

# BREAKING THE OPR CODE

## *A Methodology for OPR Writing*

### INITIAL THOUGHTS

When it comes to considering an AF officer for any task, promotion, developmental opportunity, or job, I normally put the most weight on a single criterion: my personal knowledge of and professional interaction with that officer. If I don't know the officer, I next seek the trusted opinion of someone who does. If you're honest with yourself, you probably have those same preferences. However, the sheer size and constant turnover of today's military often does not allow for that personal reassurance.

As such, the individual's Record of Performance (ROP) is paramount when officers are NOT known and/or when their reputation alone won't get them to the next level. Additionally, no leader can know every quality officer personally, so records serve as our system's best basis for comparison. Records meet boards; people do not. Furthermore, a decision maker normally "interviews" the record for a job or task long before a face-to-face encounter. Weak records close doors...strong ones open them. At the very least, a strong record will allow the officer to get serious consideration for a position or promotion.

Generally speaking, records are comprised of evaluations, training reports (TRs), and decorations. More specifically, if a record were a house, Officer Performance Reports (OPRs) would be the foundation. For those who have earned it, the rater should construct the ratee's "home" well. OPRs tell an officer's story, both of past performance and future potential. Writing great OPRs on HPAs (High Performing Airmen) takes hours of time as well as plenty of planning and forethought. Without question, it is a **leadership failure** when the officer you know personally and the record you read are inconsistent (either for better or worse).

In my experience, we do a relatively poor job of instructing officers on how to write strong reports. Instead, OJT (On the Job Training) ends up being the AF's default teacher when officers finally reach command or exec officer positions. Moreover, many OPR guides give overarching principles without providing a step-by-step process for an inexperienced writer to follow with success. In this guide, I outline the detailed method I've used to write/edit numerous OPRs in the hope that it might be of some help to those who are charged with the privilege of leading AF Airmen.\*\*

### ATTACHMENTS

The following attachments, which are referenced throughout the process steps in the next section (A-1 for Attachment 1, A-2 for Attachment 2, etc), will aid you in producing great OPRs:

- Attachment 1: Example OPR (AF Form 707)
- Attachment 2: Example Personal Information Sheet
- Attachment 3: Example Feedback Form (AF Form 724)
- Attachment 4: List of Lead-In Phrases (Zingers)
- Attachment 5: List of Action Words
- Attachment 6: List of Hard-Hitting Adjectives
- Attachment 7: Stratification 101
- Attachment 8: AFPC Officer Stratification Clarification Guidance (April 2010)

**\*\*Note: Except for Attachment 8, this document does not constitute official USAF guidance on evaluations.**

## **EXECUTIVE SUMMARY OF OPR THE PROCESS**

### **STEP 1: Make a plan.**

Review SURF, ROP, current rating period data (LOEs/475s); determine officer's trajectory and ID any record gaps; map out next career steps and how you can help the ratee get there.

### **STEP 2: Provide Expectations/Feedback.**

Conduct an initial and midterm feedback using an AF Form 724 (A-3).

### **STEP 3: Collect the data.**

Gather self-documentation, completed packages, your notes, and OPRs/info of others who have had the same job.

### **STEP 4: Fill out all the non-bullet blocks.**

Order/crosscheck the OPR notice, fill in each non-bullet 707 block, and watch for "gotchas."

### **STEP 5: Write the 4 Duty Description bullets.**

Action word (A-5); Quantify; Scope—summarize all duties/additional duties in 4 hard-hitting bullets.

### **STEP 6: Write the 4 YAGA lines.**

Top line x2: Award, zinger/word picture (A-4); most powerful/best accomplishment.

Bottom line x2: Stratification (A-7); word picture; "the push" ...1) next job 2) school 3) command.

### **STEP 7: Write the "Super 6" bullets.**

Optional Zinger (A-4); Action word (A-5)...accomplishment; quantifiable impact to the highest level with optional adjectives (A-6).

### **STEP 8: Clean it up and finalize.**

Insert acronyms, check spelling/grammar, get a trusted peer review, and compile the OPR package.

### **STEP 9: Submit/edit/sign.**

Submit the OPR up the chain, return required edits ASAP, and sign the final report.

## THE OPR PROCESS IN DETAIL

### **STEP 1: Make a plan.**

***BLUF (Bottom Line Up Front): Review SURF, ROP, current rating period data (LOEs/475s); determine officer's trajectory and ID any record gaps; map out next career steps and how you can help the ratee get there.***

- a) **Begin now.** Many raters assume writing an OPR begins a month prior to the closeout date when they begin drafting the 707, but this is absolutely incorrect. The process starts on day one of the rating period! The writing part actually doesn't occur until Step 4, but the preceding steps that take place throughout the rating period are equally essential in this process. Oddly enough, Step 1 is the one most often overlooked. You wouldn't build an additional room onto your house without first designing the blueprints, so don't begin the process of putting the next layer of brick and mortar on a ratee's OPR "house" without doing a little extra preparation up front.
- b) **Records scrub.** First, ask the ratee or personnel staff to provide a SURF (Single Unit Retrieval Format) and Record of Performance (OPRs, TRs, and decorations) for your review. Using the SURF or one of the other single page career summaries, check to ensure everything is updated including duty history line-by-line, medals, advanced degrees, and all previously closed-out OPRs. Is the ratee's PCS medal updated? Pay special attention to the Duty AFSCs—are the prefixes updated properly ("K" for instructor, "W" for WIC, "C" for Commander, etc.)? Also ensure the current duty title and rater are showing in the system. Should the previous rater with 120-days of supervision have generated another OPR? At times there's some strategic planning involved (early Change of Reporting Official or CRO, etc) based on what is in the best interest of the ratee/unit, and there are times where alternate rules apply, especially when it is the officer's first OPR following training. Discuss with your exec or personnel staff if needed. Ask the ratee to perform a self-review of the record. If updates are required, engage with the ratee and MPF to begin working changes immediately. By the end of the rating period, the officer's record should be updated, thus saving the rater/ratee future hassle when the timeline may be much tighter.
- c) **Gaps.** Second, look for any negative or weak indicators (ie, gaps) in the officer's record. AFSC upgrades in line with seniority (MWS IP for pilots, etc)? Lack of leadership positions? Do FGOs have a Master's degree? Do Majors have ACSC by correspondence complete? Any adverse actions? Make sure to review any derogatory info in the officer's record (UIF, LORs, Article 15s, failed PT tests, etc).
- d) **LOEs/TRs.** Sometimes you'll receive a new ratee who is already part of the way through the annual reporting period. It is customary for the losing rater with less than 120 days supervision or TDY/deployed supervisors to provide you with a Letter of Evaluation (AF Form 77) documenting the ratee's performance. In most cases, LOEs do not go in the record, so keep track of the signed copy for later since you're authorized to quote or paraphrase LOE information, to include stratification, in the next OPR. This is especially crucial for PCS moves when a significant portion of time passed (60-119 days) after the last OPR closeout but before the member PCS'd. It is also key for 179-day or less deployments. You may have to request an LOE from the previous rater/supervisor. Next, members may have TRs (AF Form 475) such as from SOS that occurred within the rating period, so review those too.
- e) **Trajectory.** Next, get a sense of the officer's trajectory. Is he/she a fast burner? Does someone above you in the chain have a plan for your ratee (Gp/Wg exec, Weapons School, DO/CC)? Is the ratee an IDE/SDE-select or BPZ (Below the Promotion Zone)? For IDE/SDE-selects and BPZs, the system *by definition* has a plan for that officer. While trajectory should not solely determine how you rate the member (performance in the current rating period should be the #1 factor), it is something you must take

into account. A successful AF career is similar to a snowball picking up more size and speed as it rolls downhill. When a mid-level officer has a remarkably upward trajectory, it takes a conscious decision on the part of the rater to derail that momentum. Conversely, if an officer is “done” (passed over for promotion, Article 15/LOR, etc), it takes an equally conscious rater decision to attempt to get his/her career snowball rolling again. In our “up or out” system, raters must help ratees understand the limitations inherent with a long series of weak OPRs or even a single adverse action in today’s competitive, high-retention environment. In any case, a significant trajectory-change decision should involve the chain of command early as you’ll need their support. To reiterate, how you rate the officer on the next OPR should NOT be dominated by trajectory, just informed by it.

- f) Next steps. Obviously, you’ll want to observe the ratee’s current performance before making any big commitment to push for a ratee’s next job, award, or opportunity. However, showing ratees during Step 2 that you’ve actually thought about their future beforehand goes a long way in building their trust/faith in you as a rater. It also helps you identify a few carrots with which to motivate the ratee.
- I recommend collecting some personal/professional information from the ratee on day one (A-2 contains a good example); I usually ask the ratee to turn in this questionnaire before our initial feedback session. Keep each of your ratee’s Info Sheets and SURFs in a consolidated book in your desk...you never know when you’ll need to access that info fast.
  - Ask some logical questions. What should the ratee’s next job be for normal career progression? Is the ratee coming up on a promotion or school board? Pending strong performance during the rating period, could you take extra steps to get them to an AFSC/aircraft upgrade early? Is there an assignment/location he/she desires (for “done” officers, this may be the biggest external-motivator tool in your toolbag)? Has the system already determined the next step (ie, on a school or command list)?
  - Consider what awards you might be able to submit on the ratee. Awards can be critical discriminators as they represent an inferred stratification, but they require prior planning. Some units strategically set up a potential quarterly award winner by giving the ratee big projects that produce heavy hitting accomplishments during the three-month period. They also ensure the ratee packs in additional self-improvement and community service during that same quarter. In other words, squadron leaders plan out the quarter for maximum impact once a ratee has proven “award worthy” in previous quarters. Of course, functional awards require added focus within the ratee’s specific AFSC duties. Finally, don’t overlook awards that apply to multiple AFSCs such as the Lance P. Sijan, various AFA, Ten Outstanding Young Americans, HHQ Safety and team awards.

## **STEP 2: Provide Expectations/Feedback.**

### ***BLUF: Conduct an initial and midterm feedback using an AF Form 724 (A-3).***

- a) Initial. When you are assigned a new ratee, accomplish an initial feedback within the first month of supervision (you have 60 days, but the sooner the better). Use an AF Form 724 (A-3). I schedule 30 minutes for each feedback session. The attached example shows how I normally use this forum to set clear expectations and provide very specific career mentorship, especially to junior officers. I tell them that they don’t have to drink the “Master’s degree/PME” Kool-Aid, but I want them to understand early on in their careers how the AF system works, so they can make informed choices with eyes wide open. Presumably, a more seasoned officer would not need as much detail on a feedback form, so modify it for your ratee’s place in life. If you’ve done Step 1 correctly, you should have the info required to engage in a detailed discussion about the ratee’s goals, career, and future. More importantly, set very clear expectations now in order to alleviate confusion and problems later. A lack of clear expectations makes

achieving success a moving target for the ratee (similar to when my young daughter continually changes the rules during a game she's playing with her friends/siblings...it is only a matter of time before the other kids get *really* frustrated). A well-planned initial session also provides a firm foundation from which to take appropriate action if a ratee is not meeting expectations. Depending on the severity of actions required, documentation becomes a huge player in showing fairness and protecting yourself when you enforce standards. When the session is complete, you and the ratee sign the form. Lastly, give the ratee a copy, and keep one on file yourself. Just remember that although original/completed feedback forms go to the ratee, they are not a part of the member's official record.

