# EPR/OPR Writing Guide

*Note: This document may contain information that is outdated (it was created in 2008). Please visit the AFPC website for updated information. This document is for informational purposes only.*

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# SECTION A

# QUICK REFERENCE

Use Section A as your Quick Reference Guide to answer the basic questions before you begin and as a Checklist Reference when proofreading your reports prior to submission. Please read the rest of the guide for greater detail.

**THE BASICS**

- **Know when your personnel require performance reports** -- don't wait on the Report Shell to kick out -- it's your responsibility -- your CSS will remind you, but ultimately, it's up to you as the supervisor to know when your personnel's reports are due

- **Review the Report Shell THOROUGHLY** -- there's a ton of information on it

- **Review the ratee's previous performance reports** -- make sure you know the person you're rating! The AFI requires that you review the PIF (when maintained) **BEFORE** the report is written

- **Gather input from the ratee in advance**, but don't expect him/her to write the report for you -- keep notes throughout the rating period to refresh your memory when it's time to write

- **Know when the ratee completed their last Fitness Assessment and what they scored –** ensure member has tested (within last 12 months) or make sure they test prior to evaluation closing out

- **Take the time to familiarize yourself with AFI 36-2406 and MPFMs 07-44 (EPRs)/07-45 (OPRs)** -- a large percentage of what is sent back wouldn't have to be sent back if someone had just checked these references

- **Review Air Force and, when applicable, Command Enlisted Stratification and Senior Rater Endorsement policies** – policies change so make sure you review the latest changes

- **Some statements are prohibited in performance reports** -- don't use them (see page 6)

- **Use the correct AF Form** -- simple, yet surprisingly, often overlooked

  AB through TSgt AF FORM 910, latest version
  MSgt through CMSgt AF FORM 911, latest version
  Lt through Colonel AF FORM 707

- **Take the time you need to write a quality report** -- MAKE THIS A PRIORITY!

- **Don't wait until the last minute** and never use the excuse, "I didn't get the Shell"

- **Write for impact** -- the performance report is a permanent record…make it count!

- **Know your internal suspense dates and REMEMBER all reports are due to ARPC 45 days after closeout**

- **PROOFREAD YOUR PRODUCT** -- take ownership for the report -- you wrote it; don't depend on someone else to make it right

- Submit the report per your organization's instructions so that it arrives in **final form to your CSS by their established suspense date**

## DO'S AND DON'TS

### Do

- Be honest on the report -- you owe it to the member and to the Air Force
- Use action-oriented, hard-hitting impact statements
- Get to the point -- don't beat around the bush
- Quantify results -- tell the world that the member saved $100K or cut cycle time 20%
- Fill up the entire form -- white space is a good way to send a bad message
- Stay within your scope -- don't make sweeping statements you can't personally verify such as "the best personnel technician ever" or "Top 3 AF Wide" or "Top 1%"
- Use bullet format in the appropriate blocks
- Spell out uncommon acronyms the first time you use them -- don't assume the world knows what a PIGA is (it's a Pendular Integrating Gyroscopic Accelerometer, but that's beside the point). It's ok to use common acronyms (see p. 20) without spelling them out first. Note: For OPRs, you may use uncommon acronyms on front and spell them out in Section X on reverse of AF Form 707
- Abbreviate words like gov't for government in the interest of space where appropriate
- Be error free (no misspellings, no extra spaces, and capital letters in right place...)
- Do your homework; review previous reports, Fitness Assessment, PIF, UIF, if applicable

### Don't

- Use prohibited statements (see page 6 for prohibited statements)
- Include additional duties unless focused toward the mission
- Use terminology only your organization understands
- Leave white space, unless, of course, you're trying to send a negative message
- Put your credibility on the line -- many notice when everyone is rated #1 -- the real #1 loses
- Use "all caps" for emphasis -- you can't say, "GREAT;" you have to say, "great"
- Use periods after bullets; it's just bad form
- Use more than one exclamation mark in a row at the end of a bullet: "!" is ok; "!!" is not
- Be rushed to print -- take the time to write a succinct, accurate, and honest report
- Use "fluffy" statements with no meat behind them

**Tone** It is very important to give readers a sense of how much you value the ratee's contributions. Enthusiastic narratives convince readers the ratee is a valued contributor. Mundane reports that are full of fluff don't. However, consider carefully before you cross the line from enthusiastic to trite or cute. Consider these examples:

| | |
|---|---|
| "A walk-on-water kind of guy! | This says nothing about the ratee's skills and may offend some people. |
| "Quality is her Job 1" | Advertising slogans should not creep into performance reports. Someday, the commercial will be forgotten and this will be gibberish. |
| My #1 Action Officer | No ambiguity. Short; to the point. Lets the board know exactly where the ratee stands. |

**Word Choice** Ensure you emphasize action and results. Use the past tense form of verbs when possible. Strong descriptive words leave a lasting impression with readers. Dull and monotonous accounts of what someone did give your reader the impression that the person you are talking about is average at best. Vivid verbs, adverbs and adjectives make your comments compelling. Mundane terms do not. Some examples (more found in Section E):

| Vivid | | | Mundane | | |
|---|---|---|---|---|---|
| Cut | Saved | Expertly | Capable | Assisted | Participated |
| Created | Spearheaded | Rapidly | Dependable | Aided | Reviewed |
| Drove | Developed | Persuasive | Effective | Contributed | Adequate |
| Guaranteed | Deftly | Dynamic | Coordinated | Employed | Fine |
| Infused | Diplomatically | Instituted | Sturdy | Ready | Maintained |
| Led | Energetic | | Monitored | Potential | |

**Context** Many readers will be unfamiliar with the types of duties performed in specific organizations and what duties people of different ranks normally perform. That makes it difficult for them to judge the significance of the ratee's accomplishments. Ensure your reader understands exactly what you mean, regardless of the reader's technical AF expertise. Give context when you can. For example:

"...only NCO on this influential product team"
"...first captain selected as branch chief in this directorate"

**Stratification** You owe it to board members to differentiate the leadership potential of your subordinates honestly and accurately. Board members need to be able to tell the difference between good, average, and poor performers during selection boards. Accurate descriptions of ratee's performance provide some natural differentiation, but a rater can help or hinder the board based on his or her choices of words. Make sure your ranking words are quantified and justified. See Section B of this guide for rules on enlisted stratification. Stratification examples:

**GOOD**
"Simply the best -- #1 of the 7 MSgts in my division"

**BAD**
"within top 10% of all captains" -- beyond the rater's scope -- see page 6 for prohibited statements

**Common acronyms** See **Section E – *REFERENCE MATERIAL***, *pages 20-21* for examples of *some* common acronyms which do not need to be written out when used. More obscure ones should be written out at first occurrence on enlisted performance reports. For officer performance reports, obscure or uncommon acronyms may be used but must be spelled out in Section X of AF Form 707.

