



Building a Promotable Record



Overview



- Where do you find this info?
 - Common Phrases
 - Preparation aka “Strategy”
 - eDT vs Promotion Board
 - Promotion Self Assessment
 - Know the EPB
 - **Do / Consider** vs **Don't / Avoid**
 - Developing Effective Performance Statements
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Common Phrases



- “I have to stand up for/take care of my people”
- “My people always come first”
- “It’s not about me...”
- “I’m too busy doing my job to focus on _____”
- “If I’m doing a good job, someone will put me in”
- “I’m good retiring as...”

**DON'T USE THESE AS AN
EXCUSE!**

**You MUST take care of yourself/career in order to effectively take care
of your subordinates**



Preparation aka “Strategy”

- Know what the “Board” is & what they look for!
- 14 Panels (7 Spt, 4 Mx, 2 Ops, 1 Med) = 1 Col & 2 CMSgts
4 Major Performance Areas

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.

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.

MANAGING RESOURCES: Manages assigned resources effectively and takes responsibility for actions, behaviors to maximize organizational performance.

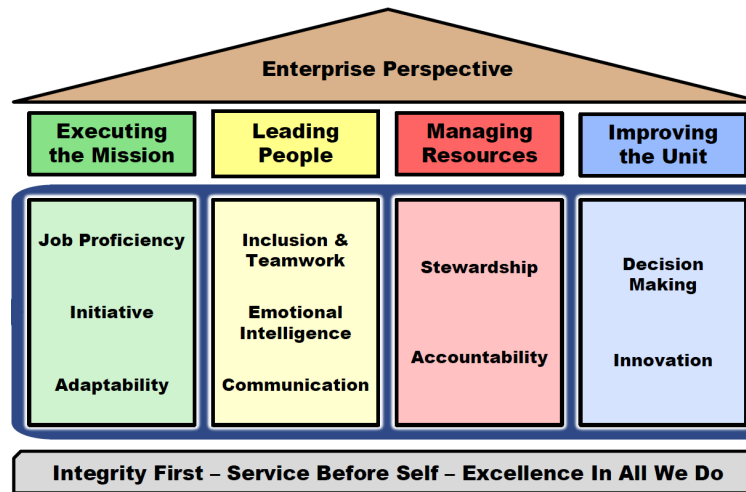
STEWARDSHIP: Demonstrates responsible management of assigned resources, which may include time, equipment, people, funds and/or facilities.

ACCOUNTABILITY: Takes responsibility for the actions and behaviors of self and/or team; demonstrates reliability and transparency.

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.



- Scoring Process: Ex...14 Panels scored 15,229 E7s/5 duty days
 - Each panel scored 1,087 records/72 records per 8-hour day
 - 9 records per hour/6.6 minutes per record (average)



Preparation aka “Strategery”

Key Reminders:

- Board Member’s evaluation of records is based off CSAF Charge
 - "In determining the best quality for promotion, of all the factors, **job performance** is the most important"
 - If something big happened prior to eligible EPRs and wasn’t documented in a decoration, then it never happened
 - Biggest leadership bullet(s) go in HLR section...recommend personalization
 - Leading in a deployed environment matters
 - Education only matters if Job Performance was great
 - If job performance isn't there, then education doesn’t matter
-



eDT vs Promo Boards

- eDT vs Promo Board

- Completely different! eDT does NOT care about FD/Strats!
- eDT Panel = 16 CMSgts (CFM & MAJCOM-Level)
- Both use eBOSS (AFPC loads SURF, EPRs)
 - Not getting a is NOT a bad thing. Vectors are simply used for developmental purposes and influences the assignment process.

