



How to Air Force

Narrative Bullet Writing Edition

The Agenda



- Why the change?
- The Performance Statement
- Major Performance Areas (MPAs)
- Examples
- The Caveats

Why the Change?

The “Air Force bullet” focused too narrowly on Airmen’s achieved outcomes while ignoring the ways and means in which they accomplished them.

“This new writing style helps shift our performance evaluation culture from the impractical attempt to synthesize an Airman’s entire performance on one page to using representative examples that best capture the essence of an Airman’s behaviors and results, whether successful or not.”

- Align individual performance with Major Performance Areas (i.e. what we care about)
- Select noteworthy evidence that represents the Airman’s behaviors and achievements
- Try to capture the Airman’s disposition using what they did, how they did it, and the impact

Examples: Needs Improvement

MSgt Bailey learned a Primary Care Team member tested COVID positive, and, after being prompted, notified her Flight Commander at morning huddle, while waiting for direction on future actions to take. (200)

- Needs further growth to enhance understanding and/or performance
- Notice how it was written – no mission impact but speaks to her disposition
- Gives you a sense for what kind of SNCO MSgt Bailey is

Examples: Developing

When MSgt Bailey learned a Primary Care Team member tested COVID positive, she notified her Flight Commander, and, with direction from her leadership, her team was able to determine a plan to resolve the issue. (210)

- Generally accepts new information and changing conditions
- Notice the shift in her disposition, it “feels” like she took a bit more initiative

Examples: Proficient

Learning a Primary Care Team member tested COVID positive, MSgt Bailey responded professionally with appropriate action adjusting the daily schedule and created a new plan ensuring team coverage.

(195)

- **Adjusts to change or ambiguity with composure to meet mission objectives**
- Again, this portrays MSgt Bailey's disposition as someone who gets things done

Examples: Highly Proficient

MSgt Bailey learned a Primary Care Team member tested COVID positive and, without prompting, empowered a SSgt as Team leader deciding on adjustments, ensuring team coverage and mission accomplishment. (200)

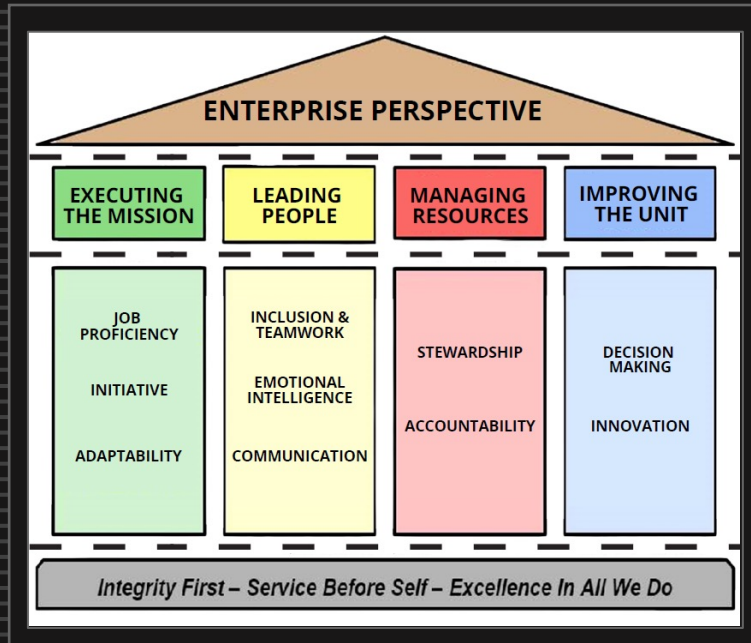
- Independently adjusts to change or ambiguity with composure; empowers others to implement changes to meet mission objectives
- This makes MSgt Bailey's disposition seem like she not only gets things done, but that she does it in a highly effective way

Examples: Exceptionally Proficient

When a Primary Care Team member tested COVID positive, MSgt Bailey independently acted to empower a SSgt as Team lead ensuring coverage, mentoring them to create/brief new plans to Medical Group for process improvement. (219)

- Leverages changes as an opportunity to better meet mission objectives; inspires others to be more adaptable and equips them to handle changes independently
- This takes the last slide's disposition of MSgt Bailey, and adds mentorship and Group level action, giving a more vivid picture of MSgt Bailey

The Performance Statement



Performance Statements should function as standalone sentences and include two elements:

- 1) the behavior or action taken by an Airman;
- 2) the impact, results, or outcome of that behavior/action.

The Performance Statement

- What you did
- How you did it
- Why does it matter?

“Everything
should be
made as
simple
as possible,
but not
simpler.”

Albert Einstein

Wordsmithing



- Use words that excite
 - Use resources like WordHippo.com
- Keep it plain and simple
- Proofread, how will it be interpreted?

Some Seniors' Duty Description

- Senior Hires leads 64 people in cyber operations for the DoD's only tri-service base. He executes a \$5M annual budget delivering C4I to 19K Joint service users in the NAF equivalent Expeditionary Center, 5 Wings and 88 mission partners. He also oversees a \$650M IT infrastructure with 135 servers, 13K devices, 562 data/voice switches, 42 mass notification sites and 4.7K land mobile radios supporting a 32 aircraft, \$6B, Rapid Global Mobility fleet.
- Operations Superintendent; leads 185 military/civilians/contractors securing information technology for 1.2K users and a \$3.3B global nuclear enterprise for 254 sites and 33 nations. Manages the Wg's 24-hr data center ensuring scientists collect, process, and analyze data from global seismic, hydro-acoustic, satellite, and radio frequency recording composed of 3.6K sensors and 32 networks supporting the \$380M US Atomic Energy Detection System.