- b) Midterm. Accomplish a follow-up feedback session approximately halfway through the rating period. For a normal one-year rating period, attempt to have the session about 180 days after your initial feedback session. Attempt to accomplish every session face-to-face. If that is not possible, use the most direct access method available (VTC or telephone for extended TDY/deployed officers). Modify your initial feedback form accordingly on the back side and fill out the front side checking the appropriate blocks. Offer constructive feedback with specific examples, both positive and negative. If warranted, this is your opportunity to forecast to the officer that you intend to give him/her a weak OPR based on the performance you've seen so far, so he/she will have the chance to improve before the closeout date. No one should ever be surprised when receiving his/her signed OPR. Finally, note the date of the midterm feedback session and annotate it in Step 4 directly above the rater's signature block. In addition to these formal feedback sessions, you should be giving your ratee informal feedback regularly throughout the rating period—"kudos" for jobs well-done and "spot corrections" for jobs not-so-well-done. Good communication is vital in the rater/ratee relationship.
- c) Initial for a returning ratee. Again, if you've done Step 1 and Step 2a correctly when you produced the previous year's OPR, the initial feedback for a returning ratee should require a lot less time and only a few tweaks. In this circumstance, I prefer to combine an OPR debrief with an initial feedback (ie, "here's a hard copy of your OPR, please sign it electronically after I email it to you; this also counts as your initial feedback for the new rating period; my same expectations still apply, and this is what you need to do for me to consider a better stratification/OPR this time around").

### **STEP 3: Collect the data.**

***BLUF: Gather self-documentation, completed packages, your notes, and OPRs/info of others who have had the same job.***

- a) Self-documentation. In reality, this is the most important source of data, especially if you are a rater above the Flt/CC level. Given the rater's scope of responsibility and number of ratees, it often proves difficult to keep track of everyone's individual accomplishments. Therefore, I always set an expectation up front during Step 2 for the ratee to provide me self-documentation periodically. It doesn't have to be pretty or in perfect bullet format, but the info needs to be captured before accomplishments are forgotten (a simple Word document works just fine).
- For junior officers, I prefer receiving inputs on a monthly or quarterly basis and using it as an opportunity for mentorship. So, I take a few minutes to 1) discuss the inputs, so I understand the ratee's accomplishments 2) briefly share how I plan to craft that quarter's inputs into strong bullets and 3) if needed, ask for additional info to quantify the accomplishments better. When it comes time to write the report, I ask the ratee to take a first hack at writing bullets on his performance, and then I spend time showing him/her how to write it better as part of the growth and mentoring process. A word of caution: if you haven't done the mentorship throughout the year and you aren't going to coach the ratee in producing the bullets, don't throw the 1Lt under

the bus by having him/her write the bullets alone. Just collect the inputs and draft them yourself. For raters in general but Flt/CCs specifically, you should be teaching the next generation of officers how to communicate effectively (that includes writing OPRs). Written communication is the bread and butter of the staff jobs they'll have later. Think you are too busy to grow leaders to replace you? Why not start out scheduling 15 minutes a day first thing in the morning to mentor/grow your people one-on-one and see where that takes you.

- For seasoned officers, have them submit inputs when you do midterm feedback and again right before OPR closeout. Do NOT direct the ratee to write his/her own report. However, since this is not an official AF guide, let's just be honest: for the Flt/CC level or above (senior O-3s and all FGOs), most officers provide their raters with a completed OPR draft prior to closeout. While the AFI technically prohibits this, this is how many officers submit "inputs." If you choose to do this, write it as strong as possible within AF guidelines, and let the rater edit "down" as he/she sees fit. Fill out everything to include whole push lines (put "#x or xx Rank" for the strat), so raters can spend their time making the product even better. Take ownership of your paperwork as a mid-level officer by at least providing strong OPR inputs—it has been my experience that except for the stratification piece, the chain of command signs a well-written draft without many changes.
- b) Completed Packages. Collect any completed paperwork on the ratee produced throughout the year. Get any LOEs/TRs you saved from Step 1. Also, gather any individual award nomination write ups (AF Form 1206). Well-drafted LOEs and quarterly/annual award forms make writing an OPR much easier. Does the officer have a recently completed IDE/SDE nomination (AF Form 3849) or PRF (AF Form 709)? How about an Officer Development Plan (should be updated annually)? Any other paperwork that boards or Senior Officers would see? If so, it is important for boards to see continuity throughout the entire record but specifically on recent paperwork, so take these other source documents into account. For example, if the ratee is the Senior Rater's #1 push for IDE on the 3849 but you have no school push in the latest OPR, it sends a mixed message to the selection board. Finally, collect any adverse action paperwork. There are a lot of rules that govern putting adverse actions and/or negative statements in an OPR, so if that is your intent, I recommend consulting the AFI, your chain, exec, FSS, and JAG early.
- c) Your notes. While it probably won't be in as much detail as the self-documentation, I suggest keeping a word document on your desktop to type a few notes concerning each ratee's performance throughout the year. These notes become paramount if you only expect the ratee to provide inputs once at the end of reporting period, and he/she throws you under the bus by not producing quality inputs. Additionally, the chain sometimes sends out bullets to raters for use in every OPR within the organization or sub-organization. Awards and ORIs/inspections are the most common example. For instance, if your ratee was in the squadron for even one day of the award period, the OPR bullet might read: "- Asst Flt/CC & combat-deployed Acft CC in 2012 Gen Smith Trophy squadron--#1/38 Airlift Squadrons in AMC"; if possible, highlight the ratee's leadership and contribution in team award/inspection bullets, not just the award itself or inspection grade. Additionally, all new Flt/CCs should read AFI 36-2406, *Officer and Enlisted Evaluation Systems*, dated 2 Jan 13 and take notes. Although guides like this one do help, you should be familiar with the source AFI. It will help you discern between good advice and required edicts.
- d) OPRs/info of others who have had the same job. Let common sense prevail here. We generate tens of thousands of OPRs annually in the AF, so you shouldn't have to re-invent the wheel each time you crank out another OPR. Who held the job before your ratee (or you for your own OPR)? Likely, the previous/current job holders will have many similar accomplishments. Ask the previous ratee for the OPR(s) they received while in that job, but be **very** respectful and sensitive with a fellow officer's privacy and personal information. When I ask, I ensure the other officer knows I'm not interested in seeing his/her stratification or push lines: "I don't want to see your entire OPR, but I'd be grateful if you'd share

your duty description and non-push line bullets with me, so I'll have a starting point when I write the ratee's (or my) next OPR." Have the previous ratee cut/paste/send any useful bullets in a Word document. Besides the duty description, you don't want to paste someone else's bullets blindly into your report, but it definitely helps when drafting the new OPR. You can also ask your exec to do some bullet cut/paste work for you as well. Most execs keep previous OPRs on file for their bosses.

#### **STEP 4: Fill out all the non-bullet blocks.**

***BLUF: Order/crosscheck the OPR notice, fill in each non-bullet 707 block, and watch for "gotchas."***

- a) Order/crosscheck the OPR notice. The personnel staff/system should provide you with an OPR notice as the OPR closeout date approaches. Still, do not trust the system to tell you when an OPR is due, especially for brand new officers. You might have to request the OPR notice. Either way, it is your responsibility to submit your ratee's OPR up the chain on time. The OPR notice contains the rater, PAS code, and closeout date information required to populate the 707. If you've done Step 1 correctly, everything should match up. If not, engage with your personnel staff to make the corrections. Expect the execs/admin staff to kick the report back to you if the OPR notice and draft OPR don't align.
- b) Fill in each non-bullet 707 block. Reference AFI 36-2406 Table 3.1 and notes thereafter for detailed instructions, especially for numbers 8/9, Period of Report/No Days Supv. Refer to the attached example AF Form 707 (A-1) as well. While these two sources will get you the 90% solution, most organizations have a standardized way of writing OPR signature blocks and organization titles, so work with your exec/admin staff to ensure you meet local guidelines. Plug in Step 2's Midterm feedback date in block IV. In most cases, the additional rater should be the rater's rater, and the Reviewer is the Senior Rater (normally the Wg/CC or first GO in the chain--they must have a Senior Rater ID). Unless you are in an acquisitions position or in a joint environment where the final evaluator isn't an AF leader, section VII, Functional Examiner/Air Force Advisor, is not used. While filling in the non-bullet blocks, take a few minutes to read/re-read the "Instructions" block on the back of the 707.
- c) Watch for "gotchas". First, go block by block and ensure you actually filled out the entire form. Did you check all the appropriate blocks? Unless your chain directs otherwise, check the "Meets Standards" and "Concur" blocks throughout the draft. For PAS codes and DAFSCs, make sure you use "0" for zero and "O" for the letter. Also, the form has a back side, so don't forget about it. Ensure you don't check any of the "Does Not Meet Standards" blocks unless it is a referral OPR. Save section X, Remarks, for defining acronyms in Step 8. Unless it is a referral report, ensure nothing is filled out below the Remarks section. Finally, don't sign the form yet. Signing the form locks the respective block, and you'll have to transfer the info to a new OPR form if you have to make changes.

#### **STEP 5: Write the 4 Duty Description bullets.**

***BLUF: Action word (A-5); Quantify; Scope; summarize all duties/additional duties in 4 hard-hitting bullets.***

- a) Don't waste the space. How many bullets do you get on an OPR? The answer is 14 (not 10)...4 duty description, 6 rater, and 4 additional rater bullets. I've read many strong OPRs with weak duty description bullets, apparently written as an afterthought. Although most duty descriptions are canned in the unit archives, do not hesitate to edit/rewrite the duty description if it needs some improvement. You have 14 bullets and no more, so don't waste a single line. Start with a firm focus on packing the most into every line. Send readers a clear message that your ratee has so much responsibility and impact that you're actually ticked off the personnelists only gave you 14 lines to capture all his/her rock star

accomplishments. This is much different than the “I’ve got to fill the white space” mentality. Think, “I’m making a radio call,” not “I’m having a conversation” with the reader. Don’t spell out common acronyms (CGO, AF, etc). For all 14 bullets, you should never leave white space at the end. Right or wrong, white space signals, “I didn’t do enough stuff to fill the OPR.” Obviously, it takes practice to write a concise bullet with no white space at the end, so the best thing an inexperienced writer can do is take a hack at it and allow an experienced writer to bleed all over the draft...then repeat the process as required.