**Noncommon acronyms** There are many acronyms that we use that are common to the AF Reserve world but are not considered "common acronyms" when it comes to evaluations. The bottom line is, if it is not in the list of Common Acronyms on pages 20-21, spell it out.

**Common Word Errors** The words listed below are commonly misspelled or misused in EPRs, OPRs, PRFs, decoration and award packages. Please take the time to ensure your product is error free prior to submitting it for review/signature. **When in doubt, consult the most recent government dictionary available.** These are just a few, and remember, the English language is constantly changing. You'll always win an argument if your dictionary has the latest publishing date. Hyphenate double-word adjectives before a noun, e.g., "base-wide" cleanup.

***COMMONLY MISSPELLED or MISUSED WORDS***

associate's degree
Associate's Degree in Management
bachelor's degree
Bachelor's Degree in Management
base wide or base-wide (depends on context)
commissioned
daily
database
handpicked
homepage
man-day
man-hours
master's degree
Master's Degree in Management
material (what a thing is made of, raw material)
materiel (relating to weapons, equipment of arms)
multinational
noncommissioned
nonexistent
reference
semiannual
short-notice (depends on context)
spearheaded
timeline
top-notch
turn in, turn-in (depends on context)
website
work center
work force
work load
worldwide
Pentagon, Washington DC

ensure (to make sure of); insure (insurance) Reserve vs reserve (when to use)
led vs lead

**PROHIBITED STATEMENTS** There are some things you just cannot say on performance reports. AFI 36-2406, Para 3.7. spells out examples of inappropriate evaluator considerations and comments:

**Big No-no's**

- Do not use the word **"senior"** on any officer OPR except for Colonels and Col selects -- period -- it's considered an implied promotion statement and will be returned, JAG officers excepted.
- Do not make **promotion recommendations** for officers, except on the PRF; and then, recommendations are limited to the next higher grade
- Do not make **broad statements** outside the scope of the evaluator's responsibility or knowledge -- you can't say MSgt Jones is the best cop in the Air Force -- keep it realistic
- Do not use **"top 1%"** unless it is fully qualified with another statement such as "in my organization"
- Do not make **stratification statements** on AB - TSgt and CMSgt Enlisted Performance Reports
- Do not make **stratification statements** based on a percentage, career field, functional community or other subjective measures on enlisted performance reports
- Do not use **grades higher than the ratee holds** -- you cannot say "Lt Smith performs like a field grade officer" or "Capt Adams is filling a major's billet"
- Do not comment on **Fitness** unless the member is not meeting fitness standards or the member is a Physical Training Leader or the Unit Fitness Program Manager. Fitness scores prohibited except when members does not meet standards
- Do not make **Assignment and DE (Developmental Education) recommendations on reports that are inconsistent with a ratee's current grade** -- recommend an officer for assignments/positions and resident DE that reflect his/her potential and are grade appropriate -- for enlisted, assignments must be grade appropriate, and reference to PME is prohibited except for awards earned while attending an in-resident program
- **DE or Advanced Academic Education for officers** -- When preparing OPRs, evaluators will not comment on selection status on the schools list, selection for, completion of or enrollment in developmental education or advanced academic education. When preparing PRFs, senior raters may only comment on officially recognized extraordinary achievements documented in the AF IMT 475. When stratifying officers on OPRs and PRFs, evaluators will not consider completion/non-completion of non-resident DE if the officer is on the school select list or their Select/Candidate status.

**Also**

- Duty history or performance outside the current reporting period on OPRs/EPRs unless unusual circumstances dictate otherwise - consult AFI
- Previous reports or ratings may not be mentioned, but should be reviewed prior to new report to prevent repeating prior accomplishments and/or making inappropriate recommendations
- Performance feedback -- do not refer to performance feedback sessions in any area of the performance report except in the Performance Feedback Certification Block. Ensure feedback date is during the evaluation period.
- Events that occur after closeout date -- close out date may be extended by HHQ if required -- consult AFI or applicable MPFM
- Prior events unless previously omitted due to error -- consult AFI or MPFM 07-44.45
- Conduct based on unreliable information
- Any action against an individual that resulted in acquittal or a failure to successfully implement an intended personnel action
- Actions taken by individuals outside the normal chain of command, e.g., Inspector General, EOT complaints, Congressional Inquiry, etc.
- Recommendation for decoration -- only those actually approved/presented during reporting period
- Race, ethnic origin, gender, age, or religion of the ratee -- don't say Major Smith was the first female evaluator in the squadron; you can mention involvement in cultural or church activities
- Temporary or permanent decertification under the Personnel Reliability Program
- Drug or alcohol rehab programs
- Score data on WAPS score notices or senior NCO promotion score notices
- Performance as a member of a court-martial board
- Family activities or marital status including employment, or volunteer service of member's family
- Officer's decision to accept or decline aviator continuation pay
- Do not comment on pending investigations or delay a report due to known pending investigations
- Separation or retirement status
- Comments about civilian occupation (Reserve members) unless it directly relates to the military position and

enhances their military performance
• Use of profanity (no matter how tempting) is unprofessional and is prohibited
• Punishment received (can mention conduct) as a result of administrative or judicial action

**COMMON ERRORS** Most of these are mentioned elsewhere in this guide, but here's a compilation as presented in "How To Write a Killer Bullet" by CMSgt Herbert C. Rhay, Jr.

• No records review -- for EPRs/OPRs you need to know where the ratee has been and is in regard to levels of responsibility -- need to know how much effort is needed to write an effective report
-- Critical for effective feedback -- never give counseling without it -- makes ratee feel you care
• Poor utilization of space -- fill up the form -- if you don't have enough to write, give the ratee more to do -- cut words, not meaning -- abbreviate where possible -- don't use unnecessary words (eliminate "a," "an," "the")
• Weak or unrelated Job Description -- responsibilities in Job Description should relate to accomplishments -- if you can't fill this space, your troop may be underutilized
• Listing Job Descriptions as Accomplishments -- don't repeat what was said in Job Description as accomplishments and don't list in Accomplishments what should have been listed in Job Description -- this only says the member did his job or they didn't do much at all
• Inappropriate use of numbers -- don't use dollars when they are unrelated to what the person did, e.g., "toured $55M facility" -- dollar signs draw attention for a reason -- use them appropriately -- don't try to measure the unmeasurable, e.g., "boosted morale 33%"
• No mission impact -- bullets lack significance to mission and purpose as to why it was written -- that's the bottom line -- what have you done for your Air Force?
• Glittering generalities -- says the member was great, the best, truly exceptional but fails to tell how -- absolute waste of space if not supported -- use sub bullets to tell why
• High Tech Jargon -- write the report so anyone from any AFSC can understand the report -- it's hard for the board to score what it can't understand, and you never know who's on the board
• Best material misplaced -- strongest stuff should go to the bottom line -- eyes naturally go to the bottom of the report -- reviewers often look for the indorser's comments first
• Report imbalanced with on/off duty accomplishments -- don't take up too much space for off duty accomplishments and community involvement -- don't use off duty material in indorsements
• Weak action verbs -- watch for mundane verbs such as met, maintained, sustained, supported, etc. -- words can show that a member just did his or her job or they can really tell a story -- choose wisely -- try to convey accomplishments that go beyond collecting a paycheck
• Spelling, alignment, spacing errors -- spell check the report -- make sure bullets are lined up -- double check all spacing -- show you and your organization care about the person you're rating
• Pride of authorship -- a deadly sin -- always seek advice, counsel, and feedback on how to write the best possible report -- be open to suggestion

