1% of CGOs in OG"; "#1 of 13 captains"; Sq IP/Yr; Sq Dutch Huyser nom; Sq Instr/Yr
- "#1/72 pilots"; DG--B-1 initial qual; SPTG Officer/Year; AF "Impact" Civil Engineer/Year; Sq/Gp CGOQ x3
- "#1/20 ADOs in my 3 combat CC tours"; led 2 MWS's/Sqs thru 12K GWOT cmbt hrs--EOSS/DO, EBS/ADO
- "#1/30 ACs"; Ch pilot in ACC's best FS, "#1/62"; 15 AF best wg x2; pgm mgr for "best ECAMP in command"
- "#1/19 flying instructors"; air refueled Air Force One fighter escort on 9/11; "#2 of 37 CGOs"; "#2 of 46 ofcr"
- "#1 of 4 squadron stan/eval chiefs"; aced stand-in 13 BS/DO test; CORONA AO; ASEV/ORI "Outstanding" x2
- #1/18 eligibles for O-5! Top 1% of all O-4s I've seen! HAF/Jnt SDE a must; he'll make an incredible Sq/CC!

- #1/32 Majors! This combat leader rocketed to #1 CC at every level! #1 Flt/CC in Class x4; CGOQ/CGOY x5
- #1/5 O-4 Sq/CCs!--BW/CC; my most prepared CC--GP/CC; my #1 officer!--MXS/CC; my top CGO--Sq/CC
- #1/3 major Sq/CCs--MSG/CC; #1 MOO--AG/CC; created ACC/USAFE CORONET Liasion Office--1st in AF
- #1/40 Flt/CCs!--SOS/CC; led Thai/Viet POW/MIA recovery Ops, 100% msn eff; "Best in AF" spt agreements
- #1/15 Flt/CCs--Sq/CC; led 1st unit's response in Op UNIFIED ASSISTANCE--314 pax/187 tons--aided 700K
- #1/32--ABW Flt/CC OTY; FW/CC pick to fix LRS--cmbt rdy/6 mos; led 1st ever US/Portuguese ammo plans
- #1/3 Mx Ops Os--MXG/CC; bedded down 18-ship OIF TTF--99.7% msn eff; led Sq to #1/4 on PACAF LSEP!
- #1 Lecturer/best on faculty x3--SOS/CC; USAFE/ACC Mx Eff Awards; earned "Best in AF" eng on-wing time!
- #1/3 BPZ CCs! #1 honors in 5 MAJCOMs; peerless CC; Jnt SDE/HAF next, destined for MXG/CD; DP now!

- #1 safety officer I've seen--the key to GP's ACC ORM Awd! Standout Log Ofcr/combat IP; Wg Athlete of Yr
- #1 64 FTW CGO Jun-Sep 1994; acting AG Ch of Safety 8 mos--ACC Pgm Eval "Excellent" for OG Flt Safety!
- "#1/16 safety pros!" "Best Ops decision maker," AMD Ch: 63K tns, 25K pax, 32K cmbt sorties, 2.5K patients
- "#1 of 4 FSOs"; svd $251K construction funds/$40K precious metal residue; linchpin to "Excellent" '95 QAFA
- "#1 of 3 CGOs"; developed $300K/yr base NVG contract, crews NVG rdy; "Commendable" perf, AETC ORI
- "#2/87 instructors"--trnd 70 upgrade students in min time for combat; defeated multiple MANPADs as acft CC
- "#3/28 Ops Majs"; garnered $85K from AMC/fixed Life Spt shortfall--enabled first AMC unit to NVG airdrop
- "Top 15% of 50 Majs"; proven vet...690 combat/combat support hrs & 142 combat sorties in OIF/OEF/HOA!
- #3/9 IPZ/APZ to O-5--if I had 1 more DP, he'd get it! Enroute to be 9 AF Ch/Flying Safety; Sq/CC & Jt SDE!