- b) Acronyms/Abbreviations. Use acronyms and abbreviations where it makes sense to do so, but apply the “One Second” rule to each line. If it takes more the one second for an average AF O-6 to figure out/understand what you are trying to say, the line should be rewritten. Does an O-6 reading it for the first time have to re-read parts of the line or pause a few extra seconds to decipher it? Your lowest common denominator audience is an average USAF O-6 from a totally different career field, which describes some of the people sitting on your next promotion board—enlisted boards are career field specific, but LAF (Line of the AF) officer boards are for the entire year group(s). In other words, if you are a CAF pilot, can the finance or acquisitions O-6 understand what you are trying to say? Sometimes “One Second” rule violations stem from using nonstandard/confusing abbreviations (if you saw “cf” in an OPR, would you automatically think “conference”?...probably not). In contrast, using uncommon acronyms sparingly is fine as long as they are defined on the back, but I wouldn’t recommend using them in the YAGA lines (Step 6). Uncommon AFSC-specific acronyms such as LAIRCM (Large Aircraft Infrared Countermeasures as listed in section X) would be an example. Other violations include having too many acronyms/abbreviations back-to-back, meaning you are trying to pack so much into a single line that clarity becomes an issue. Finally, be careful about using acronyms/abbreviations that have widely accepted alternate meanings. For instance, if you saw “AD” in a bullet, you would assume it stands for “Active Duty,” so you might think twice before using it to mean “Airborne Division” on an OPR where the ratee served in a deployed joint assignment. Check for HHQ “approved acronyms and abbreviations list” at the Wing, NAF, or MAJCOM level--some units only allow ones on the list.
- c) Action Word/Quantify/Scope. The duty description differs from the “Super 6” bullets (Step 7) in two ways. First, the bullets should be in present tense (what the rater does vs. accomplishment bullets telling what the rater did). Second, these bullets do not have impact statements at the end. To craft these, first choose a strong action word (A-7) to start the bullet. Some of my favorites are: “Leads, Directs, Commands, Supervises, Oversees, Spearheads.” Next, outline and quantify the job duties. You lead who/how many? You direct which programs worth how much? You manage equipment or resources valued at how much? Always specify people, manpower, and dollars where you can throughout the OPR, especially in this section. If you supervise others, spell it out in plain English on the first line. Finally, conclude with the scope and level of your organization, programs, etc. Clearly define, for example, that you are the exec for an O-6 Wg/CC who leads a 24 PAA F-16 unit with 1,215 military personnel. Finally, don’t forget additional duties and previous duties. Additional duties are roles you’ve been assigned on top of your current job; previous duties are those you had before your current job but still fall in this rating period. List them in the bottom line or two of the duty description, but only list previous duties if there is a bullet tied to that job in the OPR. If Lts have two primary jobs (aircrew members flying both the jet & a desk for instance), the junior officer should have most of the duty description dedicated to the operational job, not the desk one. Conversely, FGOs should have only a single line for the operational job and the rest for their leadership desk job. For example, an ADO/B-2 Instructor Pilot would have approximately three ADO lines and one pilot line.
- d) Examples. There’s always a danger with listing a few examples in a writing guide. Some readers will take those examples as the perfect template for every OPR they write in the future. That’s not my intent. Rather, please understand that any example I provide is only for you to see the concepts or “big ideas”



put into practice. In truth, the examples throughout this guide could be written in many different ways and perhaps even improved upon by others. Duty Description examples:

Duty Description for Unit Control Center Officer/Pilot, C-130 E/H

*\*\*1Lt Co-pilot...the Lt's main job is to fly the jet, that's why 3 of the 4 lines outline his aircrew duties\*\**

- Operates \$30M C-130E/H weapon system worldwide to sustain combat operations; NVG and combat-qualified
- Assists Aircraft CC in coordinating the roles of aircraft/aircrew to meet scheduled HHQ/DOD airlift requirements
- Responsible for delivery of personnel & equipment to austere drop/LZs via tactical airland & airdrop procedures
- Supervises UCC Ops for Gp's 28 C-130 aircrews; launches/recovers all local msns & coordinates off station tng/spt

Duty Description for Flight Commander, GPS Mission Analysis

*\*\*Flt/CC in the 13S career field...notice his leadership responsibilities are summed up on the first line\*\**

- Leads 25-member flight & 60+ contractors directly responsible for GPS engineering, analysis & warfighting tactics
- Directs all on-orbit planning, maintenance and trending for DOD's \$3.5B GPS satellite constellation--DOD's largest
- Supervises/executes GPS ground, satellite subsystems and payload anomaly resolution to restore msn capabilities
- Manages & optimizes \$10M in contracts supporting current operations/future constellation capability integration

Duty Description for Chief, Executive Services

*\*\*Senior O-3/Junior O-4 NAF-level position...one OPR bullet involved a prior duty, so it is included\*\**

- Selectively manned position; directs all personnel/admin support for CC of sole NAF in AMC and AF's largest NAF
- Leads a 5-person personnel/computer support staff; oversees/manages communications equipment worth \$700K
- Coordinates personnel policy and provides CSA practices to 45,000 across 17 Wings, 1 stand-alone Gp & 2 EMTFs
- Reviews/coords on all Snr-level OPRs, PRFs, decs & G-series orders; PRIOR DUTY: Wg Exercises/Inspections Chief

**STEP 6: Write the 4 YAGA lines.**

***BLUF: Top line x2: Award, zinger/word picture (A-4); most powerful/best accomplishment.***

***Bottom line x2: Stratification (A-7); word picture; "the push"...1) next job 2) school 3) command.***

- a) The most important part of an OPR. What are the three things that determine the price of real estate? Location, Location, Location! If we applied that old adage to OPRs, the YAGA lines would be Park Place and Boardwalk. The "You're A Great American" or YAGA lines are the rater's and additional rater's first and last lines on the OPR. YAGA lines are the most important part of an OPR. Why? Because that's the part others read the most, and that's how people judge the quality/strength of your ROP. Promotion boards only have about two minutes to review an officer's entire record. In addition to the Duty Qualification History Brief (similar to a SURF) and Promotion Recommendation File, boards review the OPRs by quickly reading the YAGA lines. Burying a significant stratification, accomplishment, or award in the middle of the rater's block means it might just get overlooked. There's a "code" to writing YAGA lines, and the following sections help decipher the code.
- b) Key Themes: Leadership, Mission, Performance. First and foremost, strong OPRs highlight, foot stomp, shout, drive home **LEADERSHIP**. I use the words "lead, led, leader, ldr, leadership, ldrshp" often in OPRs, especially in the YAGA lines. Our first/middle/last job as officers is leadership, and if your OPR doesn't spell that out, it is saying you don't need to be promoted. Convey that you effectively build and lead teams, mentor subordinates, and boldly lead others in improving processes and accomplishing the mission. Show that your ratee is passing/has passed the leadership test already. Next, bring out **MISSION**. This is the primary deployable mission (or deployed in place) of your wing. If your ratee has done a deployment during the block, focus on those accomplishments intensely (combat leadership is

best!). If not, how about supporting combat operations or COCOM requirements from home station in any way? Are you deployed in place (space career field for example)? Finally, hammer home **PERFORMANCE** showing that you accomplished a lot during the rating period and had significant impact at the highest levels possible given your position. Boards can't assume you performed; they have to see it in writing. Overall, focus on these three areas as you craft the report bullets.

c) Top line construct. Use the "Award, zinger/word picture (A-4); most powerful/best accomplishment" format. I've read a number of top lines filled entirely with zingers/good word pictures and nothing else. Conversely, I've seen top lines that look the same as the "Super 6" bullets. The best approach is a hybrid of the two. First, use any individual awards/official recognition won during rating period. For team awards, the only time I'd use YAGA line space is when the ratee directly led the team winning the award. For example, definitely use awards such as a Sq/CC in charge of the squadron winning Sq/Yr for that career field or an Aircraft Commander of an Aircrew/Yr. If the award is really significant such as a MAJCOM or HAF-level annual award, don't hesitate to take up the space needed on the top line defining the award and clearly spelling out the accompanying inferred stratification. If you don't have an award to use, pick a "zinger" (A-4) or strong word picture to articulate the ratee's qualities. Zingers are line opening word phrases, normally 1 to 5 words, which sets the stage for the rest of the line. These zingers are longer and stronger than ones you might use on the "Super 6" lines. Do not arbitrarily select a zinger. Rather, think about the ratee's best attributes and create a word picture to fit the ratee. If possible, use a word stratification such as "My best Command briefer" or "My most dependable officer." If the award takes up a lot of space, supplement the line with a zinger to complete the line. If you don't have an award that takes half the line, begin with your best zinger (or substitute a short award) and finish the line with the ratee's best and/or most powerful accomplishment like the "Super 6" bullet format. While you shouldn't repeat the same info in multiple OPR lines, you might need to use a Reader's Digest version of the ratee's strongest accomplishment in the YAGA lines and expand on it in a "Super 6" bullet. For all the OPR lines, insert the best bullets into the highest ranking officer's block (additional rater). For instance, a Wing CGO/Qtr or CGO/Yr award should go in the additional rater YAGA lines.

d) Top line examples.

- 80 FTW CGOQ...#1/214 CGOs! Crucial bearer of Wg's primary msn--#1 of 154 Sq IPs in CY11 student sorties flown
- I've led no finer ofcr; leader amongst his peers; guided process improvements--increased section productivity 20%
- US Junior Chamber 2009 "Ten Outstanding Young Americans" Semi-Finalist--1 of only 22 US citizens nationwide!
- Led AO team to unprecedented heights! Directed 4-star prep for 27 TDYs--developed 1st ever digital CC trip book
- Unrivaled combat Mx ldr/expert! Garnered AMC's 2012 Lt Gen Leo Marquez Award--#1 of 236 Mx CGOs in AMC
- "#1/48 deployed acft CCs"--EARS/CC; commanded crew thru 40 cmbt msns--dlvr'd 3.1M lbs of fuel to spt 46 TICs
- 40 AS 2012 CGOY...#1 of 103 CGOs! My most professional ofcr--deployed ADO w/100 days leading OEF cmbt ops
- Aced OIF combat test! Led 255 troops/27 C-130s as 386 EAMXS Mx Ops Ofcr--incredible 97% msn effectiveness

e) Bottom line construct. Use the "Stratification (A-7); word picture; "the push"...1) next job 2) school 3) command format. First, quickly review the YAGA lines on the previous 3-4 OPRs because that's the context in which boards will read the lines you are about to write. It shows low SA (Situational Awareness) when you use the exact same YAGA line zinger as the previous rater did two OPRs ago. Next, it is important to coordinate all 4 YAGA lines and view them as a whole. So, take a look at the ratee's strongest material and craft the YAGA lines to bring it out in the best, most visible way possible. The next step involves the stratification. See A-7 for strat tips and A-8 for official policy. Let me re-emphasize quantifying the strat. Saying "my #1 CGO" is meaningless; saying "my #1 of 21 CGOs" is powerful. Also, don't speed (giving the same strat at the same time to multiple people). Reference A-7/8 regarding the limits, and discuss with your chain if you need clarification. If you aren't numerically

stratifying the ratee on either of the bottom lines, attempt to find the best replacement possible (ie, award w/strat or some type of word strat). Depending on how much room the strat and the push take, build a strong word picture to go in-between the two. Same rules apply as the top line zinger/word picture guidance in Step 6c. If required, sacrifice word picture space to ensure the strat/push parts are exceptional. Finally, “the push” should take the last half of the line consisting of 1) next job 2) school 3) command. The work you did in Step 1 will come in handy at this point. General guidance for pushes is “CG+1” or current grade plus one; in other words don’t push the ratee for anything more than one level up. If the ratee is an O-4, you wouldn’t push him for O-6 jobs such as Wg/CC. If the ratee is a wingman, don’t make an F-16 IP push. You also wouldn’t push Captains for SDE. The push itself has three parts:

- One is the **next job** push. This includes AFSC upgrade, immediate next office job, and staff pushes. Always push CGOs for their next operations upgrade (MAF progression is copilot, AC, IP, EP and CAF is wingman, Flt Lead, 4-ship Flt Lead, IP, EP). For the immediate next office job, put their follow on job if it isn’t command. For more seasoned officers, this may actually be command. You want to avoid making a double office job push, but a push like “my next DO, future Sq/CC” for an officer transitioning to a DO job is fine. Also, begin making staff pushes for senior O-3s and above. All high-performing FGOs should have staff pushes in the YAGA lines. The hierarchy is NAF, MAJCOM, HAF, COCOM/Joint, JCS (and/or OSD).
- Two is the **school** push. Push for PDE, IDE, or SDE. In-residence is assumed in the push, so stating “in-residence” just wastes space. If a Major has completed IDE in-residence or is past the window for in-residence attendance, you may make an SDE push. You may not name a specific school as the 3849 process is designated for that. For example, put “IDE a must” instead of “ACSC a must” (Air Cmd and Staff College is one of the IDE choices for school).
- Part three of the push is **command** (Flt/CC, Sq/CC, Gp/CC, Wg/CV, Wg/CC). Once an officer has been a Flt/CC or is too senior to be one, being pushing for Sq/CC. However, an Ops Sq/CC must be a Lt Col, so only push graduated Flt/CC Captains for “Sq/CC,” not Ops Sq/CC (there are Sq/CC billets rated O-4s can fill, so it doesn’t violate CG+1). For non-rated O-4s who are graduated Sq/CCs, I’d try to push for MXG/CC or MSG/CC, but the chain may turn it back. If so, make a MXG/CD or MSG/CD (an O-5 Deputy Gp/CC) push.

f) Bottom line examples.