## SECTION B

# ENLISTED PERFORMANCE REPORTS

The purpose of the Enlisted Performance Report is to provide a reliable, long-term, cumulative record of performance and potential, based on performance for enlisted personnel. Additionally, it also provides senior NCO evaluation boards and Weighted Airman Promotion System (WAPS) (for active duty personnel) and other personnel managers sound information to assist in identifying the best qualified enlisted personnel for promotion, assignments, awards or other personnel actions. Since the EPR is a permanent record, it is imperative that they are prepared with the utmost quality and accuracy. Please refer to AFI 36-2406 and MPFM 07-44 for additional guidance.

## Fundamentals

- Think ahead -- it's a good idea to keep a personal log of the ratee's accomplishments throughout the reporting period -- accomplish feedback as required and know when reports are due
- Writing an EPR takes practice -- take the time to write a good report for your subordinates
- Performance reports should be handled discreetly -- write and proofread in private -- limit viewing of the report to only those individuals directly involved in the processing of performance reports
- Do not overrate -- be fair, accurate, and honest in your assessment and ensure job performance is the primary basis for your ratings
- Avoid highlighting a single, non-severe incident or a particular negative trait -- consider the entire rating period
- Do not mark a person lower than he/she deserves in order to reflect improved performance in subsequent performance reports
- Before beginning to write, determine the overall performance during the reporting period: (l) Poor; (2) Needs Improvement; (3) Average; (4) Above Average; or (5) Truly Among the Best -- after determining the appropriate category, write a performance report that will support your position
- Know when the member took their fitness assessment and whether or not they achieved a passing score
- Limit all bullets to no more than two lines
- Use of a "Promote" statement sends a strong message to promotion board (for RegAF members) -- use it wisely
- Do not use comments prohibited in AFI 36-2406, Chapter 3, Para 3.7. or page 6 of this guide
- Write in bullet format in the appropriate blocks -- fill up the space provided unless you are trying to convey a negative message -- white space on a report is allowed but sends the signal that there wasn't enough material to report on during the rating period
- Avoid nicknames, call signs or code names -- names of operations must be in all CAPS (Operation IRAQI FREEDOM)
- Completion of SNCO Academy (Correspondence or In-Residence) and a Community College of the Air Force (CCAF) degree (in any specialty) is the minimum requirement for senior rater endorsement
- Comments on medical issues are prohibited
- Comments regarding unit fitness achievement are allowed for individuals who are Physical Training Leaders or the Unit Fitness Program Manager
- **Mark all appropriate boxes (X) before digitally signing the report and forwarding it to the next level**

## Writing Tips

Ask yourself what the ratee did, how it was accomplished, and what was the result? What were the ratee's contributions to the mission, base, and the local community? The following questions may help you get started:

- Did the member chair any meetings, committees, or subcommittees, teams related to duty performance?
- Was the member a part or a team and did the team make any accomplishments?
- Did the individual volunteer for any projects, additional duties, community involvement, or extracurricular activities?

• What recognition (awards, letters of appreciation, etc.) did the individual receive?
• How did the individual save money, time, or resources in the office?
• What type of leader, both on and off duty, is the individual?

**Record performance in dynamic terms --** use action words that catch the reader's eye -- words such as "initiated," "spearheaded," or "led" can show the strengths of a good performer
**Focus on results --** a simple activity can be enhanced by the impact it had on the mission -- use cost, time, and resource savings where possible
**Use the past tense of verbs** to show what the person accomplished during the rating period
**Quantify --** tell how many, how much
**Stratify --** Permitted only on MSgt and SMSgt Reports (RegAF MSgts/SMSgts must be Time-in-Grade (TIG) eligible for stratification); if used, must be stated in quantitative terms, comparing peers in the <u>same grade</u> within the evaluators scope:

Good Example: Squadron Commander says "MSgt Smith is my number 1 of 7 MSgts"
Wing Commander says "My #6 of 92 MSgts"
Bad Example: Squadron Commander says "MSgt Smith is my number 1 of 7 NCOs"
Wing Commander says "My #6 of 300 SNCOs on my base"

**Fitness --** Comments on fitness are prohibited unless the member is not meeting standards then the evaluator may comment on the ratee's fitness score, behavior associated with the fitness program and progress in the Fitness Improvement Program

## Preparing EPRs

Use the correct form! Use **AF FORM 910 (Enlisted Performance Report) for AB through TSgt, and AF FORM 911** for MSgt through CMSgt. Use the identification data found on the EPR Shell. Any abbreviations found on the EPR Shell may be used; however, raters are encouraged to expand abbreviations for clarity if necessary.

## Referral EPRs

An EPR that contains one of the following is a referral report (refer to AFI 36-2406 and MPFM 07-44 for procedures):

• A rating of "Does Not Meet Standards" in any performance assessment factor on AF FORM 910 or 911, Section III, to include Fitness, or
• A rating of "1" (Poor) on AF FORM 910 or 911, Section V, or
• Report contains any derogatory comments that refer to behavior not meeting minimal acceptable standards of personal or professional conduct, character, judgment or integrity, and/or refer to disciplinary actions

## Performance Feedback Worksheet (PFW)

Performance feedback is private, formal communication a rater uses to tell a ratee what is expected regarding duty performance and how well the ratee is meeting those expectations. Raters document performance feedback on the PFW and use the PFW format as guide for conducting feedback sessions where they discuss objectives, standards, behavior, and performance with the ratee. Providing this information helps an individual contribute to positive communication, improve performance, and grow professionally.

Raters use the Performance Feedback Worksheet (PFW) (AF Form 931 for AB -TSgt; and AF Form 932 for SNCOs) to document feedback sessions. Feedback should include both the mandatory sessions and a continuous (daily, monthly…) process of informal feedback. The feedback session emphasizes job performance and qualities expected of all enlisted members, such as leadership, organizational and communication skills. Keep in mind that feedback sessions are required for all enlisted personnel per AFI 36-2406. It is mandatory for both the rater and

ratee to keep a copy of the PFW. The only personnel authorized to review PFWs (with the rater's approval) on TSgts and below are the indorser (rater's rater) and the squadron commander; only squadron commanders can review PFWs for MSgts - CMSgts.

Raters must conduct a feedback session within 60 days of the date of supervision began to establish standards and set expectations. A "mid-course" feedback session (after 180-210 days of supervision) is required to assess progress, however, documented feedback sessions can be held more frequently at the rater's discretion and are encouraged when standards and or performance has changed.