BEFORE and AFTER "C" Zone Examples

EXAMPLE #1: OLD WAY
- My #1/31 Majs; proven ldrshp in cmbt/2 MDS; Ch Nav, Ch Stan/Eval, Ch Plns, ADO, Flt/CC...look at record!
- 9 AF IN of Yr, "Wg's top IN;" 05 Sijan Ldrshp Awd, 463 AG; SOS DG/Outstanding Contributor; ROTC DG
- "#1/100 FGOs seen...in 3 combat Sq/CC tours;" "#1/9 Majors for stand-in DO;" "#1/20 FGOs for EAS/DO"
- Daug/Amn Rev IN of Yr; #1/30, "40 AS Nav of Qtr;" #1/10, 745 EAS "FGO of Month;" 3 x Exceptional Quals
- ACC/AETC "Outstandings/Excellents/Benchmarks"; LSET, ORIs, ASEV & SAVs; Smith Trophy, #1/62 ASs

- Been there/done that: SOUTHERN WATCH, Bosnia, ENDURING & IRAQI FREEDOM, JTF Horn of Africa!
- Peerless ldr! GREEN FLAG Msn/CC; stand-in 13 BS/DO, 2 x EBS/DO, rebuilt 463 GP/XP in only 2 months
- First choice; #1/270 to brf COMACC on Gp concerns; AETC/DO's JSUNT think tank, 13 BS/CC's combat prep
- My #2 DP in tough field of superstars! Definitely promote & awd with toughest CC; follow w/SDE & jnt HAF

EXAMPLE #1: "C" ZONE METHOD

- #1 DP & AG warrior! ROTC DG; SOS DG/Outstanding Contributor; 9 AF Instr Nav/Yr! Strat?...just read on
- "#1/100 FGOs I've seen in 3 combat Sq/CC tours"; "FTS's #1 Flt/CC"; "#1/10," EBS FGO/Mo; "Wg's top IN"
- "#1/31 Ops Majs"; "#1 to lead OIF Op"; "#1/9 Majs for stand-in DO"; "#2 of 110 instr"; "top 5%" of OG Majs
- "#1/20 FGOs for EBS/DO"; "Top 5%/311 instrs"; 05 AG Sijan Awd; Wing Daughters/Am Rev IN/Yr; EQ x3!
- "#1 of 9 Majors"; seasoned vet: SOUTHERN WATCH, Bosnia, OEF, OIF, JTF Horn of Africa, Katrina relief
- "#1/4 FGO planners!"--rebuilt GP/XP in only 2 mos; GREEN FLAG msn/CC; stay home BS/DO; EBS/DO x2
- "#1/4 ADOs!" Chf Nav in ACC's Bomb Sq/Yr, "#1/62"; AETC ORI--Outstanding; LSET/ASEV--Excellent x2
- "#1/30"--Sq Nav/Qtr; #1/270 to brf COMACC on Gp issues; AETC/DO's JSUNT think tank; led AS's OIF prep
- #1/9 APZ/IPZ Majors! Make this 460+ combat-hour leader an O-5 now! HAF/Jnt SDE & Ops Sq/CC a must!

Common Errors on the PRF

Do not place a Comma

Forgot to capitalize or include middle initial

Forgot to include status for AGR or Non-AED (do not include for AD)

Stratification not listed (or included at all) on the left side

"X" instead of Checkmark

Wrong AFSC

Misspelled words

White space

PROMOTION RECOMMENDATION

PRIVACY ACT STATEMENT

AUTHORITY: 10 United States Code, Section 8013, Secretary of the Air Force; Air Force Instruction 36-2110, Assignments, and Executive Order 9397 (SSN).
PURPOSE: Effectiveness/duty performance history, promotion, and other appropriate personnel actions.
ROUTINE USES: The "Blanket Routine Uses" published in the Air Force system of records notices apply to this system.
DISCLOSURE: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 662s(b)(3).

I. RATEE IDENTIFICATION DATA   (Read AFI 36-2406, Officer and Enlisted Evaluation Systems, carefully before filling in any item)

1. NAME (Last, First, Middle Initial)	2. SSN	3. GRADE	4. DAFSC
SMITH, ALAN K.	123-45-6789	Lt Col	16R4

5. ORGANIZATION, COMMAND, LOCATION	6. PAS CODE
HQ Air Force Reserve Command, OL-SE Robins AFB GA (AGR)	RX0MFCMX

II. UNIT MISSION DESCRIPTION

Provides command guidance for and management of flight, ground, and weapons mishap prevention programs for the Commander, Air Force Reserve Command. Manages the command Risk Management (ORM) program and develops and executes programs, policies, and procedures to ensure AFRC implementation and integration of the Air Force Mishap Prevention Program. Provides functional area oversight for all AFRC safety personnel in 3 NAFS & 34 wgs

III. JOB DESCRIPTION

1. DUTY TITLE:
Deputy Director, Analysis

2. KEY DUTIES, TASKS, RESPONSIBILITIES:
- Develops scheduling and tracking procedures for all formal training; assists safety with processes for flight mishaps
- Designs program evaluation procedures for wing and group flight safety programs; performs safety program evals
- Coordinates with counterparts at Air Staff, AFPC, RegAF/Reserve Numbered Air Forces and RegAF/Reserve MPS
- Provides analysis recommendations and policy advice in support of 70,000+ AFR Airmen, 344 aircraft & 34 wings