**\*\*Sq/CC additional rater block on 1Lt pilot who was not stratified by Sq/CC, so an award was used\*\***

- 746 EAS Pilot of Month...#1/24 pilots; cmbt-proven ldr--groom for Asst Flt/CC; AC upgrade next; PDE for sure

**\*\*Flt/CC rater block on junior O-3 Aircraft CC who has not been to SOS in-residence\*\***

- My #1 of 10 schedulers! Outstanding airmanship/leadership; IP upgrade ASAP; Flight CC next; PDE definitely

**\*\*Flt/CC rater block on junior O-3 navigator being monitored for Weapons School, but no SOS in-res\*\***

- #2/19 Flt navs! Outstanding ofcr/aviator; instructor next/groom for WIC; ideal for Sq Tactics Chf; PDE a must

**\*\*Wg/CC additional rater block on graduated Flt/CC O-3 enroute to staff\*\***

- #1 of 256 CGOs! Bright, effective & influential far beyond his peers; IDE then HAF--destined for cmd & more!

**\*\*MAJCOM/CC additional rater block on O-4 enroute to IDE in-residence\*\***

- #3/202 HQ AMC O-4s! Charismatic ldr--raised standard for my CAG; JCS & Sq/CC after IDE; fast track to SDE!

**\*\*Staff Branch Chief rater block on O-4 past IDE window\*\***

- My CAF expert! From operations to staff, he's a full-spectrum leader; SDE/Jt Staff absolutely; future Ops Sq/CC!

**\*\*Wg/CC additional rater block on Lt Col Mx Sq/CC\*\***

- Combat leadership at its best! Led AMXS to ACC's Mx Eff Awd nom for FY11--SDE must, then HAF & MXG/CC!

**\*\*Wg/CC additional rater block on his #1 Sq/CC who is an SDE select and strong O-6 BPZ contender\*\***

- #1 of 19 Sq/CCs! Battle-hardened ldr--flawless cmd record at home & deployed; follow SDE w/JCS and Wg/CC!

- g) Watch your words. Sometimes the rater's diction or word choice unintentionally sends the reader a mixed and/or negative message. When considering what to name my kids before they were born, I thought of how other elementary school students might use their names to make fun them (and thus I tried to avoid any easy target names). I recommend using a similar thought process for the YAGA line words you choose by asking yourself how readers could get an unintended negative message from them. For example, "unlimited potential" could imply the officer has a lot of potential, but currently he/she is not living up to that potential. "Fire and forget leader" could have a "he's a loose cannon" or "he lets stuff slip through the cracks" connotation. "Ready for greater responsibility" might mean you aren't taking that much responsibility right now. However, if you really do intend to make the report weak, just do the opposite of what this guide suggests. In other words, no strat and no strong pushes; just bland, fluff words in the YAGA lines. You could end with the kiss of death phrase, "challenge with (insert non-leadership B-game job here)" as the push. I'd also refrain from using trite analogies or plays on words such as, "if he were a baseball player, he'd set the HR record!" Think about your diverse O-6 target audience. Creativity is encouraged, but do not deviate from center line too much as it will hurt the rater.
- h) Prohibited Statements. Review AFI 36-2406, para 1.12 outlining statements you cannot make in an OPR, many of which apply directly to YAGA lines. Do not make direct or implied promotion statements such as "filling a Lt Col billet" or "performs like a Colonel already" on an O-4's OPR. Do not comment on age or religion like making a reference to a "best **young** officer I've seen" meaning age (use "junior" instead meaning experience level). In addition, don't highlight race or gender even in a positive way such as "USAF's first female F-22 pilot" or "first Latino SOW/CC in AF history." Don't put in recommendations for unapproved decorations such as "nominated for Bronze Star." Don't comment on attendance at or completion of Advanced Academic Degrees (AAD). While there are some exceptions, do not include events that fall outside the rating period. Do not use the word "Senior" on OPRs, except to refer to O-6s and above. However, saying "Lt Jones supported 15 Senior officers" is acceptable. Big surprise: the AFI also states you cannot use profanity in an OPR. Finally, if you intend to make any specific negative comments, reference the AFI and involve your chain as some are prohibited.

### **STEP 7: Write the "Super 6" bullets.**

***BLUF: Optional Zinger (A-4); Action word (A-5)...accomplishment; quantifiable impact to the highest level with optional adjectives (A-6).***

- a) Punctuation. Use the right punctuation to construct your bullets. First, don't ever use sub-bullets; the new 707 is just too short. However, you can use two bullets to talk about a really big accomplishment (like a major project you worked on throughout the rating period), but discuss different aspects of it to ensure the bullets remain varied. Don't ever use periods in a bullet whether it be in the middle or at the end. Use a semicolon to separate different thoughts and major components of the bullet. Use commas or forward slashes to list items in a row or separate parts of a series. Use exclamation points somewhat sparingly, but put at least one and no more than two in each YAGA line. Use them in the "Super 6" lines occasionally. Use a double dash (--) or three dots (...) to link an accomplishment to the impact statement or similar phrases in a YAGA line. Reference duty description, YAGA line, and "Super 6" bullet examples to see punctuation put into practice.

- b) **Accomplishment.** This is the “what” in a “what-so what” construct and should be written in past tense. Choose your best accomplishments not already used in Step 6 and begin shaping the final 6 lines of the OPR. Start with the accomplishment. Did you prep the unit for deployment? Reorganize your unit’s construct or improve a squadron process? Solve a complex problem? After you come up with it, consider adding an optional zinger (A-4). The attached list is not exhaustive, but I recommend using zingers sparingly. If you need more room for accomplishment/impact, leave the zinger out. I prefer short zingers in the “Super 6” bullets such as “Trusted!” or “Agile ldr;” to maximize space. Next, find a strong action word (A-5) to lead off your accomplishment like “Led, Directed, Supervised.” Then, state the accomplishment as clearly, specifically, and concisely as you can. An accomplishment is the attainment of a goal. Putting in an 18-hour day is not an accomplishment; developing a new Mx process that increased sortie generation is an accomplishment. Again, it takes a lot of practice to craft clear, concise bullets that are hard hitting. Many notes in Step 5/6 apply in Step 7 as well such as the use of acronyms (5b), not wasting space (5a), and key themes (6b), so review if needed. Also, use exact numbers and specifics as often as you can. The AF is the most technical, data-driven, analysis-hungry service, and it shows in our Senior officer corps. Therefore, the more specifics and numbers you can use to convey what your ratee has done, the better it communicates meaning and impact within AF ranks.
- c) **Impact.** Wrap up the line by answering the “so what?” question. When it comes to poorly-written bullets, they usually lack strong impact (or any impact at all). In the corporate world, impact is all about the bottom line, which is profit. That’s easy to capture because it ultimately boils down to a single number. In the military, our bottom line is combat readiness and execution, and that proves more challenging to capture concisely. Ask yourself how the ratee’s accomplishment improved your capability to do the mission. Insert optional adjectives (A-6) as needed, quantify (use numbers) if possible, and take the impact to the highest level. Can you reasonably tie what your ratee did to a HAF, DoD, COCOM-level objective or goal? That’s taking it to the highest level. Sure, the accomplishment had squadron-level, local impact, but showing broader impact makes it more powerful. In summary, think about how a Senior AF leader (GO) would articulate the impact of an accomplishment--big picture with strong words in a way that a broader audience would understand (you might even read some CSAF/SECAF speeches on the AF Portal if you’re still struggling). So, that’s the general idea in drafting impact statements. Now, let me give you eight specific ways to capture impact. I suggest giving some thought to each category when considering how to frame the impact of an accomplishment.
- **COCOM.** What COCOM requirement are you ultimately supporting? Use that as the impact. Tie accomplishments to your primary mission such as deployed-in-place/combat operations. Obviously, this isn’t a difficult leap when you’re actually performing deployed combat ops (just remember to the highest level, like “met CENTCOM/CC’s surge objs” or “AOR-wide impact on 80 acft/5 AEWs”) or deployed-in-place ops (“defended CYBERCOM’s #1 priority”). However, you can tie home station staff work, training missions, and even conference attendance to either combat readiness (preparedness) or combat/deployed-in-place execution. Doing something that helps increase the number of RPA pilots, either through training or staff actions, might have an impact of “spt’d COCOM requirements” or “increased Joint capabilities for OEF/OIF” or “enabled 2K warfighters.”
  - **HHQ.** Can you tie what you did to a HHQ objective, written guidance (National Security Strategy, DoD policy), or stated Senior Leader priority/vision? Impact statements such as, “SECDEF’s priority validated”; “fulfilled CSAF’s guidance”; “spt’d POTUS’ pivot to Pacific”; “garnered intel for #1 NSA obj”; “AFMC/CC msg out to 5K”; “solidified ANG 2025 Vision”; and “masterfully implemented new HAF policy” all show impact at a higher level. The same thing could be done for Wg/CC’s priorities, objectives, or vision, especially on a junior CGO’s OPR.