If a subordinate asks for feedback, supervisors must provide it within 30 days from request, if at least 60 days have passed since the last feedback session.

The rater will provide face to face feedback to the ratee in conjunction with issuing an evaluation. This feedback is documented by the ratee's acknowledgement of the EPR. Do not use a performance feedback worksheet. When face to face feedback is not feasible, the rater will conduct feedback either electronically or via telephone.

## EPR SAMPLES - MSgt thru CMSgt (AF FORM 911)

### III. PERFORMANCE ASSESSMENT

**1. PRIMARY DUTIES: - Consider Quality, Quantity, Timeliness, Technical Knowledge, Leading, Managing and Supervising (Limit to 4 lines)**

- Established long-term programs to improve support to customers--stockage and issue effectiveness ratings were consistently highest in command and top 5 in Air Force throughout year--visionary manager
-- Led section to new heights in all process performance indicators--team continued to exceed every goal
- Modernized section's outdated process for tracking late products--on-time rate now at 100% for first time

**2. STANDARDS: ENFORCEMENT AND PERSONAL ADHERENCE, CONDUCT, CHARACTER, MILITARY BEARING & CUSTOMS AND COURTESIES - Consider Dress & Appearance, Personal/Professional Conduct On/Off Duty (Limit to 2 Lines)**

- Exemplary professionalism; augmented Inspector General Inspection team for unit compliance inspections
- Wing's representative at *** conference--guest speaker to audience of over 100; numerous accolades

**3. FITNESS (Maintains Air Force Physical Fitness Standards) (For referrals, limit text to 1 line)**

**4. RESOURCE MANAGEMENT AND DECISION MAKING - Consider Efficiency, Judgment, Setting and Meeting Goals (Limit text to 2 lines)**

- Eliminated over $6 million in serviceable excess inventory in only four months as key member of quality improvement team--surpassed all expectations--hands-on leadership was the catalyst for the entire effort

**5. TRAINING, EDUCATION, OFF-DUTY EDUCATION, PME, PROFESSIONAL ENHANCEMENT AND COMMUNICATION - Consider Providing, Supporting and Personal Growth (Limit text to 2 lines)**

- Devoted two nights a week of off-duty time to ensure the unit's training requirements were met--unselfish
-- All three of his trainees fully qualified in minimum time--significantly improved section's effectiveness

**6. LEADERSHIP/TEAM BUILDING/FOLLOWERSHIP/MENTORSHIP - Consider Team Accomplishments, Leveraging Personal Experiences and Community Support, Recognition/Reward for Others (Limit text to 2 lines)**

- Model community leader--President, local food pantry--volunteered off-duty time regularly in soup kitchen
- Primary Crisis Action Team member during Air Staff exercise IRON EAGLE--zero discrepancies

**7. OTHER COMMENTS - Consider Promotion, Future Duty/Assignment/Education Recommendations, Safety, Security & Human Relations (Limit text to 2 lines)**

- Selected as division's SNCO of the Quarter, first quarter 2007--impact on the mission was key to success
- Leader, motivator, skilled tactician--leads the pack--keep him in the front--promote to SMSgt now!

- Rater should attempt to convey leadership and duty performance using hard-hitting facts and figures
- Least significant accomplishments listed first, then build; ok to mention community work or education
- Good reports on good people are the easiest to write; you'll have to develop the knack for conveying the appropriate word-picture for each level of ratee you have
- PME is mandatory, so it is prohibited from being included except if awards were earned during attendance, for example: garnered the John Levitow Achievement Award, Distinguished Graduate, or Commandant Academic Achievement Award
- Place stratification statement, if used, in Section 7, Other Comments

**VI. ADDITIONAL RATER'S COMMENTS (Limit text to 3 lines)**

- Reorganized division's key section into efficient, streamlined unit--daily product output increased by 50%
  -- Spearheaded campaign to increase efficiency--led tiger team credited with saving $22K in one quarter
- #2 of 20 MSgts in my division--consummate professional--outstanding leader--promote to SMSgt now

- More significant accomplishments go here -- things the rater's rater would be aware of at their level
- Additional Rater (Rater's rater) comments should be descriptive -- tell how well subordinate did, how they did it, and the results
- List awards won -- avoid mentioning community involvement in this section as well as education
- Do not forget promote statement
- Review latest Air Force and, when applicable, Command Stratification rules

**VII. REVIEWER'S COMMENTS (Limit text to 3 lines)**

- Stellar performer and manager--led division's multi-million dollar inventory reduction effort--results-driven
- Key contributor in division's Hammer Award for Reinventing the Government--suggestions right on track
- #2 of 45 master sergeants in my wing--epitome of the professional SNCO--a must for SMSgt this board

- Reviewer highlights leadership abilities and duty performance and includes promotion statement
- Most significant accomplishments go here -- things the senior rater would be aware of at their level
- Big awards above unit level
- Don't use community involvement or education in this section
- EPRs for MSgts through CMSgts will have at least two and no more than three evaluators (the rater, additional rater, and reviewer) unless the rater qualifies as a single evaluator.
- Do not forget promote statement
- Review latest Air Force and, when applicable, Command Stratification rules

# EPR SAMPLES - AB thru TSgt (AF FORM 910)

## III. PERFORMANCE ASSESSMENT

**1. PRIMARY/ADDITIONAL DUTIES (For SSgt/TSgt also consider Supervisory, Leadership and Technical Abilities) Consider Adapting, Learning, Quality, Timeliness, Professional Growth and Communication Skills**
**(Limit text to 4 lines)**
- Dedicated NCO! Extremely competent--unit's expert in workflow and life cycle info management
- Provided cradle-to-grave support for all products generated in the busiest front office in the unit
- Maintained a 100% on-time rate for all products--a superhuman effort considering this is the Wing!
- Controlled unit's IMPAC program--managed ten accounts--zero discrepancies--over $10K monthly

**2. STANDARDS, CONDUCT, CHARACTER & MILITARY BEARING (For SSgt/TSgt also consider Enforcement of Standards and Customs & Courtesies)**
**Consider Dress & Appearance, Personal/Professional Conduct On/Off Duty (Limit text to 2 lines)**
- Poised briefer; prepared/delivered bi-weekly operations briefing; lauded by director for outstanding support
- Razor sharp appearance & performance; completed PTL training--sets the standard for others to follow

**3. FITNESS (For Referrals, limit text to 1 line) Do not add bullet if meets standards**

**4. TRAINING REQUIREMENTS (For SSgt/TSgt also consider PME, Off-duty Education, Technical Growth, Upgrade Training) Consider Upgrade, Ancillary, OJT and Readiness (Limit Text to 2 lines)**
- Dedicated to professional development--completed CCAF degree in Human Resources Management
- Successfully completed ACC's Electronic Records Course--awarded "Outstanding Teamwork" recognition