- Promo Boards review last 5 EPRs & all decorations

- FD (E7 Board) & Stratifications (E8 & E9) matter
 - No cookie cutter approach...A LOT of factors
 - Based off Wing CC's vision
 - TIG/TIS factors, Strong Records, WAC, Involvement, Visibility, Scope, Group & Squadron support!
 - "Never leave it in the hands of the judges!"
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Preparation aka "Strategery"



- eBOSS: Electronic Board Operations Support System
EPRs Decs + Art 15s Board Brief

The screenshots show the eBOSS interface with three main panels:

- Left Panel:** "1 of 20 - AF Form 911 - Senior Enlisted..." showing a detailed performance report for a Senior Enlisted member.
- Middle Panel:** "1 of 12 - Air Medal - Citation 04..." displaying the Air Medal citation for Master Sergeant Todd P. McPeak, dated 17 November 2008, for meritorious achievement while participating in aerial flight.
- Right Panel:** "1 of 1 - Board Brief 08-Apr-2013" showing a board brief document.

 At the bottom, a score scale is visible, ranging from 6 (Lowest) to 10 (Absolutely Superior). The scale is highlighted with a red box.

BOAR D SCOR E	1	2	3	Ex: 9 + 9 + 9 = 27 x 15 = 405	
450	10	10	10	10	Superior
427.5	9	9.5	10	9.5	Outstanding
405	8.5	9	9.5	9	Few could be better
382.5	8	8.5	9	8.5	Strong record
360	7.5	8	8.5	8	Slightly Above Average
337.5	7	7.5	8	7.5	Average
315	6.5	7	7.5	7	Slightly Below Average
292.5	6	6.5	7	6.5	Well below Average
270	6	6	6	6	Lowest potential



Promotion Self Assessment



AM I AVERAGE (315-360)

X	Writing sounds like just doing job
X	Minimal depth/breadth/scope
X	No Stratification or Push Statement from HLR
X	Completed PME
X	Maybe CCAF or Associates Degree (49% of SNCOs)
X	Decoration with each PCS
X	No awards or Squadron-level
X	Taught PDS to subordinates/squadron
X	Shaped subordinates, some winners (Gp/Wg Qtrly)
X	No/Some Internal mentorship/small scale (section/flt)
X	No/Some External mentorship/small scale (1 FTAC)
X	Strong current EPB, weak/generic previous EPRs

AM I ABOVE AVERAGE (360-405)

X	Success within positions/Strong Writing
X	Good depth/breadth/scope, possible Staff position
X	Stratification (High 10/20%) or Strong Push from HLR
X	Commensurate Dec with every PCS/Deployment
X	CCAF/Associates or maybe Bachelors (33%)
X	Occasional Qtr or Annual award
X	Frequent Sq or Occasional Base Involvement (POC)
X	AFSC or AF-Special Duty (PME, AMT, MTI)
X	Steady PCS'/Deployments (Breadth)
X	Steady subordinate wins (many Gp+ Annuals)
X	Steady Internal mentorship (CCAF/BTZ/STEP/Sq PDS')
X	Steady External mentorship (FTAC/POs/ALS)
X	Strong top 3 EPRs

AM I OUTSTANDING/SUPERIOR (405-450)

X	Consistent depth/breadth/scope @ multiple levels
X	Consistent innovation/effectiveness/improvement
X	Stratified (Low 10/20%) w/Personalized HLR block
X	Consistent and Additional Decs
X	Bachelors or maybe Masters (11%)
X	Consistent Qtr/Annual Awards (Gp+)/PME Award
X	PO Executive Committee (Prez/VP)
X	Consistent Base Involvement (Program Lead)
X	Success in roles above grade
X	Vectored/Developmental Position
X	Consistent subordinate wins-"unprecedented"/"most"
X	Consistent Internal mentorship (ROTC/OTS)
X	Consistent External mentorship (large-scale/routine)
X	Sustained Superior Performance

DO I HAVE DETRACTORS?

X	Over 6 yrs TIG
X	PME Not Complete
X	No CCAF or Associates
X	Missing Decoration(s) with PCS/Deployment
X	Same job/description every year (3-5 EPRs)
X	"Home-steady"/"Job-steady"
X	Minimal PCS' (Lack of Breadth?)



Know the EPB

Don't Worry about the DUTY TITLE!

