

# I.G. Brown Training and Education Center



## Bullet Writing Guide

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# Chapter 1

## Getting Started

Imagine spending countless hours drafting the ideal EPR. You received input from your subordinate, had peer reviews, and feel proud of what you were able to come up with. Then you submit the EPR to your commander...only to have them hand it back to you, requesting countless revisions. Lack of knowledge will no longer be an excuse for not writing an effective EPR. As leaders in our Air Force, we must strive to get it right the first time, whatever “it” may be.

All subordinates deserve a supervisor who can effectively communicate how that individual adds value to the organization and contributes to mission accomplishment. Enlisted Performance Reports are not the only example of how to accomplish this. Effective leaders also know of the importance of well thought out and articulated awards packages. It is one thing to have knowledge of all the written communications Air Force leadership expects from us, but the ability to accomplish these things is just as vital to our effectiveness.

You will come to understand the professional writing tasks common in our Air Force. We will begin by going over how to prepare to get started writing the bullet. Then, because none of us are perfect, we will discuss some of the bullet writing pitfalls a writer can fall into. Next, we will cover the steps in which we will write the accomplishment-impact bullet statement. Then, we will polish the bullet statement into a finished product.

Now that we have a clear view of where we’re going, let’s set our sights toward setting you up for success. The first step involves preparing to write the bullet.

### **Getting started**

**Get Organized:** You should create a file folder-paper, electronic, or both-for all employees that you supervise. Keep records of all accomplishments, awards, and recommendations for all those you supervise. This will cause you to keep track and be involved in your subordinates’ professional development. An excellent way for the subordinate to keep track of their accomplishments is using MyVector.

MyVector is a web-based, mentoring and development tool custom built for the Air Force and accessible through the Air Force portal. MyVector is for all personnel, to include civilians, so they may benefit from the mentoring, knowledge sharing, and career planning capabilities. One of those capabilities is a bullet tracker. This allows the subordinate to place accomplishment bullets in the tracker to be used later by the supervisor. When the supervisor is ready to write the evaluation or recognition package, the subordinate can submit the bullets as a PDF directly to the supervisor. Initial registration will require a Common Access Card (CAC) and a Social Security Number. Once registered, the Airman can log in using their CAC.

**Know the Format:** Bullet format is used for most evaluation forms. With today's computer programs, most forms are already set up for a particular font and point size. Check the governing instruction to ensure your program is set properly.

**Editing:** Read and re-read the document to ensure there are no misspellings, grammar, punctuation, or typographical errors and other mistakes that would reflect poorly on you and your subordinate.

**Write Effectively:** You only have a very few words to grab the reader's attention, make the most of it. Positive words and phrases leave a lasting impression on the reader. Using negative or neutral words and phrases could present a bad connotation to the reader.

Now you know how to start in the early writing stages, we are ready to continue this endeavor to make sure that our subordinates have the best bullet possible. Before we start this process, we should be aware of the errors to avoid as a writer and supervisor.

## Chapter 2

### Common Errors

#### Errors to Avoid

- Not accurate (untruthful or embellished) – This happens when the information is exaggerated. An example would be to say that your subordinate repaired twenty broken units when in reality he only repaired eleven.
- Too long and not to the point; NO two-line bullet statements – When this happens supervisors have typically put too many words and it probably reads more like a sentence and less like a bullet.
- Vague, not specific to the action or accomplishment – Later we'll learn about Specificity. When this happens the bullet seems weak and lacking information.
- Not a 3-part bullet statement – A strong bullet should have an Action, Impact and a Result. Refer to your Wing Writing Guide to make sure that this is the kind of bullet they prefer. Some units are OK with just a two part bullet.
- Improperly Categorized – This happens when the writer places bullets in the AF Form 910/911 in the incorrect section. If the bullet refers to leadership, it should be in that section and not in the whole airman concept.