**5. TEAMWORK/FOLLOWERSHIP (For SSgt/TSgt also consider Leadership, Team Accomplishments, Recognition/Reward Others) Consider Team Building, Support of Team, Followership (Limit text to 2 lines)**
- Organized the division's first-ever Personnel Products Training Course--innovative--taught 20 new officers
- Saved 20+ man-hours per month by automating recurrent training requirements--a real force multiplier

**6. OTHER COMMENTS (Consider Promotion, Future Duty/Assignment/Education Recommendations and Safety, Security & Human Relations) (Limit text to 2 lines)**
- Hard charger who excels in supervisory position; mentors newly assigned supervisors--numerous accolades
- My choice for high-vis front office position--extremely poised--ready for more responsibility--promote now

- Notice the emphasis on the technical aspects of the job as opposed to the SNCO report which focused more on the strategic aspects
- Don't forget promotion statement, if appropriate

## VI. ADDITIONAL RATER'S COMMENTS (Limit text to 3 lines)
- Exceptional NCO/Information Manager--cut avg turn-around time on key products from over 2 weeks to 2 days
- Selected as directorate's NCO of the Year for 2007--Information Manager of the Quarter, first quarter 2007
- Makes a positive first impression and keeps on impressing with her abilities--promote ahead of peers

- Rater's Rater should state results clearly using actions and results (facts and figures) of those actions
- Most significant accomplishments go here
- EPRs for AB through TSgt will have no more than 2 evaluators (rater and additional rater) unless the rater qualifies as a single evaluator
- Reminder – stratification statements are not allowed on EPRs for AB - TSgt

## SECTION C

# OFFICER PERFORMANCE REPORTS

The purpose of the Officer Performance Report (OPR) is to record the evaluation of an officer's performance over a specific period. OPRs provide a permanent, long-term record of an officer's performance and leadership potential based upon his or her performance.

This Section provides instructions and tips on preparing the Officer Performance Report (AF Form 707) and the Performance Feedback Worksheet (AF Form 724). Please refer to AFI 36-2406 and MPFM 07-45 for additional guidance on preparing OPRs.

## Fundamentals

The OPR is an assessment of ***duty performance and performance as an officer***, and should reflect the leadership potential based upon that performance. Raters should not consider previous Promotion Recommendation Form (PRF) recommendations, promotion eligibility, Officers' Club membership, marital status, family activities, etc. In addition, promotion recommendations (overt or implied) are prohibited. Promotion recommendations are reserved for the PRF (AF IMT 709) when the officer meets a promotion selection board. However, recommendations to attend the next level of PME or the officer's next assignment are permitted. See p. 6 in this guide and AFI 36-2406 for specifics on prohibited statements.

OPRs become a permanent part of the officer's records and should be written with that in mind. They must be standalone documents. Board members, assignment managers, commanders, and supervisors read OPRs to understand performance in previous assignments, and make recommendations for future assignments or school attendance, to justify awards and decorations or make other management decisions.

If an incident/negative trait warrants documentation to hold a member accountable, then this should also be reflected in the OPR.

## Writing Tips

The OPR should focus on ***duty performance***. The OPR must clearly illustrate both abilities and potential. The focus should be an accurate assessment of performance and recommendation for the next level of responsibility.

**Record performance in dynamic terms** -- instead of "proficient," use "undisputed expert"

**Focus on results, not just activity** -- instead of … "improved turnaround time," use "increased sortie rate by 12% and saved $30,000/month"

**Use terms understood across the Air Force** -- instead of "...FWIC's top ACEVAL-AIMVAL analyst," use "...top expert on newest targeting system--force multiplier and life saver"

**Focus on primary duty performance rather than additional duties** -- Save impact bullets for last... "Company Grade Officer of the Year," etc.

**Stratification** in OPRs is the most powerful tool to highlight your top performers -- "#2 of 42 in squadron"

**Developmental Education Recommendation --** omitting this sends a message, make sure it's the message you want to send -- "Must select for SDE in-residence"

**Assignment Recommendation** – Another important statement – "Group Command position an absolute must"

**Fitness –** Comments on Fitness are prohibited unless the member is not meeting standards then, the evaluator may comment on the ratee's fitness score, behavior associated with the fitness program and progress in the Fitness Improvement Program

- Comments on Medical issues are prohibited
- Comments regarding unit fitness achievements are allowed for individuals who are Physical Training Leaders and Unit Fitness Program Managers only

## Preparing OPRs

For **Annual OPRs**, units receive the OPR Notice or Shell approximately 60 days before close-out date. However, you cannot expect this much lead-time in OPR taskings generated by changes of reporting officials (CROs) and for promotion boards. It is the rater's responsibility to ensure the OPRs for their personnel are prepared in a timely manner, even if they have not received a formal OPR shell to prepare the report.

**Change of Reporting Official (CRO)** reports are prepared IAW Table 3.4 when either the ratee or rater changes.

A **Headquarters Air Force (HAF)-Directed OPR** is the type of report primarily completed for promotion boards. These reports are due at HQ ARPC 45 days prior to board convening date. The requirement for this type of report will be noted in the board convening notice.

A **Commander-Directed OPR** may be completed when an officer has performed in an unsatisfactory or marginal manner. There is no minimum number of days supervision.

A **Referral OPR** contains one of the following: (Refer to AFI 36-2406 and MPFM 07-45 for specific guidance on referral reports.)

- A "Does Not Meet Standards" marking in Section III and/or Section IX
- Any comments in the OPR that refers to behavior incompatible with minimum standards of personal conduct, character, integrity, or misrepresentation of facts in official statements or documents, serious mismanagement of personal or government affairs, confirmed incidents of discrimination or mistreatment, illegal use/possession of drugs, failure of fitness testing, etc.

## Veiled Promotion Statements

As a general rule, prohibited promotion statements are any comments comparing an individual to officers of higher rank, or alluding to a higher ranking position. All such comments are prohibited. The term "senior" is specifically prohibited since it is commonly used when referring to colonels or general officers.

While it is impossible to provide an all-inclusive list of prohibited statements, some examples are:

- "Lt Col ____ is senior officer material." (The term "senior" is reserved for colonel and above)
- "Capt ____ has excelled in a Major's billet." (Refers to a rank higher than the one the individual currently holds)
- "Major ____ should be a group commander now." (Recommends the individual for a position two grades higher than the ratee—not normal progression.)
- "Capt ____ is ready for our toughest field grade jobs." (Compares a company grade officer with higher ranking (field grade) officers)

While promotion statements are prohibited, an evaluator may make recommendations to select officers for a particular assignment, developmental education, or continuation, (IAW AFI 36-2406). There is a fine line between an assignment recommendation and an implied promotion statement. When making an assignment recommendation, there may be no reference to a higher grade. The reference must be consistent with the officer's appropriate professional career progression; this includes command recommendation.