(Enlisted don't "Check Boxes like Officers")

Pay attention to the KEY DUTIES, TASKS & RESPONSIBILITIES

CMSgt DOE, MATTHEW A. (123456789)		SYSTEM GENERATED PAGE X / Y ENLISTED PERFORMANCE BRIEF (E-9)	
DUTY TITLE Don't stress over what your title says. What you're doing in that position is important!	DAFSC	REASON	PERIOD THRU
	DAYS SUPERVISED	DAYS NON-RATED	RATEE ACKNOWLEDGEMENT
ORGANIZATION AND COMMAND		LOCATION	
DUTY DESCRIPTION Make your description count! Pay attention to defining your scope of responsibility, how many people you supervise, how many teams/sections do you lead, what resources are you responsible for...			

?!SUPERINTENDENT!?

?!FLIGHT CHIEF!?

?!ASST NCOIC!?

?!SECTION CHIEF!?

?!NCOIC!?

?!MANAGER!?



Know the EPB

Effectively uses knowledge, initiative, and adaptability to produce timely, high quality/quantity results to positively impact the mission.

Manages assigned resources effectively and takes responsibility for actions/behaviors to maximize organizational performance.

Fosters cohesive teams, effectively communicates, and uses emotional intelligence to take care of people and accomplish the mission.

Demonstrates critical thinking and fosters innovation to find creative solutions and improve mission execution.

CMSgt DOE, MATTHEW A. (123456789)		SYSTEM GENERATED PAGE 1 / 1 ENLISTED PERFORMANCE BRIEF (E-9)	
DUTY TITLE	EMPC	REASON	PERIOD
	DAYS SUPERVISED	DAYS NON-RATED	RATEE ACKNOWLEDGEMENT
ORGANIZATION AND COMMAND		LOCATION	
DUTY DESCRIPTION			
RATER ASSESSMENT			
EXECUTING THE MISSION EFFECTIVELY USES KNOWLEDGE, INITIATIVE, AND ADAPTABILITY TO PRODUCE TIMELY, HIGH QUALITY/QUANTITY RESULTS TO POSITIVELY IMPACT THE MISSION			
350-character limit			
LEADING PEOPLE FOSTERS COHESIVE TEAMS, EFFECTIVELY COMMUNICATES, AND USES EMOTIONAL INTELLIGENCE TO TAKE CARE OF PEOPLE AND ACCOMPLISH THE MISSION			
1) action & 2) at least one impact, or outcome			
MANAGING RESOURCES MANAGES ASSIGNED RESOURCES EFFECTIVELY AND TAKES RESPONSIBILITY FOR ACTIONS/BEHAVIORS TO MAXIMIZE ORGANIZATIONAL PERFORMANCE			
Consider 2 statements... 150-175 each			
IMPROVING THE UNIT DEMONSTRATES CRITICAL THINKING AND FOSTERS INNOVATION TO FIND CREATIVE SOLUTIONS AND IMPROVE MISSION EXECUTION			
MANDATORY COMMENTS (HOUSING/VOTING)			
RATER NAME, GRADE, AND BRANCH OF SERVICE		RATER SIGNATURE	
RATER DUTY TITLE		RATER ORGANIZATION AND COMMAND	
HIGHER LEVEL REVIEWER ASSESSMENT		HIGHER RESPONSIBILITY	
FIGURE POLES		STRATIFICATION	
1.		2.	
HIGHER LEVEL REVIEWER (NAME, GRADE, AND BRANCH OF SERVICE)		HIGHER LEVEL REVIEWER SIGNATURE	
HIGHER LEVEL REVIEWER DUTY TITLE		HIGHER LEVEL REVIEWER ORGANIZATION AND COMMAND	

Innovate / Effectiveness / Quals / Certs / Readiness / Manpower / Budget Collaboration / Improvement / Esprit de Corps / AF Ambassador