#### Rater Evaluation Errors

- Harshness – Evaluating people at the low end of the scale/overly critical of performance. Supervisors who make this mistake are very strong on their subordinates and their subordinates tend to receive low grading on their evaluation.
- Leniency – Supervisors give inflated ratings rather than true assessments. Subordinates of this type of supervisor receive higher ratings than what they really deserve.
- Recency – He/she evaluates people based on the most recent performance, instead of whole period. This happens when a subordinate gets a good or bad rating because they just did a good or bad event. A rating should be for the entire year and not a single recent event.
- Past Performance Error – This is when a supervisor rating is based on past performance rather than present performance. This past performance is not related to actual rating cycle so it should not be taken into consideration.
- Central Tendency – A rater acting on central tendency evaluates all people as average. There is no high or low rating among their subordinates, everyone is right in the middle scale.

- Contrast Error – This error happens when a supervisor compares his/her subordinates to another person, rather than on how well they performed in relation to his/her duties. Supervisors should rate according to the expectations set for that single individual and not based on how someone else performed.

- Halo Effect – When a supervisor evaluates based on one outstanding (positive) trait the subordinate is receiving a good rating just because they had that one good performance. This makes for an inaccurate evaluation.

- First Impression Error – Supervisor could have a tendency to evaluate based on first impression (favorable or unfavorable). Subordinates weren't given a fair chance to show their potential because they were judged based on that first impression.

- Similar-to-Me Effect – This is giving higher evaluations to people who are similar to the rater. "I like the Lakers and so do you, so you'll get a good rating"

We have the very basics of the writing process and errors to avoid. Every writing process starts with some kind of draft. Since writing bullets is not any different, we'll start drafting the bullet.

## Chapter 3

### Drafting Accomplishment-Impact Bullet Statements

#### Step 1: Extract the Facts

Every supervisor, at one point or another, has stared at a blank form and wondered where to begin. The hardest part of bullet writing is getting started, but the prepared writer knows exactly where to go to start. Remember earlier where we discussed collecting information on your subordinates? Now it's time to gather that information up and use it.

**Gather the Information:** Collect all the information, no matter how seemingly unimportant. What looks unimportant today may be a key piece of information later. As you gather information and make annotations, consider the following:

Zero in on the action – Isolate and record the specific action the person performed.

Annotate the record – Determine the action with a power verb that best describes the action. (Repaired, Installed, Designed, etc.)

Measure the action – record numerical information (items fixed, dollars saved, man-hours saved, webpages built, etc.)

Link it all together – How did the accomplishment impact the mission? Think big picture here; unit, group, wing, installation, command or Air Force. The bigger the impact, the better.

Check the data – Inquire about the subordinates' work from co-workers and other supervisors. Consult any and all sources to capture all the information you need.

**Categorize the Information:** Now that you have gathered the information, it's time to determine what is useful and what is not. To do this, you need to ask "Is this chunk of information totally connected to this accomplishment?" If so, then deem it useful and if not, then put it off to the side. Never discard information! Despite the fact it's not useful now, it may be in the future bullet. Keep repeating this process for each accomplishment. Once you have categorized the information, you will have a bundle of data that relates to the accomplishment.

So you've gathered the information and categorized it into groups that pertain to a particular accomplishment, but this is just the beginning. Now you must start constructing the bullet.

## Step 2: Construct the Bullet

We are all familiar with following rules. It is the same for writing bullets, so here are some basic ground rules.

### Bullet Writing Basic Ground Rules

- A bullet always starts with a dash (-)
- Use internal punctuation as required
- Never use ending punctuation in your bullet
- Avoid using pronouns (he, she, his, her, etc.)
- Minimize the use of the individual's name in bullets when it is elsewhere on the document

After you have extracted the facts, the next step is to group the categorized items as either an accomplishment (what), the impact (who, when, how, why) and the result. When writing bullets for EPR or 1206's you want to make sure that you have a one line bullet which incorporates the action, impact and result, also known as "AIR."