Some **acceptable** examples are:

- "Make Capt ____ an MPF Chief" or "Make Capt ___ an IPT lead." (Appropriate progression)
- "Send Major ____ to IDE." (Appropriate DE progression if mbr has not attended in-residence; may no longer state specific DE course , i.e. ACSC)
- "Make him an Ops Group Commander." (On a Lt Col OPR)
- "After SDE assign to Air Staff." (Appropriate DE with follow-on assignment)

Some **unacceptable** examples are:

- "Make Lt ____ an MSS Commander." (Inappropriate next level of progression)
- "Send Capt ____ to IDE after selection to Major." (Totally inappropriate statement: BDE is appropriate for a captain unless they have already attended BDE in-residence; and by saying "after selection to Major" is inappropriate because that is a veiled promotion statement.)
- "Senior Developmental Education or SDE in '95, Group Commander in '96, Wing Commander in '98." (Goes beyond the scope of the next assignment)
- "Send Lt Col ____ to Air War College" (Reference to a specific DE course not allowed)

Broad reaching statements should be avoided unless the rater has the experience/knowledge to support that claim. For example, instead of saying "Number one maintenance officer in the Air Force" a more appropriate and realistic comment would be to say "My top captain" or "The best maintenance officer I've worked with in my 22 years in the Air Force." Stratification is encouraged, but must be within the rater's scope.

## Developmental Education

Developmental Education (DE) recommendations will be limited to Basic Developmental Education (BDE)/Intermediate Developmental Education (IDE)/Senior Developmental Education (SDE). Officers designated to attend DE can receive the below comments on the OPR or PRF that closes out just prior to departure. The specific school cannot be mentioned.

Good Example: "Send to IDE" or "On the way to IDE/SDE (as appropriate)"
Bad Example: "Send to ACSC"

Raters can comment on Air War College non-residential program Outstanding Graduates. Unlike resident students, non-resident students do not receive a Training Report to document achievements.

## Performance Feedback Worksheet (PFW)

Performance feedback is mandatory for all officers, 2Lt – Col IAW AFI 36-2406, Table 2.1. Feedback should include both the mandatory sessions and a continuous (daily, monthly…) process of informal feedback. The purpose of performance feedback is for a rater to tell the ratee what duty performance is expected and how well the officer is meeting those expectations. Providing this information to officers helps them improve their performance and grow professionally. Raters use the PFW as a guide to conduct and structure performance feedback sessions. There should be no surprises when the ratee receives an OPR.

- Raters use the PFW (AF Form 724) to document feedback sessions. The feedback session emphasizes job performance and qualities expected of all officers, such as leadership and organizational and communication skills. The rater and ratee should both keep a copy of the PFW. The PFW may not be reviewed by anyone other than the rater and ratee.
- Raters should conduct a feedback session within 60 days of the beginning of the period of supervision to establish standards and set expectations. A "mid-course" (normally 180 - 210 days of supervision) feedback session is encouraged at least once during the period of supervision to assess progress. Note: Documented feedback sessions can be held more frequently providing 60 days have passed since the last feedback session or at the rater's discretion. Colonels are still only required an initial feedback,however, they will now also receive a follow-on feedback upon acknowledgement of the OPR.
- Rater will provide face to face feedback to the rate in conjunction with issuing the evaluation if at all feasible. The OPR serves as the feedback for, do not use the Performance Feedback Worksheet.

## OPR SAMPLE COMMENTS

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

- Division's #1 of fifteen handpicked action officers--impact will be felt for years to come--absolutely superior
- Sought out for his expertise--called on repeatedly by Joint Staff and Air Staff for expertise on deployments
- Restored $15M to CSAF/SECAF priority--without his expert guidance, the program would have folded
- The lead action officer for Fall 2007 CORONA prep--personally briefed CSAF--helped mold AF strategy
- Natural choice for directorate's Action Officer of Yr, 2007--led programming action for $83M fighter upgrade
- Shining example on HQ Staff--absolute all star--a must for IDE in-residence then on to squadron command

• Stratify -- my number one of seven; my number two of ten
• Quantify -- how many, how much?
• Mention awards -- anything to help differentiate
• Make developmental education recommendations and next assignment--if missing, the message is negative

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

- Truly superb staff officer and leader--directorate's go-to guy for toughest financial management issues
- Designed future AF concept team for implementation--avoided over $18K in contracted cost to Air Force
- Selected to brief Congressional panel--never missed a beat--personally saved $15M multi-year contract
- Number 2 of my 45 action officers--trusted and respected--send to operational command after IDE in-res

• Relative ranking among peers
• Bottom line -- make it count
• Tell the board exactly what you think of ratee and where you think they should go next

## SECTION D

# PROMOTION RECOMMENDATION FORM

This section provides guidance for processing the Promotion Recommendation Form (PRF) (AF IMT 709) for Lt Cols and below. The PRF is used to assess an officer's performance-based leadership potential and used for the senior rater to communicate a promotion recommendation to the Central Selection Board. PRFs are ***NOT*** a permanent part of the ratee's record. All PRFs are removed from the officer's personnel folder 30 days after the Central Selection Board. As such, the standard for formatting is slightly different. The PRF is based on OPRs and decoration citations which serve as source documents. Guidelines for abbreviations and punctuation are less strenuous for PRFs due to their transient nature. Please refer to AFI 36-2406 for additional PRF guidance.

## Fundamentals

- Consider performance-based leadership potential, the assessed capability of an officer to serve in a higher grade as demonstrated by performance in his or her current position and in past jobs or positions
- Consider the level of duty performance, demonstrated expertise in a multitude of skills important to the Air Force officer (e.g., leadership, team building, decision-making, communication, organizational skills, etc.), and the willingness to go beyond what is specifically required of the job
- Paint a picture using action words to convey the message
- Describe key performance factors from the officer's entire career, not just recent performance
- Consider including comments related to behavior or performance which resulted in an Article 15, letter of reprimand, admonishment, or counseling. Court-martial convictions are mandatory comments in the PRF
- Review AFI 36-2406 and this guide for comments which are inappropriate or prohibited

## Writing Tips

- Stratify in PRFs – "my #3 of 42 field graders" … to highlight and identify your top performers
- Use hard-hitting facts, then quote from previous OPRs … e.g., succeeded where others failed--"saved $100K"
- Always use #1 not "number one"
- Avoid vague comments in PRF
- Abbreviate where you can as long as it's understandable by all … e.g., ofcr, ldr, sq, flt, grp, CGOQX3, $12M, etc
- Very important to include individual awards …e.g., Leo Marquez, FGO yr, etc.
- Do not use broad statements outside the scope of the evaluator's responsibility or knowledge… e.g., "the best civil engineer in the business" or "top 5% officer" -- can't say it because a senior rater does not have knowledge of all civil engineers or all officers
- Use quotes from chain of command…e.g., LG/CC says "easily top 1% of all LG majors"
- Recommend appropriate level developmental education
- Senior Raters may only comment on officially recognized extraordinary achievements documented in the AF IMT 475 (Training Report) (such as distinguished graduate, cum laude, speech/writing awards, etc.)
  -- Senior Raters can comment on Air War College non-residential program Outstanding Graduates; unlike resident students, non-resident students do not receive a Training Report to document achievements

### Who Assesses Potential?

The senior rater is solely responsible for awarding promotion recommendations and completing PRFs. He or she has personal knowledge, or access to knowledge, of both the officer's most recent and cumulative performance.