- **Mission Stats.** Can you show improvement in the bottom line (combat readiness/execution) numerically? Percentages are most commonly used here, but work to come up with as many raw numbers as possible to define the bullet...you may find other ways to use numbers in capturing the impact. However, remember that the accomplishment is what you did to produce that numerical result, so don't confuse the two. For example, saying "increased weekly sortie gen 15%" is an impact; "developed new Mx scheduling process" is the accomplishment. Some examples: "ICBM msn maintained at 100%"; "cut radar outage time 400 hrs--50% redux!"; "produced 4K+ mishap-free combat hrs"; "raised pilot availability by 60%"; "330 aircrew mbrs combat rdy"; "resulted in 98% msn effectiveness."
- **Savings.** Did your accomplishment produce any savings in man-hours, manpower, or dollars? For instance: "saved Wg 1K hrs annually"; "saved critical combat tng airspace & \$400K/yr"; "saved AF 16 manpower auths/\$1M"; "cut 90 manhours/30K." If you averted a crisis (or a bigger crisis), you can show the impact in savings. For example, if you as a pilot handle a major emergency procedure (EP), talk to saving lives and the aircraft, ie "saved 53 lives/\$30M C-130."
- **Difficulty factor.** Perhaps you had less than normal time, people, dollars, or training. Highlight it! For example, "100% trained despite 22-pers shortfall"; "msn accomplished in 1/3 time." Or maybe it was a new/unique situation. You could say: "his ldrshp needed to MR new MWS" or "led 1st ever cmbt ops in Libya" (anything that's truly a "1st ever" can have strong impact).
- **Direct comparison.** How did everyone else do at the task or accomplishment? A direct comparison to other people, other units, the standard, or the average could give you a great impact statement. Examples are: "Best course feedback in 3 yrs"; "30% above AF avg"; "filled 25% more tng slots than any other MQ-1 unit"; "outstanding 97% QA pass rate--#1 in CAF!"; "doubled AEF rqmt"; "set new AMC standard"; "crushed nat'l avg by 10%!"
- **Senior Leader words.** Did a Senior Leader say something positive about the accomplishment? I would only use the words of Wg/CCs, GOs, and senior political leaders. Some examples, parenthesis are not included in actual OPR: (White House: "outstanding job"); (4-star "wowed"); (12 AF/CC praised as the "gold standard"); (COMISAF: "exactly what I needed!"); (CSAF lauded); ("Benchmark pgm"--AFSOC/CC); (VPOTUS said "remarkable spt").
- **Award/official recognition.** Although you want to use big ticket awards in more strategic places such as the YAGA lines, smaller awards and official recognition could make strong impact. Also, if an individual or his/her shop is recognized in an official inspection report, consider using that rating or language in the OPR. Examples: "ldrshp garnered 386 EOG Crew/Mth"; "awarded Bronze Star!"; "coined by ACC/CV"; (PACAF/IG rated ORI "Excellent"); (key ldr for UCI "Excellent"); (IG lauded "best squadron safety office in AETC"); (earned "Exceptionally Qualified" on checkride); (USAF "Best Practice").

d) "Super 6" bullet examples.

*\*\*As a point of reference, these example bullets range across all AFSCs and ranks from O-2 to O-6; some bullets listed would be incredibly strong for a Lt's OPR, but relatively weak for a Colonel's evaluation\*\**

- Created Genetics Counseling Clinic for cancer patients; managed 10 consults in 6 wks; saved \$12K in referral costs
- AFSO21 leader; developed first AF lodging linen rental/cleaning contract--saved \$181K/yr in purchase & storage!
- Enabled innovation; new sched process spawned 3-day JOSAC msn--efficiency up 15%, set AMC's C-21 standard
- GWOT MVP! Enabled 324 KC-135 rotations...1.9K+ pax/500+ tons cargo deployed; slashed \$17M in spt contracts
- Created pre-deployment tng for OEF/OIF medics; increased trauma recovery; lauded by AETC/SG, "Best Practice"
- Superior service! Office drafted 4K legal docs/920 wills--saved mbrs \$137K in legal fees; 711 Amn deployment rdy
- Undeniable PT results--toughest pers challenge; net 11 upgraded Fail to Pass; 95% pass rate, beat AF rate by 6 pts!
- Epitome of excellence; directed fledgling safety pgm as 746 EAS Chief of Safety; earned 379 AEW Unit Safety Awd
- Combat tested; commanded 24 OIF/OEF/HOA msn; safely airlifted 1,140 pax & 79 tons; CENTAF goals achieved

- AF5021 hawk; executed AMC Repair Enterprise/21st Century; FY12 abort rate at 1.2% despite 12% manpower cut
- Combat msn-rdy in one qtr time; AC upgrade < 6 mos later, 50% ahead of sched; ensured 39 AS met OEF/OIF tasks
- Led 15-mbr crew on 2 joint tng exercises; 1,150 basic airborne troops qual'd in 4 days; 82d/101st ABN rdy for war
- LEAN guru; aligned desert insp w/sched Mx; cut NMC time by 50%; returned 15 man hours per acft to cmbt effort
- Standout exec; led CCE to best Wg exec office in 18 AF for 1st qtr 07 OPR timeliness/quality; lauded by 18 AF/CV
- Executed \$11M utility program; slashed energy consumption 8%--exceeded POTUS 2% goal; earned back \$766K!

### **STEP 8: Clean it up and finalize.**

***BLUF: Insert acronyms, check spelling/grammar, get a trusted peer review, and compile the OPR package.***

- a) Insert acronyms. After you complete all the bullets, review blocks II, IV, and V. Spell out any acronyms (CAF - Combat Air Forces; CAG - Commander's Action Group; etc) on the back in block X. I suggest listing them in ABC order to make it easier for the reader to find a specific one quickly. If you have more acronyms than space in the block, fill up the block to the max extent possible and leave out the most commons ones. After you do this, you should have a completely filled out AF Form 707.
- b) Review it. Now that you are done, I recommend putting the 707 aside for 24-48 hours if time permits. You'll be able to review the draft more productively if you haven't just finished writing it. After waiting a few days, begin your review by doing an "Intentionality Check." Now that you've broken the OPR code, is the report as strong or weak as you intended it to be? The strength or weakness of the OPR should be ***on purpose***. For really strong OPRs, it's all about the strat in one form or another. What separates the ratee from his/her peers (number strat, award, huge impact, etc)? Next, spell check the entire draft. The form itself has a spell check function on the top labeled "abc," so use it. However, double check words like "strat" as the form can automatically change it to "start" without prompting you if the spell check is run. Also review the grammar and give it an overall QC. Finally, get a peer to review your work before officially submitting the package. If you are a Flt/CC, you might consider pairing up with another Flt/CC to crosscheck each other's products. This will keep you from making foolish paperwork mistakes in front of your boss, and you might even pick up some good techniques from others. Don't be that rater the wing admin/exec folks loath because there are numerous mistakes in all his/her drafts.
- c) Compile the OPR package. Each local organization has different standards for OPR submissions, so check with your exec/admin staff for details. Some require hard copy packages while others have moved to an electronic forum. For most places, the last 3 OPRs and an OPR notice is required in addition to the current draft report. Sign the report only if the chain requires it for initial submission as it locks the form. Some units require push notes to accompany the OPR, especially at the HHQ levels. A push note is simply a short letter to your boss outlining what you really think of the ratee and why. If you want a significant strat in the additional rater's block, I recommend discussing it with your boss. At the very least, you can make the case for the strat face-to-face first, and then send up the report for your boss to make a final decision. Of course, you can only go back to the well so many times and still expect to get water, so use this card sparingly for your best people.

### **STEP 9: Submit/edit/sign.**

***BLUF: Submit the OPR up the chain, return required edits ASAP, and sign the final report.***

- a) You're not done yet. Just because you submitted the package doesn't mean you're finished. The OPR will go through multiple levels of review from the additional rater's and reviewer's staffs (normally

squadron, group, and wing staffs). Generally speaking, there are 3 types of folks who will review your OPR draft: 1) administrative staff 2) executive officers 3) decision makers. First, the admin staff includes secretaries, human resources/personnel troops, and information managers (almost always enlisted or civilians). Primarily, they are focused on format, spelling/grammar, and AFI-compliance. Second is the exec, and his/her focus (in addition to double checking the admin items) is content. He/she asks questions like, "Does each line have impact?" and "Did you really mean not to give your ratee a school push?" As a side note, there are two kinds of execs: the coffee maker and the shadow CC. Typically, the coffee maker does admin tasks, largely without a say in CC decisions. In contrast, the shadow CC does admin tasks too, but he/she is involved in CC decisions and oversees both content and process for OPR, PRF, decoration, and tasker Ops. While the boss always makes the final decision, the shadow CC has remarkable influence over how strong your reports ultimately turn out. Thus, it is tremendously helpful to build a strong working relationship with your CC's exec, especially if he/she is the "shadow CC" type. Thirdly, decision makers review the report, most of the time in order to sign it. The report might come back to you multiple times for corrections as different offices review it, so version control becomes critical at this point. Make the corrections immediately and resubmit to keep the process moving. If you disagree with a recommended correction, find out the source and discuss it with them. Most of the time, you should just make the suggested changes unless it significantly alters the strength of the report (like someone taking out an AFI-authorized YAGA line school or command push).

- b) Your signature. After all the reviews and corrections, the report comes back to you for final signature. Sign and send it forward for additional rater/reviewer and eventually ratee signature. If possible, I prefer to have an OPR debrief with my ratee to answer any questions he/she might have before getting them to sign it. Time consuming? Yes. Important and worth the sacrifice, especially for Flt/CCs mentoring junior officers? Absolutely! Let me just add that your signature is very important and carries a weight all its own. People who sit on boards and interviews often look to see **who** signed a report, rather than just the rank or position of the signer. In a very real way, not only the words on the report but your good name itself can either help or hurt the ratee. Be careful not to dilute your signature by speeding on stratification or giving your ratee pushes his/her performance has not earned.
- c) Records update. Your goal should be to have an OPR signed and updated in the ratee's record NLT 60 days after the OPR closeout date. While there are many steps in the review process outside your control, take charge of what you can control to care properly for your ratee's paperwork. This is essential when your ratee is approaching a critical milestone such as a promotion or school board. Ask your ratee to check the records every few weeks until he/she actually sees the latest OPR added. This will save time and energy later if the records update falls through the cracks after it is signed. Regardless, I recommend keeping both an unsigned and signed version of all your rater OPRs just in case you have to rework or resubmit a report in the future. The process is complete after a successful records update.

## FINAL THOUGHTS

In closing, let me ask you a question: what legacy are you leaving for your ratee? For most raters, it is two-fold. The first is your example of leadership, mentorship, and officership...or lack thereof; most likely your ratees will remember at least some of what you said and did as their supervisor. The second is the OPR(s) you signed; undoubtedly, your ratees will remember what you wrote. In fact, it will follow them for the remainder of their military careers. A rater's most powerful tool is his/her **pen**. It is my sincere hope you will use that tool well. Good luck in your writing endeavors!