IV. PROMOTION RECOMMENDATION

- #1 O-5 BPZ! ACC top 1% Horizon exec dev grad; Sq/CC; consistent professional & aviator w/numerous awards
- "#1 of 12 deployed ops officers"; "1/5 ADOs"; "My #1 Flt/CC"; "My #1 pilot"; My #1 officer/pilot, best in 10 yrs"
- "#1/11 Majors!" "Top 1% of CGOs in OG"; "#1 of 13 capts"; Sq IP/Yr; Sq Dutch Huyser nominee & Sq Instr/Year
- "#1/6 safety pros!" Seasoned vet: SOUTHERN WATCH, Bosnia, OEF, OIF, JTF Horn of Africa, & Katrina relief
- Peerless leader! GREEN FLAG msn/cc; stand-in as 457 FS/DO, 2 x EFS/DO, rebuilt 463 GP/XP in only 2 months
- Sq Doolittle Trophy winner & 2 AF Aircrew/Yr. highlighted fleet deficiencies as the ACC System Safety Grp rep
- "#1/19 flying instructors"; trained 70 upgrade students in min time; chosen as acting DO--processes improved 100%
- "#1/9 SQ/CCs in 301 FW!" Aced stand-in 457 FS/DO test as Chief Eval; CORONA AO, ASEV/ORI "Outstanding"
- #1/18 eligibles for O-5! Top 1% of all O-4s I've seen! HAF/Joint SDE a must; he will make an incredible Sq/CC!

V. PROMOTION ZONE	VI. GROUP SIZE	VII. BOARD	VIII. SENIOR RATER ID
BPZ ☐ I/APZ ☐		V0612A	RC1CC

IX. OVERALL RECOMMENDATION	X. SENIOR RATER
	NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION ALAN S. RATER, Brig Gen, USAF Air Force Reserve Command Robins AFB GA
DEFINITELY PROMOTE ☒	DUTY TITLE Commander
PROMOTE ☐	
DO NOT PROMOTE THIS BOARD ☐	SSN 1111 ⎸ SIGNATURE

Instructions

Senior Rater:
Review previous OERs, OPRs, Education/Training Reports, and Supplemental Evaluation Sheets. May consider other reliable information that is not contained in the record of performance when completing the PRF. Evaluate the officer's performance and assess his or her potential. Write Promotion Recommendation (Section IV) in concise "bullet" format.
Provide an accurate unbiased assessment free from consideration of race, sex, ethnic origin, age, religion, or marital status.
Provide the officer a copy of this report approximately 30 days prior to the board for which this report is prepared.

Officer:
Review record of performance, Officer Pre-Selection Brief, and PRF for accuracy. Prior to your board convening date, you must contact your senior rater to discuss if your PRF is not accurate, omits pertinent information or has an error. If your senior rater concurs, there are procedures to correct prior to the board (reference 36-2406, chapter 8). Per DOD Directive 1320.11, Special Selection Boards, paragraph 4.3., a supplemental promotion board "shall not consider any officer who might, by maintaining reasonably careful records, have discovered and taken steps to correct that error or omission on which the original board based its decision against promotion."

AF FORM 709, 20090210   PREVIOUS EDITIONS ARE OBSOLETE.   FOR OFFICIAL USE ONLY (When filled in)

Section 5
AWARDS

5.1. Introduction. Military awards are used to recognize outstanding achievement, meritorious service, or acts of heroism that clearly place an individual above their peers. Base the commendation on specific projects, plans, programs, or actions that are or will be beneficial to the Air Force, ANG, and AFR. Evaluate all related facts regarding the service of the person before recommending or awarding a decoration and only award one decoration for the same act, achievement, or period of service.

5.2. Record Review. Before writing the citation to accompany the award, you must review the member's record and EPR/OPRs (annual award winning packages can also be used to garner information for the decoration period). You must be able to fully justify all award recommendations to avoid the perception that decorations are automatic.

5.3. Dos and Do Nots. For types of awards for recognition and processing reference AFI 36-2803 and visit virtual ARPC Personnel Center - Guard and Reserve\(vPC-GR) Decoration/Nomination site.