Action; Impact -- Result

### The Accomplishment Element

Every accomplishment element begins with an action. This action is communicated by using action verbs. Strong action verbs (see attachment 1) pull the reader in and demand they pay attention to the accomplishment. For example:

#### **- Processed over 300 mobility records with no errors as part of the 81 ABW ORE**

In some instances, an action verb by itself cannot fully express the breath or depth of the accomplishment. In these cases an adverb (see attachment 2) can be used to accentuate the verb. For example:

#### **- Tenaciously processed over 300 mobility records with no errors as part of the 81 ABW ORE**

Once you have a powerful action verb, then you want to add the most critical part of the accomplishment element, the accomplishment itself. The accomplishment incorporates everything that describes the action performed by the subordinate. Each bullet should contain only one action.

So, the accomplishment element starts with a strong action, then encompasses a brief and focused single action. Once that's established, it's time to write the impact.



## The Impact Element

The impact clarifies how the action affected the organization and at what level (unit, wing, Air Force, DOD). Make sure the scope of the impact stays consistent with the accomplishment. In our earlier example, if the accomplishment stated the person processed a large number of records for an exercise, the impact shouldn't be expanded to state that the accomplishment saved the Air Force millions of dollars. In a nutshell, make a concerted effort not to embellish when it comes to the impact. So, back to our earlier example. Since the accomplishment had to do with a wing exercise, we can relate it directly to the impact at the wing level. For the accomplishment stated earlier, the impact statement could be something like:

- Tenaciously processed over 300 mobility records with no errors as part of the 81 ABW ORE;  
**all unit personnel met their scheduled chalk times**

The accomplishment tells us the action, and the impact shows us how the accomplishment affected the organization. A strong and effective bullet gives us one more part which is closely related to the impact and is called the result.

## The Result

The result is directly related to the accomplishment and the impact. It is like an extension of the impact. When writing the result think of what was the end outcome. Ask yourself, at what level the impact of this accomplishment took place? Going back to our example, we can say that the end outcome was a "HIGHLY EFFECTIVE" rating.

We can say that your subordinate's accomplishment was "Paramount to unit achieving an "HIGHLY EFFECTIVE" IG rating", and just like that we have our third part...the result!

We have started the statement with a strong action verb, written the accomplishment, and related it to an impact. Now we have to bridge the gap and bring the two together.

## Bridging the Accomplishment, Impact, and Result

Now we have written the accomplishment and impact statements, we have to connect the two elements together. This can be done a few different ways. One way is to use the "ing" form of a word. Using our earlier example:

- Tenaciously processed over 300 mobility records with no errors as part of the 81 ABW ORE  
**ensuring** all unit personnel met their scheduled chalk times

Another way of bridging the gap is by using punctuation that joins phrases together, known as conjunctive punctuation. The most common conjunctive punctuation used in bullet statements is the semi-colon. We'll connect the accomplishment and the impact with the semi-colon and the result with double dashes (--). Let's go back to our example:

- Tenaciously processed over 300 mobility records with no errors as part of the 81 ABW ORE; all unit personnel met their scheduled chalk times--paramount to unit achieving an “HIGHLY EFFECTIVE” IG rating

The conjunctive punctuation allows the writer to transition to the impact statement without the use of extra words.

We built the three parts of the bullet, the accomplishment, impact, and result. Then, we connected the three parts together with semi-colon and double dashes. Now, we need to streamline the bullet to ensure it is accurate, brief, and specific, also known as ABS.

### **Step 3: Streamline the Bullet**

Part of the editing process is making sure the information presented is accurate, brief and specific, this is when the ABS concept is essential.

#### **Accuracy**

It is paramount the bullet be accurate. The writer should never exaggerate or embellish the facts on the bullet. Evaluations, awards, and decorations are permanent official records-make sure we are following our core values.

#### **Brevity**

Adjusting for brevity accomplishes two points. First, long, confused words or phrases need to be replaced with short, clear, common terms. This makes the bullet more descriptive to the reader. Second, it removes or reduces unnecessary words. Words that writers should be looking to reduce or eliminate are:

Articles: a, an, the

Helping verbs: can, could, may, might, must, ought, shall, should, will, would

Forms of be, have, and do

Linking verbs: forms of verbs associated with five senses: look, sound, smell, feel, taste

Name of the person when their name is printed elsewhere on the document

Personal pronouns

Prepositions: over, under, in, during, within, etc.