Do / Consider

- **Do:** Develop “roadmap” for reporting period...be proactive (establish timelines & milestones)!
 - Tell the right story...build on previous EPRs
 - **Consider:** Begin with Action Verbs (Catch the Reader’s Attention)
 - **Do:** Analyze impact (Deep-Dive the “Rabbit hole”...capture the bigger, tangible impact)
 - **Consider:** A scene (context), a person, an action, a tool (the means) used to achieve that action.
 - **Do:** Quantify #s, \$, % (must make sense within the bullet)
 - **Consider:** The scope, or range of impact, a particular behavior/skill has
 - **Do:** Ensure verbiage meets intent of block
 - Incorporate words (synonyms) from Board Charge/EFS
 - **Consider:** The quality, or depth/meaningfulness, of an impact
 - **Do:** Pursue education
 - Apply ROI to certs/quals/education
 - **Consider:** How do you become a better writer?
 - Volunteer f/Quarterly & Annual Boards
 - Submit subordinates EVERY chance you get...seek feedback on writing!
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Major Performance Areas



Managing Resources

Adequacy (what they are given)

- Manpower
- Funds
- Facilities
- Guidance

Stewardship (what they are doing with what they have)

- Manpower
- Funds
- Equipment
- Facilities & Environment
- Guidance
- Airmen's Time

Leading the People

Communication

- System
- Feedback
- Intent
- Comm-Induced Waste
- Messaging
- Agility

Discipline

- Compliance
- Pride
- Accountability
- Customs, Courtesies
- Uniform
- Attention to Detail

Training

- Individual
- Team
- Unit

Development

- Professional
- PME
- Mentorship
- Personal
- Physical
- Mental
- Spiritual
- Social

Quality of Life Engagement

- On duty Climate & Morale
- Off duty Climate & Morale
- Basic Services



Don't / Avoid

- **Avoid:** Use overly clichéd superlatives, “Fluff”, over-the-top praise = reduces credibility/distracts
 - “Education minded” / “Enhanced image” / “Fashioned Leaders” / “Exceptional Leader”
- **Don't:** Repeat intros...“Led Airmen”...“Led programs”...“Led tasks”
- **Avoid:** Weak, Generic, Vague Intros or Impacts...separate yourself / ratee from the pack
 - “Enhanced Morale/Camaraderie” “Bolstered Esprit de Corps” “Bolstered Local Populace”
 - “Strategic Capes Unhindered” “Increased Lethality” “Embodied AF Core Values”
 - “Developed career progression” “Enabled SECDEF #2 priority” “Cultivated ARW/CC's intent”
 - “Enabled ARW/CC's vision” “Forged air superiority”
- **Don't:** Claim what everyone else does
 - Don't “cut & paste”
- **Avoid:** Duplicate bullets/statements...ever! *Review previous EPRs
- **Don't:** No info from Key Duties within bullets (redundant info)
- **Avoid:** Unnecessary words / Uncommon terms / Litter w/Acronyms/abbreviations/truncated words
 - Words mean something, make them count, make it readable
- **Avoid:** “Lauded/Coined” for E6+
- **Don't:** Use awards as sole impact



Narrative Performance Statements



- Performance Statements use narrative-style writing and plain language to describe Airmen's performance in each of the four Major Performance Areas **without the need of extensive technical or contextual knowledge.**
- Performance Statements should function as standalone sentences and include two elements: 1) the *behavior or action* taken by an Airman; and 2) the *impact, results, or outcome* of that behavior/action.
- **Adopting a QUALITY over QUANTITY Mentality**
- **Performance Statements** are the AF narrative-style of writing to communicate performance. They are efficient, increase clarity, and improve the ability to understand performance correctly and equitably. Guidance for writing Performance Statements is **deliberately not overly prescriptive** to enable flexibility and freedom when capturing performance.
- Two Basic Principals
 - Standalone – action culminating in an impact or results/outcome
 - Readability – plain language; avoiding uncommon acronyms and abbreviations



Developing Effective Performance Statements



Are you producing Leader bullets?

Led	Chaired	Directed
Piloted	Drove	Managed
Oversaw	Organized	Headed
Guided	Merged	Overhauled

Are you producing Innovative bullets?