# PRF SAMPLE COMMENTS

**IV. PROMOTION RECOMMENDATION**
- You've got 9 lines to make your officer's best sales pitch to the board--make them count!
- Relative ranking (best relative rank or laudatory comment)
- Duty history review / key accomplishments
- Early greatness / early successes (competitively selected for..., DG, HQ/base of the quarter/year awards)
  -- Breadth of experience (does everything well)
  -- Expertise + toughest challenge tackled
- Explain any duty history record anomalies (TOS, squares, limited scope)
- Today's performance (why he/she ranks so high)
- Bottom line leadership potential (one line summary of career) / state developmental education recommendation

• General overview of what goes in the block

**IV. PROMOTION RECOMMENDATION**
- Incredible from day #1--unrivaled success at every level--squadron, wing, Air Staff, ops, AF Secretariat
- A standout! DG out of OTS and never let up--DG at Undergraduate Missile Training--Wing Company Grade Officer of the Year out of 700 eligible--ACC's Company Grade Officer of the Year--Innovation Award winner
- Selected early for the toughest jobs--flight commander, Stan Eval Crew, Missile Crew CC, Air Staff, IG duty
- Functional expert--led flight to "Outstanding" rating from ACC IG--Outstanding Performer, ACC IG--2 times!
- Unparalleled leader--led units to elite ranks; SAC's Best ICBM Operations, Service's Award for best unit, '98
- High-vis Air Staff superstar--guided corporate structure decisions--resulted in $20B plus up for AF budget
- Handpicked as two-star's exec--extremely poised--routinely deals with issues at national command level
- My #1 choice for promotion--reputation for excellence--definitely promote and send to IDE, ops command

• Strong recommendation -- shows early success and continued excellence
• Clearly shows potential
• Hard-hitting -- shows results

**IV. PROMOTION RECOMMENDATION**
- Superstar! Vast proven talent in operations, training and acquisition--untapped potential
- Accomplished aviator! Excellent T-38 instructions and F-16 ORI laudatories; led pilot force
- Brilliant technical leadership of all activities on F-16 C/D engine; solved formidable safety of flight defect; acknowledged for saving F-16 through TCTO action; programs accepted at Under Secretary level; ensured lessons learned addressed for future
- Selected as flight commander ahead of peers--led unit through three operational deployments
- Served as Executive Director, Staff Action Group--built a reputation for timely, accurate information
- Picked for AF Secretariat position--managed multimillion dollar contract--ensured extra dollars for programs
- Solid gold performer--one of my best--squadron commander in the making--a must promote

• Not as strong
• No clear stratification
• Less meat -- fewer results -- less impact
• No school recommendation

# SECTION E

# REFERENCE MATERIAL

## ACTION VERBS

| | | | | | |
|---|---|---|---|---|---|
| Acquired | Converted | Established | Investigated | Procured | Revised |
| Activated | Corrected | Estimated | Launched | Produced | Revitalized |
| Administered | Controlled | Executed | Led | Programmed | Saved |
| Advised | Created | Expanded | Liquidated | Proved | Scheduled |
| Analyzed | Cultivated | Expedited | Localized | Promoted | Selected |
| Anticipated | Counseled | Extracted | Located | Provided | Settled |
| Appointed | Decreased | Forecasted | Maintained | Published | Simplified |
| Appraised | Decentralized | Formed | Managed | Purchased | Sold |
| Approved | Defined | Framed | Marketed | Recommended | Solved |
| Arranged | Demonstrated | Hired | Minimized | Recruited | Standardized |
| Assessed | Designed | Improved | Modernized | Redesigned | Stimulated |
| Audited | Determined | Increased | Monitored | Reduced | Studied |
| Augmented | Developed | Initiated | Negotiated | Rejected | Supervised |
| Averted | Devised | Instigated | Obtained | Regulated | Supported |
| Avoided | Documented | Inspected | Operated | Related | Taught |
| Bought | Doubled | Instructed | Original | Renegotiated | Terminated |
| Built | Edited | Interpreted | Performed | Reorganized | Tested |
| Captured | Employed | Interviewed | Pioneered | Reported | Tightened |
| Centralized | Enforced | Introduced | Planned | Researched | Traded |
| Conceived | Ensured | Invented | Prevented | Resolved | Trained |

## VIVID DESCRIPTIONS

| | | |
|---|---|---|
| My #1 of 7 assigned | Top 1% I've supervised | Best AO in the Division |
| Expertly crafted | Shrewd leadership | Performed brilliantly |
| Superb assessment | Without peer | Pivotal contributor |
| Sole architect | Firestarter | Top-notch |
| Catalyst for the process | Masterfully orchestrated | Inspirational leadership |
| Energized | Skillfully engineered | Epitome of effort |
| Keenly adept | Jump started | Totally determined |
| Artfully blended | Critical influence | Unsurpassed excellence |
| Cradle to grave | 100% accurate | Unbounded potential |
| Truly superb | My number one | There is no better |
| Does it all | Well-rounded | Without peer |
| Absolutely first-rate | Flawlessly performed | Spearheaded the campaign |
| Continuously surpasses | Innovativeness | Constantly amazes |
| Clearly superior | The obvious choice | Brought to life |
| Diligent efforts | Extremely able | Hard charging |
| Invaluable contributions | Best I've ever seen | Premier leadership |
| Multi-talented | The key that unlocked… | There is no other |
| Exemplary performance | Outshines peers | Unique expertise |
| Extraordinarily capable | My very best | Results are the hallmark |

## HELPFUL ADJECTIVES

| | | | | |
|---|---|---|---|---|
| absolute | accurate | active | adept | adroit |
| capable | clear-thinking | comprehensive | competent | complete |
| concise | confident | conscientious | constant | consistent |
| creative | decisive | dedicated | dependable | determined |
| diligent | dynamic | eager | efficient | effective |
| enthusiastic | energetic | excellent | enterprising | exceptional |
| extraordinary | extreme | factual | favorable | flawless |
| flexible | forceful | foremost | genuine | hardworking |
| honest | imaginative | independent | industrious | innovative |
| intense | involved | keen | knowledgeable | loyal |
| major | mature | maximum | meaningful | motivated |
| objective | observant | optimal | optimistic | orderly |
| organized | original | outstanding | patient | perceptive |
| perfect | persevering | persuasive | poised | polished |
| positive | powerful | practical | precise | productive |
| professional | prominent | prudent | punctual | quick |
| rational | realistic | reliable | remarkable | resourceful |
| respectful | responsive | self-confident | self-directed | significant |
| sincere | sound | special | splendid | stern |
| strong | successful | superior | supportive | systemic |
| tactful | thorough | trustworthy | understanding | unique |
| unlimited | unusual | valuable | versatile | vigorous |
| winning | worthy | | | |