Also, the writer can use abbreviations (see attachment 3 and 4) to streamline the bullet, which will allow the most information to be placed in one line.

## **Specificity**

Bullets need to be specific and contain detailed facts. The writer should stay away from estimates or generalizations (unless it is large numbers). The writer has to be committed to getting the exact numbers and using them. Let's go back to our example:

- Tenaciously processed 342 error-free mobility records during 81 ABW ORE; ensured 100% unit personnel met their scheduled chalk times--paramount to unit achieving an "HIGHLY EFFECTIVE" IG rating

## Chapter 4

### Polishing the Bullet

Although we checked the bullet for ABS in the last step, the writer will check these areas again to ensure the bullet is as clean as possible. Remember, our goal is to be able to fit all the information in one line. So, in this example, we are going to check one more time for accuracy, brevity, and specificity.

- Processed 342 error-free rcrds at 81WG ORE; 100% pers met chalk times--rated HIGHLY EFFECTIVE

Let's look at the following scenario and come up with some bullets:

MSgt Taylor is the broadcast operations manager at Incirlik Air Base, Turkey. At a wing weekly all hands briefing, the Security Forces CC briefed an increase in DUI's over the last three months. Following the briefing, the Wing CC pulled MSgt Taylor aside to ask what she could do to raise DUI Awareness. Two weeks later, she kicked off a broadcast campaign to lower the base DUI rates. She worked personally with the Wing CC, Security Forces CC, and the Safety Office. Her unit conducted 3 interviews, produced 6 tv & radio spots, all in two weeks. DUI rates dropped 35% during the duration of the campaign. In March, her effort earned 1st place in the AF Media Contest.

- Decreased Incirlik Air Base DUIs; worked with Commander to develop 10 products--won AF Media Contest
- Developed broadcast campaign on DUIs; produced TV and radio commercials--won AF Media Contest Award
- Spearheaded wing radio/TV anti-DUI push; #1 broadcast campaign in '13 AF Media Contest--DUIs down 35%

Can you see how the concepts of "AIR" and "ABS" apply to the bullets above?

That's all there is to it. We have successfully completed the process of drafting, streamlining, and polishing an accomplishment-impact bullet statement. With practice, you can learn to extract the facts, construct the bullet, and polish the bullet. This process will become second nature to you. Now you know how to write the bullet, let's cover some of the common errors found in writing bullets.

# Chapter 5

## Scenarios

### **SSgt Robinson**

#### **Scenario 1:**

SSgt Robinson stepped up to supervise the deployment of three radio technicians as they performed maintenance on 85 separate pieces of equipment located at three remote locations in USAFE. The excellent leadership displayed by SSgt Robinson resulted in a zero mission delay at those three sites.

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#### **Scenario 2:**

SrA Manning is a recent cross trainee and has finished his 3rd drill weekend with your unit. In the past year, he completed tech school and, thanks to a 90-day seasoning program as a medical apprentice, he was able to complete 96 of 137 tasks and is on track for being awarded his 5-level. During drills he has been assigned to work in the vital signs station, attending to 176 patients. He also began attending the Junior Enlisted Counsel lunch time meetings. He is currently enrolled as a full-time student at the community college working towards his nursing degree.

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#### **Scenario 3:**

SSgt Johnson's commitment to excellence is evident in his off-duty life. Realizing he needed two classes to complete his CCAF Degree in Electronics and Telecommunications, he immediately registered for classes at the local community college. SSgt Johnson was notified he made the Dean's list after he completed both classes with a 4.0 GPA. SSgt Johnson will receive his CCAF diploma in the spring. He already has plans to start working on his bachelor's degree and a certification related to his career field.