**OFFICER PERFORMANCE REPORT (Lt thru Col)**

**I. RATEE IDENTIFICATION DATA** (Read AFI 36-2406 carefully before filling in any item)

1. NAME (Last, First, Middle Initial) DOE, JOHN A.	2. SSN 123-45-6789	3. GRADE Capt	4. DAFSC K11F3G	5. REASON FOR REPORT Annual	6. PAS CODE SM1CFMX7
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 333d Fighter Squadron (ACC), Seymour Johnson AFB NC (AD)			8. PERIOD OF REPORT 2 Jul 2013 THRU 1 Jul 2014		9. NO. DAYS SUPV. 213

**II. JOB DESCRIPTION** (Limit text to 4 lines)  
DUTY TITLE FLIGHT COMMANDER/F-15E INSTRUCTOR PILOT

10. SRID  
1C44C

\*\*Attachment 1: Example OPR Form for Fighter Pilot Flt/CC\*\*

- Action word...Quantify...Scope in 4 hard-hitting bullets

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**III. PERFORMANCE FACTORS**

	DOES NOT MEET STANDARDS	MEETS STANDARDS	FITNESS EXEMPTION
Job Knowledge, Leadership Skills (to include Promoting a Healthy Organizational Climate), Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills, and Physical Fitness (see reverse if marked Does Not Meet Standards)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**IV. RATER OVERALL ASSESSMENT** (Limit text to 6 lines)

- You're A Great American (YAGA) line: Award and/or zinger/word picture; most powerful/best accomplishment

- Super 6 line #1: Optional zinger; action word...accomplishment; quantifiable impact to the highest level

- Super 6 line #2: Repeat

- Super 6 line #3: Repeat

- Super 6 line #4: Repeat

- YAGA line: Stratification; word picture; the "push"...1) next job 2) school 3) command

Last performance feedback was accomplished on: 5 Jan 2014 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION MICKEY T. MOUSE, Lt Col, USAF 333d Fighter Squadron (ACC) Seymour Johnson AFB NC	DUTY TITLE Commander		DATE
	SSN 1234	SIGNATURE	

**V. ADDITIONAL RATER OVERALL ASSESSMENT** (Limit text to 4 lines)  CONCUR  NON-CONCUR

- YAGA line: Award and/or zinger/word picture; most powerful/best accomplishment

- Super 6 line #5: Optional zinger; action word...accomplishment; quantifiable impact to the highest level

- Super 6 line #6: Repeat (best accomplishments not already in YAGA lines go in Super 6 lines #5/#6)

- YAGA line: Stratification; word picture; the "push"...1) next job 2) school 3) command

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION BOB T. BUILDER, Col, USAF 4th Operations Group (ACC) Seymour Johnson AFB NC	DUTY TITLE Commander		DATE
	SSN 5678	SIGNATURE	

**VI. REVIEWER** (If required, limit text to 3 lines)  CONCUR  NON-CONCUR

\*\*Don't write anything in this block--Senior Rater can only make comments if he/she non-concurs with the above rater and/or additional rater assessments\*\*

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION DORA T. EXPLORER, Col, USAF 4th Fighter Wing (ACC) Seymour Johnson AFB NC	DUTY TITLE Commander		DATE
	SSN 4321	SIGNATURE	

**VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR** (Indicate applicable review by marking the appropriate box)  FUNCTIONAL EXAMINER  AIR FORCE ADVISOR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION **Only used if ratee is in an acquisitions position or the joint environment where the final evaluator isn't an AF leader (ie, COCOM staff); otherwise, leave blank**	DUTY TITLE		DATE
	SSN	SIGNATURE	

**VIII. RATEE'S ACKNOWLEDGMENT**

I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	SIGNATURE	DATE
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RATEE NAME: DOE, JOHN A.

IX. PERFORMANCE FACTORS (If Section III is marked Does Not Meet Standards, fill in applicable block[s])

DOES NOT MEET STANDARDS

- 1. Job Knowledge. Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle non-routine situations.
2. Leadership Skills. Sets and enforces standards. Promotes a Healthy Organizational Climate. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Motivates Subordinates. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.
3. Professional Qualities. Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.
4. Organizational Skills. Plans, coordinates, schedules and uses resources effectively. Meets suspenses. Schedules work for self and others equitably and effectively. Anticipates and solves problems.
5. Judgment and Decisions. Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Adheres to safety and occupational health requirements. Acts to take advantage of opportunities.
6. Communication Skills. Listens, speaks, and writes effectively.
7. Physical Fitness. Maintains Air Force physical fitness standards.

X. REMARKS (use this section to spell out acronyms from the front)

\*\*Write out acronyms as shown below in the order they occur on the front or in ABC order to make it easier to find them quickly and in this format to maximize the number of acronyms you can fit into the block; only include the least common ones if you run out of room\*\*
CAF - Combat Air Forces; CAG - Commander's Action Group; DANG - Director, Air National Guard; JCS - Joint Chiefs of Staff; OSD - Office of the Secretary of Defense; etc...

XI. REFERRAL REPORT (Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)

I am referring this OPR to you according to AFI 36-2406, para 1.10. It contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para. 1.10. Specifically,

Acknowledge receipt by signing and dating below. Your signature merely acknowledges that a referral report has been rendered; it does not imply acceptance of or agreement with the ratings or comments on the report. Once signed, you are entitled to a copy of this memo. You may submit rebuttal comments. Send your written comments to:

not later than 3 duty days (30 for non-EAD members) from your date below. If you need additional time, you may request an extension from the individuals named above. You may submit attachments (limit to 10 pages), but they must directly relate to the reason this report was referred. Pertinent attachments not maintained elsewhere will remain attached to the report for file in your personnel record. Copies of previous reports, etc. submitted as attachments will be removed from your rebuttal package prior to filing since these documents are already filed in your records. Your rebuttal comments/attachments may not contain any reflection on the character, conduct, integrity, or motives of the evaluator unless you can fully substantiate and document them. Contact the MPS, Force Management section, or the AF Contact Center if you require any assistance in preparing your reply to the referral report. It is important for you to be aware that receiving a referral report may affect your eligibility for other personnel related actions (e.g. assignments, promotions, etc.). You may consult your commander and/or MPS or Air Force Contact Center if you desire more information on this subject. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may apply for a review of the report under AFI 36-2406, Chapter 10, Correction of Officer and Enlisted Evaluation Reports, once the report becomes a matter of record as defined in AFI 36-2406, Attachment 2.

Table with 3 columns: NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR; DUTY TITLE; DATE; SIGNATURE OF RATEE; DATE

INSTRUCTIONS
ALL: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in Developmental Education, advanced education, previous or anticipated promotion recommendations on AF Form 709, OPR endorsement levels, family activities, marital status, race, sex, ethnic origin, age, religion or sexual orientation. Evaluators enter only the last four numbers of SSN.
RATER: Focus your evaluation in Section IV on what the officer did, how well he or she did it, and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section IV may include recommendations for assignment. Provide a copy of the report to the ratee prior to the report becoming a matter of record and provide follow-up feedback to let the ratee know how their performance resulted in this final product.
ADDITIONAL RATER: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendation for assignment.
REVIEWER: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NON-CONCUR" and explain in Section VI. Do not use "NON-CONCUR" simply to provide comments on the report.
RATEE: Your signature is merely an acknowledgement of receipt of this report. It does not constitute concurrence. If you disagree with the content, you may file an evaluation appeal through the Evaluation Reports Appeals Board IAW AFI 36-2406 Chapter 10 (Correcting Officer and Enlisted Evaluation Reports), or through the Air Force Board for Correction of Military Records IAW AFI 36-2603 (Air Force Board for Correction of Military Records) and AFPAM 36-2607 (Applicants' Guide to the Air Force Board for Correction of Military Records (AFBCMR)).

PRIVACY ACT STATEMENT
AUTHORITY: Title 10 United States Code (U.S.C.) 8013, Secretary of the Air Force: AFI 36-2406, and Executive Order 9397 (SSN), as amended.
PURPOSE: Used to document effectiveness/duty performance history; promotion, school and assignment selection; reduction-in-force; control roster; reenlistment; separation; research and statistical analysis.
ROUTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3). DoD Blanket Routine Uses apply.
DISCLOSURE: Voluntary. Not providing SSN may cause form to not be processed or to positively identify the person being evaluated.

**Attachment Two:**  
**PERSONAL INFORMATION SHEET**  
**(a.k.a. YOUR BIO)**

\*\*Please provide your Record of Performance (OPRs, TRs, and decorations) and SURF to me when you turn in this sheet. After I review your information, we'll accomplish your initial feedback session\*\*

- 1. NAME:**
- 2. CALLSIGN/NICKNAME:**
- 3. DATE OF BIRTH:**
- 4. MARRIED/(SPOUSE/SIGNIFICANT OTHERS NAME):**
- 5. IF MARRIED, ANNIVERSARY DATE:**
- 6. CHILDREN(NAME(S))/BIRTHDAYS:**
- 7. HOBBIES/INTERESTS:**
- 8. RANK/DATE OF:**
- 9. COMMISSIONING SOURCE:**
- 10. EDUCATION (Level, Major/Minors):**
- 11. ASSIGNMENT HISTORY (Location, A/C, Hours flown, positions held, dates):**  
State "SURF provided and duty history/flying data section is accurate" if you've given it to me, but feel free to list any additional information you'd like me to know not already in the SURF
- 12. JOBS YOU WANT TO HAVE WHILE HERE AT THIS BASE:**
- 13. WHERE DO YOU WANT TO GO WHEN YOU LEAVE THIS BASE:**

**AIRMAN COMPREHENSIVE ASSESSMENT WORKSHEET (2Lt thru Col)**

**PRIVACY ACT STATEMENT**

*AUTHORITY: Title 10, United States Code (U.S.C.) 8013, Secretary of the Air Force; AFI 36-2406, and Executive Order 9397 (SSN), as amended.*

*PURPOSE: Form is used to document effectiveness/duty performance history.*

*ROUTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3). DoD Blanket Routine Uses apply.*

*DISCLOSURE: Mandatory. SSN is used for positive identification.*

**I. PERSONAL INFORMATION**

NAME	GRADE	UNIT
SMITH, JOHN D.	1 Lt	181st Airlift Squadron

**II. TYPE OF ASSESSMENT:**     **INITIAL**     **MID-TERM**     **RATEE REQUESTED**     **RATER DIRECTED**

**III. SELF ASSESSMENT** (To be completed by Ratee and forwarded to Rater)    **Rating Scale: Y = Yes, understands; N = Need more information**

RESPONSIBILITY:	RATEE
1. Understands the importance of doing the right thing even when it is unpopular or difficult.	Y
2. Understands the importance of responsibility in the use and care of equipment and assets.	Y
3. Understands the importance of admitting to shortcomings or mistakes.	Y
4. Understands the importance of refusing to participate in inappropriate behavior(s) despite social pressure(s).	Y
5. Understands the importance of accomplishing tasks in a timely manner.	Y
6. Understands the importance of providing support and welfare of family and ensuring they are prepared for separations and/or reunions. (If applicable)	Y

**ACCOUNTABILITY:**

7. Understands the importance of the AF Core Values/standards and how others should be accountable.	Y
8. Understands the importance of application of situational awareness and sound judgment.	Y
9. Understands the importance of living within means financially (budgets, saves, spends responsibility, etc.).	Y

**AIR FORCE CULTURE:**

10. Understands the importance of leading by example.	Y
11. Understands the importance of respecting self and others.	Y
12. Understands the importance of looking after fellow Airmen and their families (to include while fellow Airmen are deployed).	Y
13. Understands the importance of showing enthusiasm in being an Airman and inspiring others to reach their full potential.	Y
14. Understands the importance of upholding the proud heritage of the Air Force and the importance of displaying the professional characteristics of an Airman at all times (24/7).	Y

**SELF:**

15. Understands the importance of setting aside time to assess self, as well as personal and professional goals.	Y
16. Understands the importance of setting aside quality time to be with family and friends.	Y
17. Understands the importance of striving to meet personal/professional goals. Review Section VII for discussing during the assessment session.	Y

**IV. AIRMAN'S CRITICAL ROLE IN SUPPORT OF THE MISSION** (To be completed by Rater)

- Operates \$30M C-130E/H weapon system worldwide to sustain combat operations; NVG and combat-qualified
- Assists Acft CC in coordinating the roles of aircraft/aircrew to meet scheduled HHQ/DOD airlift requirements
- Responsible for delivery of personnel/equipment to austere drop/LZs via tactical airland & airdrop procedures
- Supervises UCC Ops for Wg's 16 C-130 aircrews; launches/recovers all local msn & coords off station tng/spt

**V. INDIVIDUAL READINESS INDEX** (Completed by Rater after talking to unit deployment manager)

R = RED (UNSAT/NOT CURRENTLY DEPLOYABLE); G = GREEN (SAT/CURRENTLY DEPLOYABLE)     R     G

Are all deployment requirements current in accordance with AFI 10-403?    AEF Indicator

ENABLER     ENABLER

All current; upcoming requirements (PHA & Dental) are due in six months

**VI. PERFORMANCE FEEDBACK** (To be completed by Rater) - Information may be used on next OPR

1. Job Knowledge. Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle non-routine situations.

N/A Initial Feedback     Does Not Meet     Meets     Above Average     Clearly Exceeds

(You can insert your expectations for each performance feedback area on the initial ACA worksheet if you so choose or just include all of them under VII. Knowing Your Airman, item #7 on reverse side)

2. Leadership Skills. Sets and enforces standards. Promotes a healthy organizational climate. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Motivates subordinates. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.