Do:
  a) Avoid generalities, broad or vague terminology, superlative adjectives or a recapitulation of duties performed. The justification must provide concrete examples of exactly what the person did, how well he or she did it, what the impact or benefits were, and how that person significantly exceeded duty performance.
  b) Times New Roman 10 or 12 pitch will be used on all decorations. Different and/or combined font sizes are not allowed.
  c) When typing the designations Jr. and Sr. in the heading, always set them off by a comma from the last name (i.e., JAMES J. JONES, JR.).
  d) Spell out compound grades (i.e. Senior Airman, Staff Sergeant, and Lieutenant Colonel); in the opening sentence only. Thereafter, only short titles will be used (i.e. Airman, Sergeant, Lieutenant, Colonel) throughout. The shortened grade for "Chief Master Sergeant" is "Chief". The format to be used for chaplains is "Chaplain, Lieutenant Colonel John Doe," then use the title Chaplain in the body of the citation.
  e) Use numeric designators of units, i.e. 56th Air and Space Plans, Kenney Headquarters
  f) Follow the format in vPC-GR and ensure the correct chain of command is selected for review/approval.

Do Not:
  a) Submit a decoration package in a token effort to "do something for your people".
  b) Automatically submit a decoration package upon separation and retirement. No individual is automatically entitled to an award upon completion of an operational TDY or reassignment. He/she is only eligible for a decoration, but his/her service might not merit a decoration. Ask yourself has the member accomplished enough to merit recognition.
  c) Establish preconditions for an award or use military decorations as incentives or as prizes in contests. Decorations should not be awarded after every deployment, contingency, or TDY. Instead, write a few bullets, file them in the member's unit Personnel Information File, and use them to justify a service decoration at a later time.

d) Award a decoration to any person whose entire service for the period covered by the decoration has not been honorable. Do not recognize a member for same act or accomplishment. This is dual recognition and is not authorized.

e) Award more than one AFAM during a 1-year period except under extraordinary circumstances.

f) Confuse outstanding achievement with the Air Force Achievement Medal or meritorious service with the Meritorious Service Medal. Do not award a MSM for retirement. Ensure the member's accomplishments merit a MSM.

g) Use ABBREVIATIONS in the certificate/citation except for Jr. or Sr. Watch out for NCOIC, AFB, PACAF, and ranks (SSgt, Capt).

h) When typing the designations II or III in the heading, do not place a comma between the last name and designation (i.e., JAMES J. JONES III).

Attachment 1
COMMON ERRORS

OPRs/EPRs/PRFs
a) Commas between base or city and state in signature blocks
b) Do not capitalize words and phrases when they are used in a general sense.
c) Misspelled words!! Check spelling with computer tools and proofread.
d) Phrases like senior leadership & command should not be capitalized.
e) Bullets begin with 1 hyphen, 1 space, then a capital letter (like this bullet). Do not use single hyphens as punctuation. They are only used in hyphenated words (like F-16).
f) Each phrase should be able to stand on its own, but they should be related within the bullet.
g) Do not end a bullet with punctuation, except for an exclamation point. After an exclamation point, use 2 spaces. The next word, the beginning of the next sentence, is capitalized.
h) There is no space before and only one space after a comma, semicolon, or colon.
i) After a period at the end of a sentence, use 2 spaces. The next word, the beginning of the next sentence, is capitalized. There is no space after a period within a number ($5.6M).
j) There is no space before or after a double hyphen (also called a dash). The next word is not capitalized unless it is a proper noun, acronym, or name/rank/title.
k) Bullets/sub-bullets incorrectly aligned
l) Use quotation marks for actual words said. For example, "best seen to date."
m) Use quotation marks for an inspection rating, such as "Excellent" or "Outstanding."
n) Place punctuation inside quotation marks, like "Outstanding!"

Numbers:
a) Use figures for numbers 10 and up. Numbers 9 and below can be written as words
b) When writing numbers for thousands, use K instead of zeroes. For example, 3K or 3,000.
c) When writing numbers for a million or higher use "M". For example, write $10M or $10B.
d) When referencing time, use the figure, not the words. For example, 2 days or 3 hours.
e) When numbers are used in a series and one of them is over 10, then all of them should be in figure format. For example, 2 jets, 20 trucks, 5 tons.

Performance Reports
a) Information on report does not match the shell (annotate the shell with correct data).
b) No feedback dates.
c) Implied promotion recommendations in OPRs.
d) EPR promotion statements in the first instead of last line of the assessment.
e) Checkmarks instead of Xs.
f) Use semicolons and double hyphens sparingly. Try not to use more than 1 of each per bullet, and do not use more than 2 of each per bullet. Use a semicolon to delineate breaks of the same topic, use two dashes to move to a new thought within a single bullet.