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## Suggested Answers

### Scenario 1:

- Supervised deployment of three radio technicians; enabled repair of 85 equipment items--zero msn delay at three USAFE sites

### Scenario 2:

- Eagerly completed 96 of 137 tasks/90-days; assisted 176 patients--increasing unit readiness/deployment capability

### Scenario 3:

- Superbly completed two classes/six sem hrs with a 4.0 GPA and Dean's list; met rqmts for CCAF in Electronics and Telecommunications

## Conclusion

In this guide, we traversed through the process of writing effective bullet statements. We began with how to get started, including how to get organized, knowing the format, editing, and writing effectively. To help you avoid making some common mistakes, we went over some common errors found in bullet writing and supervisors. The task became more intricate as we discussed how to draft the accomplishment-impact and result bullet statement. This area covered how to extract the facts, construct the bullet, and streamline the bullet. Since all writing needs to be edited, we covered how to polish the bullet, using the ABS technique. Finally, we ran a few scenarios to give you some practice integrating all the concepts we had gone over.

Every day, there are Airman accomplishing great things for their unit, wing, command, and Air Force. When it comes time to recognize them for their efforts, it is up to the supervisor to accurately portray their dedication and commitment. Don't be the one who falters in this endeavor. Do your homework and ensure your Airman get everything they deserve.

Everyone deserves a supervisor who can clearly show how their actions have impacted the organization and contributed to mission accomplishment. At the beginning of this lesson I wanted to put yourself in the shoes of the person who got their EPR back bleeding in red marks because it was that bad after they thought it was good to go. You might have been confused and frustrated, but that is not going to happen anymore. Now you have the tools to be an effective writer and to properly reward your people the way they should.

## ATTACHMENT 1: RECOMMENDED ACTION WORDS

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

## **ATTACHMENT 2: HARD-HITTING ADVERBS**

Actively	Aggressively	Anxiously	Ardently	Articulate
Assertively	Avidly	Boldly	Competitively	Compulsively
Creatively	Decisively	Eagerly	Energetically	Enterprisingly
Enthusiastically	Expediently	Exuberantly	Feverishly	Fiercely
Forcefully	Frantically	Impulsively	Incisively	Innovatively
Intensely	Powerfully	Promptly	Prosperously	Provocatively
Quickly	Relentlessly	Restlessly	Spiritedly	Spontaneously
Swiftly	Tenaciously	Vigorously	Vigilant	



## ATTACHMENT 3: APPROVED ACRONYMS

Below are the proper abbreviated forms for Air Force rank. Use the abbreviated rank in all signature blocks.

Airman Basic	AB	Second Lieutenant	2d Lt
Airman	Amn	First Lieutenant	1st Lt
Airman First Class	A1C	Captain	Capt
Senior Airman	SrA	Major	Maj
Sergeant	Sgt	Lieutenant Colonel	Lt Col
Staff Sergeant	SSgt	Colonel	Col
Technical Sergeant	TSgt	Brigadier General	Brig Gen
Master Sergeant	MSgt	Major General	Maj Gen
Senior Master Sergeant	SMSgt	Lieutenant General	Lt Gen
Chief Master Sergeant	CMSgt	General	Gen
Command Chief Master Sergeant	CCM		

### COMMON ACRONYMS

Following is a list of commonly accepted acronyms. This is not an all-encompassing list. Check your Wing/Squadron/Unit writing guides for more details.