N/A Initial Feedback     Does Not Meet     Meets     Above Average     Clearly Exceeds

3. Professional Qualities. Exhibits loyalty, discipline, dedication, integrity, and officership. Adheres to Air Force standards. Accepts personal responsibility.

N/A Initial Feedback  Does Not Meet  Meets  Above Average  Clearly Exceeds

4. Organizational Skills. Plans, coordinates, schedules, and uses resources effectively. Meets suspense's. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Develops innovative solutions.

N/A Initial Feedback  Does Not Meet  Meets  Above Average  Clearly Exceeds

5. Judgment and Decisions. Makes timely and accurate decisions. Emphasizes logic and decision making. Retains composure in stressful situations. Adheres to safety and occupational health requirements. Recognizes and acts to take advantage of opportunities.

N/A Initial Feedback  Does Not Meet  Meets  Above Average  Clearly Exceeds

6. Communication Skills. Listens, speaks, and writes effectively. Clearly and succinctly conveys ideas.

N/A Initial Feedback  Does Not Meet  Meets  Above Average  Clearly Exceeds

7. Physical Fitness. Maintains Air Force physical fitness standards. Discuss current AF Fitness Program and how lifestyle ensures fitness standard goals.

Does Not Meet  Meets  Exempt Next FA Due

**VII. KNOWING YOUR AIRMAN** (To be discussed by Ratee and Rater during the feedback session)

1. How do you think you are performing in the unit? How can your unit help you perform better?  
(#1-5 are designed to facilitate open communication and start the conversation on the particular item, don't make it an interrogation)

2. What are some of your goals for self-improvement? (Goals should be SMART -- Specific, Measurable, Attainable, Realistic, and Time-bound).

2a. Do you have personal (family, financial, fitness, etc.) goals? Would you like to discuss?

2b. What are your professional (assignments, academic and professional education, etc.) goals (i.e., SOS, ACSC, AWC, Masters Degree)?

3. Do you have stressors in your life? If so, what are your goals for reducing them? How can we help?

4. Do you have Wingmen? Do you have at least one mentor?

5. How would you rate yourself as a Wingman and a mentor? Can you provide some specific examples?

6. Would you like to offer any suggestions/feedback? (e.g., unit improvements, safety, productivity enhancements, existing programs, living conditions)  
(Designed to receive feedback from the ratee)

7. Expectations for unit and ratee (Areas for Improvement, strengths and weaknesses; recommendations to improve)

(Designed to set specific expectations for the ratee's growth, below is an example for initial feedback session:)

- 1) You/all unit members live the Core Values--Integrity, Service, Excellence
- 2) Submit monthly OPR self-documentation
- 3) Keep me in the loop, ie, work you're doing/any issues you're having
- 4) Do the job, and look for ways to make it better
- 5) Work a 40-hour week while not deployed
- 6) Be Msn Ready within 30 days
- 7) Initiative & always follow through. Be a proactive leader/officer!
- 8) Become an expert pilot in the C-130
- 9) Begin planning for Masters Degree/SOS completion, preferably NLT your O-4 Board

8. NOTE: This information is to enhance open communication, the rater will not utilize or document any areas discussed in Section III or VII when preparing evaluations (Ref: AFI 36-2406)

RATEE SIGNATURE	RATER SIGNATURE	DATE
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## **Attachment 4: Zingers/Lead-In Bullets**

Absolute superstar!  
Absolutely phenomenal!  
AF-wide impact!  
Airlift expert!  
Amazing focus!  
Ambassador in blue!  
Articulate briefer!  
Astute manager!  
Attention to detail!  
Award-winning results!  
Benchmark touch!  
Benefited thousands!  
Brilliant leader!  
Charismatic leader!  
Clinched results!  
Combat readiness enabler!  
Combat standout!  
Combat-tested leader!  
Command-wide input! (or impact!)  
Critical liaison!  
Customer focused!  
Depth of experience!  
Detail oriented!  
Dynamic manager!  
Efficiency guru!  
Electrifying results! (or impact!)  
Elite specialist!  
Epitome of command!  
Excels under pressure!  
Exceptional credentials!  
Exceptional in every respect!  
Extraordinary aviator!  
Extraordinary leadership!  
First in command!  
First in his (or her) field!  
Force multiplier!  
Gifted analyst!  
Gifted humanitarian!  
Global impact!  
Glowing results!  
GWOT MVP!  
Hallmark excellence!  
Impact oriented!  
Impact performer!  
Impeccable credentials!  
Impressive initiative!  
Incredible record!  
Innovative architect!  
Insightful leader!  
Inspired excellence!  
Inspiring motivator!  
Internationally renown!  
Key innovator!  
Leader at every level! (or at all levels!)  
Leader with results!  
Leadership personified!  
Mx warrior!  
Master conductor!  
Master liaison!  
Mission advocate!  
Mission linchpin!  
Mission pacesetter!  
Mobility ldr!  
Most trusted!  
Multidiscipline specialist!  
Multitalented performer!  
Natural leader!  
None better!  
OIF hero! (or OEF hero!)  
Operational innovator!  
Operations expert!  
Ops expert!  
Ops standout!  
Organizational wizard!  
Peak efficiency!  
Phenomenal results!  
Phenomenal leader!  
Pin-point accuracy!  
Premier aviator! (or maintainer!)  
Prolific provider!  
Proven initiative!  
Proven superstar! (or leader!)  
Readiness linchpin!  
Relentless initiative!  
Remarkable leader!  
Remarkable maintenance talent!  
Remarkable mission commitment!  
Renowned expert!  
Research supporter!  
Resource steward!  
Respected mentor!  
Results driven!  
Results oriented!  
Results without fail!

Seasoned combat warrior!  
Seasoned veteran!  
Showcase excellence!  
Simply phenomenal!  
Splendid analyst!  
Staff MVP!  
Staff wizard!  
Star performer!  
Stellar record! (or performer!)  
String of #1s!  
Stunning results!  
Subject matter expert!  
Superb warrior focus!  
Superb depth & breadth of knowledge!  
Superstar caliber!  
Technical master!  
Technology savvy!  
Tested expeditionary aviator!  
Took charge!  
Top-notch!  
Tremendous mettle!  
True master!  
Trusted agent!  
Uncompromising standards!  
Undisputed superstar!  
Uniquely qualified!  
Unquestioned leadership!  
Valued expertise!  
Visionary mentor!  
Visionary planner!  
Warrior leader!  
White hot record!  
Awards galore!  
Linchpin of my staff!  
Standout (xxxx)!  
(Insert unit/AFSC) point man!  
DV dynamo!  
My most (xxxx) officer!  
Masterful writer!  
Meticulous;  
Visionary;  
Staple for QA!  
Focused (xxxx) officer!  
Quintessential ambassador!  
Adept aviator!  
Exceptional (xxxx)!  
Impressive officer!  
Excellent orator!  
Multitalented!  
Elite AO!  
Superb officer!

(xxxx) steward!  
Superstar!  
Pinnacle ldr;  
Sharp!  
Persuasive;  
Commander material!  
Forward thinker!  
Joint leader!  
Task master!  
Exemplary!  
Delivers results!  
Decisive!  
Msn enabler!  
War ready!  
Airmen 1st!  
Motivates!  
Always out front!  
Team builder!  
Puts people 1st;  
Big-picture focus!  
Brilliant!  
Morale sky high!  
Star performer!  
Steward;  
Unparalleled!  
Cmbt tenacity!  
Dynamite readiness!  
Juggernaut style!  
Diplomat!  
Elevates bar!  
Impeccable credibility!  
Dazzling!  
First-rate writer!  
Admin ace!  
Full spectrum ldr!  
A+ results!  
First to the fight!  
Remarkable!  
Multi-task wizard!  
Electrifying impact!  
Flawless!  
Key thinker!  
Ground breaker!  
Mentor!  
Pioneering vision!  
AFSO21 hawk!  
Resourceful  
Record-setter  
Tenacious!  
Joint savvy!  
Total Force enabler!

## Attachment 5: Recommended “Action Words” Listing

Achieved	Evaluated	Projected
Acquired	Executed	Proved
Activated	Exhibited	Promoted
Administered	Expanded	Provided
Advised	Expedited	Published
Alerted	Extracted	Purchased
Allocated	Facilitated	Qualified
Analyzed	Forecasted	Quantified
Anticipated	Formed	Realigned
Appointed	Formulated	Recognized
Appraised	Framed	Recommended
Approved	Generated	Reconciled
Arranged	Guided	Recruited
Assessed	Hired	Redesigned
Assisted	Identified	Reduced
Attained	Implemented	Rejected
Audited	Improved	Regulated
Augmented	Increased	Related
Averted	Initiated	Renegotiated
Avoided	Inspected	Renewed
Bought	Instigated	Reorganized
Budgeted	Instilled	Reported
Built	Instructed	Researched
Captured	Interpreted	Resolved
Centralized	Interviewed	Reviewed
Chaired	Introduced	Revised
Channeled	Invented	Revitalized
Clarified	Investigated	Saved
Commanded	Launched	Scheduled
Communicated	Led	Selected
Conceived	Liquidated	Sensitized
Contributed	Localized	Settled
Controlled	Located	Simplified
Convened	Maintained	Sold
Converted	Managed	Solidified
Coordinated	Marketed	Solved
Corrected	Mastered	Specified
Counseled	Maximized	Standardized
Created	Mediated	Stimulated
Cultivated	Minimized	Strengthened
Decentralized	Modernized	Structured
Decreased	Modified	Studied
Defined	Monitored	Supervised
Demonstrated	Negotiated	Supported
Designed	Operated	Surveyed
Determined	Orchestrated	Targeted
Developed	Organized	Taught
Devised	Originated	Terminated
Directed	Performed	Tested
Documented	Persuaded	Tightened
Doubled	Pioneered	Tracked
Edited	Planned	Traded
Employed	Prepared	Trained
Enforced	Presented	Transferred
Engineered	Prevented	Transformed
Enlisted	Processed	Translated
Ensured	Procured	Underscored
Established	Produced	Upgraded
Estimated	Programmed	Verified