PRFs

a) Push line does not match recommendation ("Promote!" for a Definitely Promote).
b) Stratifications missing from PRF or misrepresented in the PRF(#1/40 in hours flown is not the same as #1/40 officers).
c) Current information is missing from PRF (using last year's PRF).
d) AFSC is wrong; information does not match current DQHB.
e) Missing last OPR or decoration in official records.
f) Last decoration is over three years old and not explained in supervisor's push note.
g) Data in PRF Cross-reference sheet does not match member's record

Attachment 2
STANDARDIZED WORD LISTING

Please note: A useful on-line Dictionary/Thesaurus is located at http://www.merriam-webster.com/

AF-wide
AFMC-wide
Air Combat Command-wide
airland
Airman
Airmen
air-to-air
around-the-clock
attention-to-detail
bare base
bare-base (adj)
base-wide
bed down (v)
beddown (n)
benchstock
blue chip officer
bona fide
checkride
build up (v)
buildup (n)
"can do" attitude
Capstone
clean up (v)
cleanup (n)
close-air
close-knit
co-author
coauthor (v)
combat readiness
combat-ready
combat-tested (adj)
commander
Congress
copilot
corps
cross-feed
cross-train
day-to-day
DoD
Department of Defense
depot-level
downtime
drawdown
error-free (adj)
"Excellent" rating
first-ever

first-rate (adj)
flightline (n)
flight-line (adj)
flyby (n)
flying-hour program
follow on (n)
follow-on (v)
follow up (v)
follow-up (adj)
fully mission-capable status
fundraiser
game plan
handpicked (v)
hangar
hard-charging
head on (adv)
head-on (adj)
home page
home station
inbound
in-depth
in-flight
in-house
in-processing (adj)
integrated combat turns
interfly
liaison
linchpin
low-level (adj)
man-hours
mission-capable status
mission-ready (adj)
multi-command
multi-faceted
multi-million
multi-national
multi-ship
multi-talented
multi-unit
nighttime
"no-fly" zone
noncommissioned
nonflying
nonjudicial
nonmission-capable
no-notice

off duty
off-duty (adj)
onboard
ongoing
on target
on time
on-time (adj)
Operation SOUTHERN
WATCH
Operation ENDURING
FREEDOM
Operation IRAQI FREEDOM
Operation NORTHERN
WATCH
SENTINEL
OPSTEMPO
outprocessing
over-water (adj)
post-flight
preflight
quarterbacked
read file
real-time
real world
real-world (adj)
Red Flag
reorganization
role model
self-assessment
self improvement
self-confidence
self-initiative (avoid using)
self-inspection
self-motivated
self-starter
semiannual
semiannually (adv)
set up (v)
setup (n)
sharp looker
short-notice (adj)
shoo-in
single-handed
single-handedly
southern Iraq
Southwest Asia

standout (n)
standup (n)
stand-up (v)
statewide
streamlined
takeoff
taxiing
teamwork
thought-out
thru-flight
time-critical
time-of-arrival
time-sensitive
top-notch
troubleshooter
turnarounds
turn in (v)
turn-in (n)
undermanned
upcoming
up-to-date
warfighter (n)
war fighting (adj)
wartime
well-rounded
wingman
workcenter
workday
work load
workspace
workstation
worldwide
zero defect

Attachment 3
COMMON ACRONYMS

The below listed abbreviations/acronyms are commonly known throughout the Air Force and do not have to be spelled out on first use. This is not an all-inclusive list, so please use good judgment. Try to ensure that everyone reading the OPR/EPR, regardless of AFSC or rank, will understand the acronym/abbreviation/brevity code. When in doubt, spell it out!

1. Ranks:

AB	TSgt	1Lt	Brig Gen
Amn	MSgt	Capt	Maj Gen
A1C	SMSgt	Maj	Lt Gen
SrA	CMSgt	Lt Col	Gen
SSgt	2Lt	Col	

2. MAJCOMs:

ACC	AFMC	AFSOC	PACAF
AETC	AFSC	AMC	USAFE

3. Wings, Numbered Air Forces, and Higher Headquarters: WR-ALC, ALC, 78 ABW, etc…

4. Commonly used Acronyms:

Note: When spelling an acronym out on the first use, each word is not always capitalized