AB (airbase)	AFPC (Air Force Personnel Center)
ABN (airborne) (Only for use with Army units, i.e. 18th Airborne Corps)	AFRC (Air Force Reserve Command)
ABSS (Automated Business Services System)	AFRES (Air Force Reserve)
ACC (Air Combat Command)	AFSC (Air Force Specialty Code)
ACS (Air Control Squadron)	AFSOC (Air Force Special Operations Command)
ACSC (Air Command and Staff College)	AFSPC (Air Force Space Command)
adj (adjust)	AFTO (Air Force Technical Order)
ADVON (advanced echelon)	AG/CC (Airlift Group Commander)
AEF (Aerospace Expeditionary Force)	AIA (Air Intelligence Agency)
AEG (Aerospace Expeditionary Group)	AIRCENT (Allied Air Forces Central Europe [NATO])
AETC (Air Education and Training Command)	AIREVAC (aerial evacuation)
AF (Air Force)	AIRSOUTH (Allied Air Forces Southern Europe [NATO])
AFAM (Air Force Achievement Medal)	ALO (Air Liaison Officer)
AFI (Air Force Instruction)	ALS (Airman Leadership School)
AFB (Air Force Base)	AMARC (Aerospace Maintenance and Regeneration Center)
AFCM (Air Force Commendation Medal) AFFOR (Air Force forces)	AMC (Air Mobility Command)
Afghan (Afghanistan)	AMD (Air Mobility Division)
AFI (Air Force Instruction)	AMP (Assessment Management Program)
AFIP (Air Force Intern Program)	AMU (Aircraft Maintenance Unit)
AFIT (Air Force Institute of Technology)	AMXS (Aircraft Maintenance Squadron)
AFMAN (Air Force Manual)	ANG (Air National Guard)
AFMC (Air Force Materiel Command)	AOC (Air and Space Operations Center)
AFOSH (Air Force Occupational Safety and Health)	AOR (area of responsibility)
AFOTEC (Air Force Operational Test and Evaluation Center)	

APU (auxiliary power unit)  
 ART (Aerospace Expeditionary Force Reporting Tool)  
 A/R (Aero Repair)  
 AS (Associate of Science)  
 ASAM (Advanced Study of Air Mobility)  
 ASAP (as soon as possible)  
 ASBC (Aerospace Basic Course)  
 ASEV (Aircrew Standards & Evaluations Visit)  
 AT/FP (antiterrorism/force protection)  
 ATC (air traffic control)  
 ATO (Air Tasking Order)  
 avg (average)  
 AWACS (Airborne Warning and Control System)  
 AWC (Air War College)  
 BA (Bachelor of Arts)  
 BN (battalion) (Only for use with Army units, i.e. 2nd BN, 75th Ranger Regiment)  
 BPZ (below the promotion zone) (Used for officers only)  
 BS (Bachelor of Science)  
 BTZ (below the zone) (Used for enlisted only) C2 (command and control)  
 C3I (command, control, communications and intelligence)  
 C4 (command, control, communications and computers)  
 C4I (command, control, communications, computers and intelligence)  
 C4ISR (C4, intelligence, surveillance and reconnaissance)  
 CAF (Combat Air Forces)  
 CAOC (combined air operations center)  
 CAS (close air support)  
 CC (commander)  
 CCAF (Community College of the Air Force)  
 CD (Deputy Commander, e.g. XX/CD)  
 CDC (career development course)  
 CD-ROM (compact disc read-only memory)  
 CE (civil engineer)  
 CENTCOM (Central Command)  
 CFACC (Combined Force Air Component Commander)  
 CFC (Combined Federal Campaign)  
 Ch (Branch or section chief)  
 CIA (Central Intelligence Agency)  
 CINC (Commander in Chief) (refers only to POTUS)  
 CJCS (Chairman of the Joint Chiefs of Staff)  
 CLEP (College Level Examination Program)  
 cmbt (Combat \*\*should be spelled out to the max extent possible!\*\*)  
 CMS (Component Maintenance Squadron)  
 CONOPS (concept of operations)  
 COMACC (Commander, Air Combat Command)  
 COMAFFOR (Commander, Air Force forces)  
 COMINT (communications intelligence)  
 comm (communications)  
 COMPUSEC (Computer Security)  
 COMSEC (communications security)  
 COMUSAFE (Commander, United States Air Force Europe)  
 CONOPS (Concept of Operations)  
 CONPLAN (Operations plan in concept format)  
 CDRUSCENTAF (Commander, United States Air Forces, Central Command)  
 CONUS (continental United States)  
 CPR (Cardio Pulmonary Resuscitation)  
 CRO (Change of Reporting Official)  
 CSAF (Chief of Staff of the Air Force)  
 CSAR (combat search and rescue)  
 SS (Commanders Support Staff)  
 CTK (Controlled Tool Kit)  
 CV (vice commander)  
 c/w (complied with)  
 CY (calendar year)  
 DCU (desert camouflaged uniform)  
 DEA (Drug Enforcement Administration) DG (distinguished graduate)  
 DIA (Defense Intelligence Agency)  
 Dip (diplomatic)  
 DIRMFOR (director of mobility forces) DMS (Defense messaging system)  
 DMZ (demilitarized zone)  
 doc (document)  
 DoD (Department of Defense)  
 DoE (Department of Energy)  
 DRMO (Defense Reutilization and Marketing Office)  
 DRU (direct reporting unit)  
 DSN (Defense Switched Network)  
 DUI (driving under the influence)  
 EAD (Extended Active Duty)  
 EAF (expeditionary aerospace forces)  
 EET (exercise evaluation team)  
 ELINT (electronic intelligence)  
 e-mail (electronic mail)  
 EMS (Equipment Maintenance Squadron) eng (engine)  
 Eng (Engineer)  
 EOG (Expeditionary Operations Group) EOT (Equal opportunity treatment)  
 EPA (Environmental Protection Agency) EPR (Enlisted Performance Report) ESOCAMP (Environmental, Safety, Occupational Health, Compliance)  
 ETIC (estimated time of completion) EXER, Exer (exercise)  
 FAA (Federal Aviation Administration)  
 FBI (Federal Bureau of Investigation)

