Building a Promotable Record
Overview

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

MyFSS
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 “Strategery”

- 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’motions, 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”**

- Plan ahead...before/beginning of reporting period! *People FAIL to do this*
  - First Draft is never the Final Draft…**start early, edit often**
- Separate yourself/subordinate from the pack
  - If you’re doing what everyone else is doing, your records will reflect…
- Write to the **PROMOTION**, not where you’re at…how?
  - Understand expectations (current & future)
  - Understand how you’re evaluated
    - Career Field Path
    - CSAF Formal Board Charge
    - Foundational Resources
    - Promotion Board (eBOSS) Process
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!”
Preparation aka “Strategery”

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

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Ex: 9 + 9 + 9 = 27 x 15 = 405

- Superior
- Outstanding
- Few could be better
- Strong record
- Slightly Above Average
- Average
- Slightly Below Average
- Well below Average
- Lowest potential
# Promotion Self Assessment

**AM I AVERAGE (315-360)**

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

**AM I ABOVE AVERAGE (360-405)**

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

**DO I HAVE DETRACTORS?**

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

**AM I OUTSTANDING/SUPERIOR (405-450)**

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

Don’t stress over what your title says. What you’re doing in that position is important!

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…”
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.
**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!
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
  - “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
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

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Developing Effective Performance Statements

- **WHAT DID YOU DO?**
  - **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.
Summary

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