ACSC	Air Command & Staff College		AOR	area of responsibility
ADPE	automated data processing equipment		ARC	air reserve components
			AT	antiterrorism
AFAF	Air Force Assistance Fund		AT/FP	antiterrorism/force protection
AEF	Air Expeditionary Force		ATO	air tasking order
AF	Air Force		ATOMS	Automated TO Mgmt System
AFA	Air Force Association		AWC	Air War College
AFB	Air Force Base		AWFC	Air Warfare Center
AFIT	Air Force Institute of Technology		BDE	Basic Developmental Education
AFMC	Air Force Materiel Command		BTZ	below-the-zone
AFRC	Air Force Reserve Component		C2	command and control
AFROTC	Air Force Reserve Officer Training Corps		C2ISR	command, control, intelligence, surveillance, and reconnaissance
AFSPC	Air Force Space Command		C3	command, control, and communications
AFSOC	Air Force Special Operations Command		C3I	command, control, communications, and intelligence
AFSOH	Air Force Occupational Safety & Health		C4	command, control, communications, and computers
AFTO	Air Force Technical Order		CAF	Combat Air Forces
AIA	Air Intelligence Agency		CAOC	Combined Air Operations Center
AIB	accident investigation board		CC	commander
IN	army installation		CCAF	Community College of the Air Force
ALS	Airman Leadership School			
ANG	Air National Guard			
AOC	Air Operations Center		CDC	career development course

CFACC	Combined Forces Air Component Commander		JA	Judge Advocate
CFC	Combined Federal Campaign		JAG	Judge Advocate General
CGO	company grade officer		JCS	Joint Chiefs of Staff
CINC	Commander-in-Chief		JFACC	Joint Forces Air Component Commander
civ	civilian		JIATF-E	Joint Inter-Agency Task Force-East
CJCS	Chairman, Joint Chiefs of Staff		JSTARS	Joint Surveillance Target and Radar System
COMACC	Commander, Air Combat Command		JTF	joint task force (when used in a generic sense)
COMSEC	communications security		JTF-SWA	Joint Task Force–Southwest Asia
CONOPS	concept of operations		JTFEX	Joint Task Force exercise
CONPLAN	operation plan in concept format		LAN	local area network
CONUS	continental United States		LOAC	law of armed conflict
COMSEC	communications security		LOX	liquid oxygen
CSAF	Chief of Staff, US Air Force		LZ	landing zone
CSAR	Combat Search and Rescue		MAJCOM	major command
CTF	combined task force		MEDEVAC	medical evacuation
CY	calendar year		MIA	missing in action
DETCO	detachment commander		MILCON	military construction
DG	distinguished graduate		MILSPEC	military specification
DMS	Defense Message System		MIL-STD	military standard
DO	director of operations		MOA	memorandum of agreement
DoD	Department of Defense		MOU	memorandum of understanding
DV	distinguished visitor		MQ	mission qualified
DZ	drop zone		MTF	military treatment facility
EOT	equal opportunity & treatment		MX	maintenance
EPR	enlisted performance report		NAF	Numbered Air Force
FAA	Federal Aviation Administration		NATO	North Atlantic Treaty Organization
flt	flight			
FOIA	Freedom of Information Act		NCO	noncommissioned officer
FP	force protection		NCOA	Noncommissioned Officer Academy
FPCON	force protection condition			
FY	fiscal year		NCOIC	noncommissioned officer in charge
GP/CC, Gp/CC	group commander (ofc symbol)			
GPS	global positioning system		NORAD	North American Aerospace Defense Command
GWOT	Global War on Terrorism			
HAZMAT	hazardous materials		NOSC	Network Ops Support Cell
HF	high frequency		NWC	National War College
HHQ	higher headquarters		ODP	officer development program
IAW	in accordance with		OEF	Operation Enduring Freedom
ID	identification		OIC	officer in charge
IDE	Intermediate Developmental Education		OJT	on-the-job training
			ONE	Operation NOBLE EAGLE
IDEA	Innovative Development through Employee Awareness (Program)		ONW	Operation NORTHERN WATCH
			OPR	officer performance report
IG	Inspector General		ops	operations
IMA	Individual Mobilization Augmentee		OPSEC	operations security
IO	investigating officer		OPTEMPO	operating tempo
ISR	intelligence, surveillance, and reconnaissance		OPSTEMPO	operations tempo
			ORE	operational readiness exercise