Major Performance Area - Execute

- **Executing the Mission:** Effectively uses knowledge initiative, and adaptability to produce timely, high quality, quantity results to positively impact the mission.
- **Job Proficiency:** Demonstrates knowledge and professional skill in assigned duties, achieving positive results and impact in support of the mission.
- **Adaptability:** Adjusts to changing conditions, to include plans, information, processes, requirements and obstacles in accomplishing the mission.
- **Initiative:** Assesses and takes independent or directed action to complete a task or mission that influences the mission or organization.



Examples: Some Seniors' Execute

- He led his sq through the most extensive Comm AFSC overhaul ever, launching a sq MCA training program to align Airmen with AFFORGEN and the new AFSC vision. He also directed a WiFi project that restored 676 access points, attained AMC's #1 availability rate and extended NIPR to the flightline which enabled 75K maintenance actions and 3.8K sorties.
- Melissa guided the execution of the 1st-ever multinational integrated defense plan aligning 5 partners against rising threats. She coordinated 4 A4/6 HQ visits, an infrastructure long haul fiber upgrade, a manhole and duct system, a TS network, and a spectrum baseline, powering CCMDs tactical to enduring effort for a strategic operating location.

Major Performance Area - Lead

A boss has
the title.
A leader has
the people.
-Simon Sinek

- **Leading People:** Fosters cohesive teams, effectively communicates and uses emotional intelligence to take care of people and accomplish the mission.
- **Inclusion & Teamwork:** Collaborates effectively with others to achieve an inclusive climate in pursuit of a common goal or to complete a task or mission.
- **Emotional Intelligence:** Exercises self-awareness, manages their own emotions effectively; demonstrates an understanding of others' emotions, and appropriately manages relationships.
- **Communication:** Articulates information in a clear and timely manner, both verbally and non-verbally, through active listening and messaging tailored to the appropriate audience.

Examples: Some Seniors' Lead

- On the Joint Base, he saw a knowledge gap in the Airman and NCO tiers about national strategy and the fight for Taiwan, so he built and led 21 briefs for 708 Joint warriors and spouses. He was chosen to lead his Wing's immersion for a NAF equivalent command team, he coordinated 52 people for 11 site visits, informing a 2-star on his Wing's mission.
- She provided mentorship to 5 private organization teams and 6 BTZ boards and was selected by the CCM as the Wg' s annual ball committee mentor where she advised 725 total force leaders. She coordinated 29 joint development sessions, 70 morale/welfare events, and supported 775 personnel culminating in 32 Amn awarded stripes and 27 wg/grp award wins.

Major Performance Area - Manage

- **Managing Resources:** Manages assigned resources effectively and takes responsibility for actions, behaviors to maximize organizational performance.
- **Stewardship:** Demonstrates responsible management of assigned resources, which may include time, equipment, people, funds and/or facilities.
- **Accountability:** Takes responsibility for the actions and behaviors of self and/or team; demonstrates reliability and transparency.



Examples: Some Seniors' Manage

- He linked his team with engineers to eliminate 10K cyber security threats, making his base #1 in AMC for Defense Information Systems Agency compliance. He also drove his Airmen to develop new network scanning SOPs which improved patching, achieved the base's best vulnerability rating in 10 years and boosted access rates from 40% to 95%, #1 in AMC.
- She managed 354 home and deployed positions, drafted 7 requests for forces resulting from operational risk assessment changes, and 16 theatre reporting instruction changes. She postured for a career field overhaul, ensured CCMD boots on ground for joint SOF across 3 CMDs and elevated US posture in the face of increased violent extremist threat.

Major Performance Area - Improve

Hell, There Are No Rules Here

– We're Trying To

Accomplish Something.

~ THOMAS EDISON ~



- **Improving the Unit:** Demonstrates critical thinking and fosters innovation to find creative solutions and improve mission execution.
- **Decision Making:** Makes well-informed, effective and timely decisions under one's control that weigh constraints, risks, and benefits.
- **Innovation:** Thinks creatively about different ways to solve problems, implements improvements and demonstrates calculated risk-taking.

Examples: Some Seniors' Improve

- He ID'd critical shortfalls meeting the AF's new XAB comm mission and drove the addition of 9 expeditionary comm billets so his sq is organized to execute future wartime taskings. He also garnered \$440K in Unfunded Requests, creating an electromagnetic spectrum detect and defend capability and cutting computer reimaging from a day to under an hour.
- As the base SEL, her key leadership engagements strengthened multi-national partnerships with 6 nations. She also managed a 6-senator delegation visit by coordinating threat assessments & advocating for combat tax exclusion for the total force, furthering ally support against strategic competitors & AFRICOM's #1 LOE "strengthen partner networks."

Examples: Some Seniors' HLR

- He is the #1 requested mentor for his base NCO PDE, was BNR to brief the AMC/CC spouse and is a speaker for the AF Institute of Technology Cyber200/300 courses. He also led his Airmen to 1 BTZ, 2 CGO annual awards and his sq to '22 AMC Best Small CS.
- Melissa deployed in an E-9 position for 5 month and led 575 people. Her leadership, guidance, and inspiration resulted with her receiving the Wg's nominee for the 2023 Lance P. Sijan Award. She is ready to lead her own Sq, CMSgt this board.

The Caveats

- Some people believe the narrative statement is just taking a bullet and “expanding” it into a sentence
- We do NOT know what really resonates with the Promotion Boards yet, it’ll be a year or two
- This is just how it’s “supposed” to be done, but doesn’t necessarily mean everyone agrees



Questions?

- You are now an expert writer?