Created	Developed	Authored
Penned	Negotiated	Benchmarked
Modernized	Solved	Refined
Built	Fixed	Architect
Founded	Pioneered	Championed

Are you producing Doer bullets? ***Avoid*** Are you producing Abstract lead-ins?

Conducted	Performed	Administered
Supported	Attended	Processed

Crushed	Conquered	Dominated
Aced	Attained	Excelled
Codified	Forged	Beasted



Developing Effective Performance Statements



- WHAT DID YOU DO, HOW DID YOU DO IT, WHO/WHAT WAS IMPACTED?

- WHAT: Describes the member's tasks, actions, behavior or accomplishment...what did they do? Be specific!
 - Grab the reader's attention (Action Verb). The lead-in sets the tone. Incorporate different verbs (no "broken records")
 - Emphasize interim positions.
Ex: - Michelle was selected #1 of 38 MTIs as the 331 TRS' NCOIC of Training (E-7 billet),
- HOW: Explain the action/accomplishment. Inform reader "how" you did it
 - Quantify with #s, %, stats (if applicable). How much/many? What percentage?
 - No questions left unanswered. Avoid needing clarification. Use clarity/accuracy. No career field jargon.
Ex: where she created the Group's 15-page Trainer guide & refined the MTI certifying process.
- WOW: Answers the "so what?" or "why was the action important?"
 - Provide impact: What is significant? Who is affected? Why should the reader care? What is the Scope?
 - Align with Gp/Wg/MAJCOM/CCMD/AF/NDS vision.
 - This is the MOST IMPORTANT section but typically written the weakest.
 - *Ex: She increased Group Trainers by 50% quarterly, totaling 64 certified 30% faster than previous iterations, reduced workloads & delivered 1:1 trainer/student ratio...a 1st in 3 yrs!*

- Michelle was selected #1 of 38 MTIs as the 331 TRS' NCOIC of Training (E-7 billet), where she created the Group's 15-page Trainer guide & refined the MTI certifying process. She increased Group Trainers by 50% quarterly, totaling 64 certified 30% faster than previous iterations, reduced workloads & delivered 1:1 trainer/student ratio...a 1st in 3 yrs!



Developing Effective Performance Statements



MSgt Abraham served as the Senior Enlisted Advisor for the Joint Logistics Operation Cell. There she led a team of 32 joint and coalition personnel and managed four programs, in addition to her role as the Fuels' SME. Her leadership was key to 2K missions, which resulted in over 700 Daesh killed and earned her the Group's SNCO of the Quarter win.

MSgt Abraham conquered the Senior Enlisted Advisor role for the Joint Logistics Operations Cell at Camp Arifjan, Kuwait for 6 months. Tonya led 32 joint & coalition personnel from 3 Services & fueled 2K direct-action SOF missions, resulting in over 700 Daesh killed, earning Tonya's selection as the Group's SNCO1Q above 47 peers!

MSgt Abraham led the AF's sole 24/7 Fuels' Operations Center. Her team resolved over 1K warfighter support requests and oversaw the issue of 1.7B gallons of fuel worldwide, enabling 903K refuels. They also established fuel support across 10 locations in support of OAW. Her efforts earned them the Wing's Team of the Year award!

Tonya led the AF's sole 24/7 Fuels Operations Center at Ft. Belvoir, VA (Vectored position). She resolved over 1K AF-wide planning requests & oversaw 1.7B gallons of fuel issued, enabling 903K refuels...the most in 3 years. She also established fuel support spanning 10 locations ISO of OAW & drove her Wing Team OTY award win!

Tonya solved the loss of Syria's sole fuel vendor. She authored a Concept of Support for seven FOBs, securing five 50K fuel bladders and construction with CE. This increased the storage 300%, averting three partner nation mission stoppages.

Solved a 3-month loss of Syria's sole fuel vendor. She authored the Concept of Support for 7 FOBs, securing 5x 50K fuel bladders & construction SOPs w/CE, increasing storage by 300% & averting 3 partner nation mission stoppages.



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