ORI	operational readiness inspection		WAPS	weighted Airman promotion system
OSI	Office of Special Investigation		WG/CC, Wg/CC	wing commander (office symbol)
OSW	Operation SOUTHERN WATCH		Or ABW/CC	
PCS	permanent change of station		WMD	weapons of mass destruction
PDE	primary developmental education			
PERSTEMPO	personnel tempo			
PI	product improvement			
PME	professional military education			
POC	point of contact			
POTUS	President of the US			
PTO	Preliminary Technical Order			
QA	Quality Assurance			
QoL	quality of life			
RAF	Royal Air Force (UK)			
ROE	rules of engagement			
SAR	search and rescue			
SAV	staff assistance visit			
SDE	Senior Developmental Education			
SEA	Southeast Asia			
SECAF	Secretary of the Air Force			
SECDEF	Secretary of Defense			
SIPRNET	Secret Internet Protocol Router Network			
SJA	Staff Judge Advocate			
SNCO	senior noncommissioned officer			
SNCOA	Senior Noncommissioned Officer Academy			
SOFA	status-of-forces agreement			
SOS	Squadron Officer School			
SPCM	special court-martial			
SQ/CC, Sq/CC	squadron commander (office symbol)			
SWA	Southwest Asia			
TCTO	Time Compliance Technical Order			
TDY	temporary duty			
TO	technical order			
UAV	unmanned aerial vehicle			
UCMJ	Uniform Code of Military Justice			
UIF	unfavorable information file			
UN	United Nations			
USA	US Army			
USAF	US Air Force			
USCG	US Coast Guard			
USMC	US Marine Corps			
USN	US Navy			
VIP	very important person			
VPOTUS	Vice President of the US			

Attachment 4
COMMONLY USED ABBREVIATIONS
(List is case sensitive)

1. Abbreviate rank. Use appropriate Air Force rank abbreviations. Maj, Lt Col, Col, etc. reference DoD military rank abbreviations chart
2. If an abbreviation is used once, it should be used throughout the evaluation.
3. When writing unit names, the unabbreviated version uses the ordinal number and full unit name (951st Reserve Support Squadron). The abbreviated version uses the figure (951 RSPTS). Both versions have a space between the number and the unit name. Mixing versions is incorrect (951st RSPTS is not correct).
4. For OPRs, place uncommon acronyms in Section X (on back of form). For EPRs, place uncommon acronyms in Section III, Other Comments. See individual forms IAW AFI 36-2406 for details.
5. Abbreviate Fiscal Year FY and Calendar Year CY. There is no space between the abbreviation and the number (FY12 or CY12).
6. When with is abbreviated w/, there is no space afterwards (like performed w/valor).

A
award   awd

B
billion   B
building   bldg

C
combat   cmbt
command   cmd
commander   CC or cmdr
communication   comm

D

E

F
flight   flt

G
group   gp or grp
government   gov or gov't

H
high-visibility high-vis
hours   hrs

I
identified   ID'd
intelligence   intel

J
joint   jnt

K
thousand   K

L
leader   ldr
leadership   ldrship

M
maintenance   mx
member   mbr
mission   msn
million   M
months   mths
minutes   mins

N
national   nat'l

O
operations   ops
officer   ofcr

P
program   pgm or prgm
personnel   prsnl

Q
quarter   qtr
quarterly   qtrly

R

reorganization   reorg

S
squadron   sq, sqd, or sqdn
seconds   secs

T
thousand   K
through   thru
tower   twr
training   tng
transfer   xfer

U

V

W
weather   wx
wing   wg
with   w/ (no space after the slash)

X

Y
year   yr

Z

Attachment 5
COMMONLY MISSPELLED AND MISUSED WORDS
(List is case sensitive)

Note: The bottom line is that if the word is in a major dictionary, the spelling is acceptable in PRs.

5-skill level (or 5-level)
10-member team
12-plus member team
21st Century

A
ability-to-survive (adj)
above-and-beyond (adj)
across-the-board
action-oriented
Air Force-wide
air show
air-to-air
air-to-ground
aircrew
aircrew members
airflow
Airman
Airmen
airpower
airspace
airstrike
Al-Qaeda
antiaircraft
around-the-clock
attention-to-detail

B
back-briefed
backdate
backlog
back-up
baseline
Basic Developmental Education
battlestaff
beddown
below-the-zone
bioenvironmental
Bosnia-Herzegovina
bottom line
bona fide
build up (verb)
build up or build-up (noun/adj)
bull's-eye
C
"can-do" attitude