## COMMON ACRONYMS - Some acronyms, not all (These below do not need to be spelled out)

| | |
|---|---|
| ACC | Air Combat Command |
| ACSC | Air Command and Staff College |
| AD | Active Duty |
| ADT | Active Duty Training |
| AEF | Air Expeditionary Force |
| AETC | Air Education and Training Command |
| AF | Air Force |
| AFA | Air Force Association |
| AFAM | Air Force Achievement Medal |
| AFCM | Air Force Commendation Medal |
| AFI | Air Force Instruction |
| AFIT | Air Force Institute of Technology |
| AFMC | Air Force Materiel Command |
| AFOQT | Air Force Officer Qualifying Test |
| AFOSI | Air Force Office of Special Investigations |
| AFPC | Air Force Personnel Center |
| AFR | Air Force Reserve |
| AFRC | Air Force Reserve Command |
| AFROTC | Air Force Reserve Officer Training Corps |
| AFSC | Air Force Specialty Code |
| AFSOC | Air Force Special Operations Command |
| AFSO21 | Air Force Smart Operations for the 21st Century |
| AFSPC | Air Force Space Command |
| AGR | Active Guard and Reserve |
| ALS | Airman Leadership School |
| AMC | Air Mobility Command |
| ANG | Air National Guard |
| AOC | Air Operations Center |
| AOO | Area of Operation |
| AOR | Area of Responsibility |
| ARC | Air Reserve Component |
| ARPC | Air Reserve Personnel Center |
| ART | Air Reserve Technician |
| ART | AEF Reporting Tool |
| ATSO | Ability To Survive and Operate |
| AU | Air University |
| AWC | Air War College |
| BDE | Basic Developmental Education |
| BPZ | Below Promotion Zone |
| BRAC | Base Realignment and Closure |
| BTZ | Below the Zone |
| CC | Commander |
| CCAF | Community College of the Air Force |
| CENTCOM | Central Command |
| CFC | Combined Federal Campaign |
| CGO | Company Grade Officer |
| CINC | Commander in Chief |
| CJCS | Chairman, Joint Chiefs of Staff |
| COMSEC | Communications Security |
| CONUS | Continental United States |
| CY | Calendar Year |
| DAV | Deployment Assistance Visit |
| DE | Developmental Education |
| DIMHRS | Defense Integrated Military Human Resources System |
| DoD | Department of Defense |
| DRU | Direct Reporting Unit |
| DUI | Driving Under the Influence |
| EET | Exercise Evaluation Team |
| EPR | Enlisted Performance Report |
| EUCOM | European Command |
| FAV | Functional Assistance Visit |
| FMC | Fully Mission Capable |
| FOA | Field Operating Agency |

| | |
|---|---|
| FOD | Foreign Object Damage |
| FOIA | Freedom of Information Act |
| FOUO | For Official Use Only |
| FY | Fiscal Year |
| GSU | Geographically Separated Unit |
| GWOT | Global War on Terrorism |
| HHQ | Higher Headquarters |
| HSI | Health Services Inspection |
| HQ | Headquarters |
| IADT | Initial Active Duty Training |
| IAW | In Accordance With |
| IDE | Intermediate Developmental Education |
| IDT | Inactive Duty Training |
| IG | Inspector General |
| IMA | Individual Mobilization Augmentee |
| IP | Instructor Pilot |
| IR | Individual Reservist |
| JAG | Judge Advocate General |
| JCS | Joint Chiefs of Staff |
| JFC | Joint Forces Commander |
| JFCOM | Joint Forces Command |
| JTF | Joint Task Force |
| MAJCOM | Major Command |
| MPA | Military Personnel Appropriation |
| MPE | Military Personnel Element |
| MPF | Military Personnel Flight |
| MR | Mission Ready |
| MSM | Meritorious Service Medal |
| NAF | Numbered Air Force |
| NASA | Nat'l Aeronautics and Space Admin |
| ORE | Operational Readiness Exercise |
| ORI | Operational Readiness Inspection |
| NCOA | Noncommissioned Officer Academy |
| NCOIC | Noncommissioned Officer in Charge |
| NET | Not Earlier Than |
| NLT | Not Later Than |
| NVG | Night Vision Goggles |
| OEF | Operation ENDURING FREEDOM |
| OIC | Officer in Charge |
| OIF | Operation IRAQI FREEDOM |
| OJT | On-the-Job Training |
| OPR | Officer Performance Report |
| OPR | Office of Primary Responsibility |
| OPSEC | Operations Security |
| OSD | Office of the Secretary of Defense |
| OSI | Office of Special Investigations |
| OTS | Officer Training School |
| PACAF | Pacific Air Forces |
| PACOM | Pacific Air Command |
| PCA | Permanent Change of Assignment |
| PCS | Permanent Change of Station |
| PEP | Promotion Enhancement Program |
| PIRR | Participating Individual Reservist |
| PM | Program Manager |
| PME | Professional Military Education |
| POC | Professional Officer Course |
| POTUS | President of the United States |
| PRP | Personnel Reliability Program |
| PSD | Personnel Service Delivery |
| PT | Physical Training |
| PTL | Physical Training Leader |
| RAV | Readiness Assistance Visit |
| RC | Reserve Component |
| RMG | Readiness Management Group |
| RNLTD | Report Not Later Than |
| ROTC | Reserve Officer Training Corps |
| RPA | Reserve Personnel Appropriation |
| SAF | Air Force Secretariat |
| SAV | Staff Assistance Visit |
| SDE | Senior Developmental Education |
| SECAF | Secretary of the Air Force |
| SECDEF | Secretary of Defense |
| SNCO | Senior Noncommissioned Officer |
| SNCOA | Senior Noncommissioned Officer Academy |
| SORTS | Status of Resources and Training System |
| SOUTHAF | Southern Air Forces |
| STEP | Stripes for Exceptional Performers |
| SOS | Squadron Officers School |
| TDY | Temporary Duty |
| TR | Traditional Reservist |
| UAV | Unmanned Aerial Vehicle |
| UCI | Unit Compliance Inspection |
| UCMJ | Uniform Code of Military Justice |
| UE | Unit Equipped |
| UIF | Unfavorable Information File |
| UN | United Nations |
| US | United States |
| USAF | United States Air Force |
| USAFA | United States Air Force Academy |
| USAFCENT | United States Air Forces Central |
| USSOUTHAF | United States Southern Air Forces |
| USSOUTHCOM | United States Southern Command |
| USSPACECOM | United States Space Command |
| USSTRATCOM | United States Strategic Command |
| USTRANSCOM | United States Transportation Command |
| UTA | Unit Training Assembly |
| WAPS | Weighted Airman Promotion System |
| WRM | War Reserve Materiel |