## **Attachment 6: HARD-HITTING ADJECTIVES**

Acclaimed	Efficient	Marvelous	Supreme
Acute	Electrifying	Milestone	Systematic
Adept	Elite	Monumental	Tactful
Adroitly	Energetic	Nimble	Take-charge
Aggressive	Engaging	Notable	Tenacious
Agile	Enthusiastic	Noteworthy	Terrific
Amazing	Entirely	Oriented	Thorough
Ambitious	Esteemed	Outstanding	Time-critical
Articulate	Exactness	Overriding	Timely
Asset	Excellent	Overwhelming	Tireless
Assured	Exemplary	Pacesetter	Topmost
Astonishing	Exemplify	Paramount	Top-notch
Astute	Extraordinary	Peerless	Totally
Authoritative	Fabulous	Perceptive	Treasured
Awe-inspiring	Fantastic	Phenomenal	Tremendous
Awesome	Far-reaching	Pivoted	Turning point
Bedrock	First-rate	Poised	Typify
Benchmark	Flawless	Polished	Undisputed
Blistering	Flourishing	Positive	Unequivocal
Bold	Focal point	Precious	Unfailing
Bright	Forceful	Precise	Unique
Brilliant	Foremost	Preeminent	Unmatched
Catalyst	Futuristic	Premier	Unparalleled
Ceaseless	Gifted	Prevailing	Unprecedented
Centralized	Hallmark	Prime	Unrefuted
Charismatic	Hand-picked	Prized	Unrelenting
Choice	Heart-felt	Proactive	Unrivaled
Colossal	Herculean	Prolific	Unstinting
Compelling	Illuminating	Prominent	Unstoppable
Competent	Imaginative	Quick	Unsurpassed
Completely	Immeasurably	Recognized	Unwavering
Conclusive	Immensely	Refined	Utmost
Confident	Impeccable	Reliable	Utterly
Constructive	Impressive	Remarkable	Valiant
Consummate	Incomparable	Resounding	Valid
Convincing	Infectious	Resourceful	Versatile
Cornerstone	Ingenious	Robust	Viable
Cost-effective	Innovative	Rock-steady	Vibrant
Courageous	Insistent	Select	Vigorous
Creative	Inspired	Self-assured	Visible
Critical	Inspiring	Self-starter	Visionary
Crucial	Instrumental	Sensation	Vital
Cutting edge	Intense	Sharp-focused	Well-timed
Dauntless	Intuitive	Sound	
Dazzling	Judiciously	Spectacular	
Decisive	Keen	Spirited	
Dedicated	Key	Splendid	
Definitive	Keystone	Stellar	
Deft	Landmark	Sterling	
Diligent	Linchpin	Stirring	
Distinguished	Magnetic	Striking	
Dramatic	Magnificent	Stunning	
Driving force	Mainstay	Superb	
Dynamic	Mantic	Superior	
Effectual	Marked	Superlative	

## Attachment 7: Officer Stratification 101

**BLUF:** *Officers need consistent stratification throughout their records to remain competitive for promotion and other career opportunities.*

### Types of Stratification

1. **“Straight Up” Strat.** This is the most obvious type. If you rate 10 CGOs, you may put “#1/10 CGOs” on your best officer’s OPR. Giving the #1 Lt, CGO, Maj, or Lt Col under your direct supervision is the **best strat** to offer. However, there are more straight up strat categories than just the rank one. You can use AFSC or job strat: #1/X pilots, #1/X Mx CGOs, #1/X Flt/CCs, #1/X schedulers, #1/X wingmen, etc.
2. **“Award” Strat.** Always use strat with any award the individual won, ie, “317 AG Nav/Qtr, #1/72 navs” or “4 FW CGO/Yr...#1 of 231 CGOs!” You don’t sacrifice your “straight up” strat by doing this—just ensure the strat is **directly beside** the award. Depending on the award, it might not be possible to stratify a person. For instance, “7 BW Volunteer/Yr” is a nice award, but you probably can’t get a strat out of it.
3. **“Historical” Strat.** While you might not have many ratees, chances are you’ve seen a lot of folks in your career. For example, you could say “#1 of 800 CGOs I’ve supervised in my 23 year career” or “#1/50 Majors I’ve led in combat.” Normally, the “historical” strat is best left for O-5s and above. If a captain says “#1/X Capts I’ve seen,” it just doesn’t carry much weight.
4. **“Word” Strat.** Although numbers usually provide the best strat, “word” strat also makes a report strong. Some examples include: “Best safety officer I’ve seen”; “My most dependable CGO”; or “My most prepared commander.” Just think about what qualities the ratee possesses, then put it into words.
5. **“Event” Strat.** You can strat folks based on how they rank statistically on a given event. You might consider stratifying folks for # of hours flown, sorties flown, or combat hours during a particular time. For instance, “#1/X Wg pilots for FY11 sortie count” might prove meaningful on a Lt’s OPR. This also applies to how an officer ranks when it comes to sending your folks to a given event/job. Saying “My #1 of 97 CGOs for WIC”; “My #1/127 eligibles for Phoenix Reach”; or “#1 choice of 62 Capts to be my exec” would be ways to “event” stratify a ratee. Admittedly, this is a much weaker form of strat.

### Tips of the Trade

1. **Ownership.** You can only strat among people you “own,” ie, a Flt/CC can’t put #1/103 Sq CGOs in his block because he’s not the Sq/CC (unless it is linked to an award). However, some raters “own” more people than they rate for strat purposes. For instance, the OG Stan/Eval Chief can stratify among **all** the Gp’s evaluators, not just the ones he rates, given his eval “oversight” (as long as the Gp/CC allows this).
2. **Qualifiers.** The best stratification is one that has no qualifiers. The more space it takes to write the strat, the weaker it probably is, ie, “my #1/42 O-4s!” is much better than “#1/15 CGOs in his yr group.”
3. **Quantify.** You must quantify each strat! Promotion boards continue to give us this feedback. If the report says “#1 copilot” or “Top 1%” without anything behind it, it is **meaningless** to the board. They’ll assume you only had one copilot to stratify. Even if you have only 3 people, put “#1/3 copilots.”
4. **Percentages.** Normally use raw numbers, not percentages...it keeps folks from having to do the math. Only use percentages with big pools, but stick to the basic percentages...top 1%, 2%, 5%, and 10%. Avoid “stupid math” if you do use percentages, ie, “Top 2% of 20 Lt Cols” means he’s the #1 Lt Col. Anything from “Top 1%” to “Top 5%” would be #1 if you do the math, so put “#1 of 20 Lt Cols” instead.
5. **PCS.** If a ratee is leaving your supervision (PCS or PCA), then you “get back” the strat when he/she departs. Don’t abuse this, but you can use it wisely to get your two sharpest guys a “#1/98 CGOs” instead of having to choose between the two...as long as the PCSer’s OPR closeout date occurs first. However, check with your Senior Rater; some prefer a specific time period to elapse between the reports.
6. **Upgrades.** You also “get back” strat when an individual upgrades. For instance, the CC might be more willing to give out a “#1/49 Lts” of the individual is pinning on Capt soon or give out a “1/55 ACs” if the guy is going to IP school next month. Once again, don’t abuse this by “hooking up” every new Capt.
7. **Additional rater.** Historically, unless the rater pushes for strat at the higher levels, strat will often not be considered. Many raters say “if the boss wants to strat my ratee, he will.” However, CCs are normally in the mindset of deciding whether or not to **allow** what is already written in his block to stay in, not deciding what strat he should **add** to the report. If the rater wants strat, ask the CC and justify it to him.
8. **History.** Look at the strat on previous reports, so his record “flows.” If the ratee received a big strat on his previous report, having no strat on this report might send a “regression” message.
9. **Seniority.** Strat tends to go to those closest to their next promotion board. Although a Lt can be the Sq’s #1 CGO, this strat will probably go to a senior Capt. Consider seniority...just don’t be a slave to it.

UNCLAS

151445Z Apr 10

FROM:HQ AFPC RANDOLPH AFB TX//DPS//

TO: AL 8106  
AL ALPERSCOM  
AL 10607

Subject: Officer Stratification Clarification Guidance

1. Stratification in performance reports remains an integral tool in the evaluation process and concerns have been raised that stratification rules have become unclear and overly restrictive. This message clarifies AFI 36-2406, Officer and Enlisted Evaluation Systems, and provides specific guidance on authorized stratification remarks. This message replaces previous clarification messages (102110 Mar 03 and 151223Z Nov 04). This is effective immediately

2. STRATIFICATION BASED ON PEER COMPARISONS: Stratification remarks can be made among: Peers (#1/10 Majors or #1/5 Captains); Peer groups (#1/10 FGOs or #1/10 CGOs); Duty Positions (#1/7 Action Officers, #1/7 Squadron Commanders); Aggregate Groups (#1/50 Officers in my Group; #1 of 50 majors in my 20 years of service); Additional Qualifiers (#1/4 Force Support CGOs; Best Major in my 32 years); and recognition level (Wing CGO/yr, #1/200). Stratification that is vague or lacks a qualified peer reference group is prohibited. (Example, although not inclusive, would be: "#1/5", "#1/50 officers", or "#1/200 personnel", as these do not identify a specific peer group).

3. STRATIFICATION WITHIN A RATER'S AUTHORITY: Senior raters may stratify within their rating chain. For example, the Air Force Chief of Staff (CSAF) could say "#1 of 500 Majors in HAF" or major command (MAJCOM) commander may state "#1 of 500 Majors in the command." Stratification outside the scope of the rater's chain of command, despite functional authority or responsibility, will remain prohibited (except for quoting from deployed evaluations). Example: a MAJCOM/A1 may not stratify an officer as "#1/75 38F FGOs in this MAJCOM."

4. STRATIFICATION QUOTES FROM SENIOR LEADERS: Raters can reference stratification by senior leaders in the chain of command. Subordinate raters may quote reviewer's stratification; provided the reviewer is a signatory on the OPR (a squadron or group commander could say "Wg/CC's #1 of 50 Majors"). Stratification quotes outside the ratee's chain of command will remain prohibited (except for quoting from deployed evaluations). Example: a MSG/CC may not state "OG/CC lauds as #1 LRO in my Group." In addition, if a Gp/CC is not a signatory on the OPR, a Gp/CC stratification is not authorized (unless supported by an award, "CGO Qtr").

5. STRATIFICATION IN DEPLOYED LETTER OF EVALUATIONS: Stratification, assignment, command, and developmental education (DE) push statements in deployed letter of evaluations are authorized. Deployed stratifications and push statements may be quoted in future officer performance reports (OPRs) (as long as the stratification is not previously documented in the permanent record) and promotion recommendation forms (PRFs).

6. STRATIFICATION ON PRES: Statements that imply stratification of an officer's standing at a Management Level Review (MLR), such as "#1 of 22 DPs awarded at the MLR," or "If the MLR had on more DP, she would get it," remain prohibited.

7. STRATIFICATION STATEMENTS WITHIN DECORATION CITATIONS. The use of stratification remarks in decorations is prohibited.

8. As a reminder the use of "mini-boards" remains prohibited.

9. This is a Total Force message. All MAJCOM Directors of Personnel are required to send this message throughout the command. Additionally, military personnel sections (MPSs) must ensure widest dissemination of this message (at a minimum to all senior raters that the MPS supports). All questions and concerns should be directed to HQ AFPC Military Evaluation Programs Section (DPSIDE) by email at [evalpolicy@randolph.af.mil](mailto:evalpolicy@randolph.af.mil) or by phone at DSN 665-2571 or commercial (210) 565-2571.

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