Caribbean
cease-fire
changeover
checklist
check-out
checkride
clean up (verb)
cleanup (noun)
closeout
co-author
co-chair
combat-proven (adj)
combat ready (noun)
combat-ready (adj)
Commander in Chief
common sense (noun)
common-sense (adj)
Congress
Congressionally mandated
copilot
cost effective (noun)
cost-effective (adj)
counterair
counterattack
counterdrug
countermeasures
counternarcotics
countertactics
coworker
crew chief
crew member
crossflow
crosstalk
cross-training
cross-utilization

D
data link (noun)
data-link (adj)
database
decision makers
decision-making (adj)
de-icing
develop
Dhahran
dining in

dining out
director of operations
Distinguished Graduate
division
downgrade
downtime

E
eastern Turkey
effect (result or outcome)
Eighth Air Force or 8AF
electronic countermeasures
en route
end-of-course
error free (noun)
error-free (adj)
esprit de corps
even-handed
ever-changing
excel
excelled
Expeditionary Aerospace Force

F
field-level
first class (noun)
first-class (adj)
first crew ever
first ever (noun)
first-ever (adj)
first-rate
fivefold
fleet-wide
flight deck
flight-line (adj)
flight line (n)
flowchart
flyaway
flyby
fly-over
follow-up
fully mission capable
fundraiser
fund-raising

G

Geilenkirchen (NATO AB)
general officer
go-getter
"go-to"
go/no-go
group commander
guidon
Gulf War

H
hand-picked (adj)
handpicked (v)
hand-selected
hands-on
hard charger (noun)
hard-charging (adj)
hard worker (noun)
hard-working (adj)
high-visibility (adj)
homeland defense (noun)
homeland-defense (adj)
hookup
HQ AFMC

I
in commission (noun)
in-commission (adj)
in flight (noun)
in-flight (adj)
in garrison (noun)
in-garrison (adj)
in theater (noun)
in-theater (adj)
inbrief
incoming
in-depth
indispensable
initial qualification training
inprocess
in-transit (adj)
Intermediate Developmental
        Education
it's (contraction of it is)
its (possessive)

J
JCS-directed
joint service
joint staff

K
Keflevik

know-how
Kuwait

L
large scale (noun)
large-scale (adj)
lessons learned
levelheaded
life-support
life-saving
long-range (adj)
long-term (adj)

M
man-day
man-hours
master's degree
medevac
microcomputer
midair
Mission Planning Team
mission oriented (noun)
mission-oriented (adj)
mission qualification training
mission ready (noun)
mission-ready (adj)
multifaceted
multimedia
multinational
multiservice
multitalented
multitheater

N
no-fly zone
noncommissioned
nonmission capable
no-nonsense
northern Iraq
Numbered Air Force

O
off duty (noun)
off-duty (adj)
off station (noun)
off-station (adj)
officer in charge
on call (noun)
on-call (adj)
on duty (noun)
on-duty (adj)
on target (noun)

on-target (adj)
on time (noun)
on-time (adj)
onboard
one-on-one
one-third
ongoing
on-the-job (adj)
operating instruction
outbrief
outperform
outprocess
over-aged
overflight
overwater

P
pacesetter
Panama
patriot
peacekeeping
percent or % (be consistent
        throughout PR)
Persian Gulf
point man
post combat or postcombat
post flight or postflight
post mission or postmission
postwar
predeployment
preflight
premission
preplan
Presidential
proactive

Q
"Q-1"

R
real-time (n/adj)
real world (noun)
real-world (adj)
reissue
reorganize
rewrite
right hand (noun)
right-hand (adj)
Royal Saudi Air Force

S
savvy

second-to-none
self-assessment
self-assured
self-confident
self-improvement
self-starter
semiannual
Senior Developmental Education
set up (verb)
setup (noun)
shoot down
short notice (noun)
short-notice (adj)
shutdown
single-handed (adj)
single-handedly (adv)
spin-up
squadron commander
Squadron Officer School
staff assistance visit
Stan/Eval
standout
stand-up or standup
state of the art (noun)
state-of-the-art (adj)
statewide (adj/adv)
stop-loss
stopover
straightforward
subject-matter (adj)
subsystem
surface-to-air

T
tail swap
takeoff
team player
teamwork
time critical (noun)
time-critical (adj)
timeframe
timeline
timetable
top-notch or topnotch
Top-3
to-the-point
troubleshoot
turnaround
trailblazer

U
Under Secretary

up-to-date
useable or usable

W
warfighter (noun)
war-fighting (adj)
wartime
Web site
well behaved (noun)
well-behaved (adj)
well-being
well-rounded
"whole person" concept
wing
wing vice commander
wing-wide
world-class
worldwide
work center
work force
workday
workload
worksheet
workspace
write-up