FBIS (Foreign Broadcast Information Service)  
 FE (Flight Engineer)  
 Flt/CC (Flight Commander)  
 FOD (foreign object damage)  
 FOIA (Freedom of Information Act)  
 FOL (forward operating location)  
 FMC (Fully Mission Capable)  
 FPCON (force protection condition)  
 FS (Flight Surgeon)  
 FTAC (First Term Airman Center)  
 FW (fighter wing)  
 FY (fiscal year)  
 GPA (grade point average)  
 GPC (Government Purchase Card)  
 GPS (global positioning system)  
 GSA (general services administration)  
 haz (hazardous)  
 HAZMAT (hazardous materials)  
 HF (high frequency)  
 HUMINT (human intelligence)  
 IAW (in accordance with)  
 ICAF (Industrial College of the Armed Forces)  
 ICBM (intercontinental ballistic missile)  
 ID (identification) or ID'd (identified)  
 IDE (intermediate developmental education)  
 IFE (In-Flight Emergency)  
 IG (Inspector General)  
 IMA (Individual Mobilization Augmentee)  
 IMPAC (International Merchants Purchase Authorization Card)  
 IN (Intelligence)  
 Info (information)  
 INFOCON (information operations condition)  
 inst (instrument)  
 instr (instructor)  
 IOC (initial operational capability)  
 IP (instructor pilot)  
 IR (infrared)  
 ISO (Isochronal)  
 ISR (intelligence, surveillance, and reconnaissance)  
 ISS (Intermediate Service School)  
 JA (judge advocate)  
 JAG (Judge Advocate General)  
 JCS (Joint Chiefs of Staff)  
 JFACC (Joint Force Air Component Commander)  
 JFC (Joint Force Commander)  
 JG (job guide)  
 JROTC (Junior Reserve Officer Training Corps)  
 JSTARS (Joint Surveillance Target Attack Radar System)  
 JTF (joint task force)  
 LAN (local area network)  
 LATAM (Latin American)  
 LOAC (law of armed conflict)  
 Load (loadmaster)

MAJCOM (major command)  
 MARE (Major Accident Response Exercise)  
 Mbr/mbrs (member/s)  
 MC (Mission capability)  
 MDG (medical group)  
 mgr (manager)  
 MIA (missing in action)  
 MILCON (military construction)  
 MILGP (military group)  
 MilPDS (Military personnel data system) MLG (main landing gear)  
 Min (minimum)  
 MOC (Maintenance Operations Center)  
 MOS (Maintenance Operations Squadron)  
 MPF (Military personnel flight)  
 MRT (Maintenance Recovery Team)  
 MSIC (Missile and Space Intelligence Center)  
 MSG (Mission Support Group)  
 MSM (Meritorious Service Medal)  
 MWRS (morale, welfare, and recreation and services)  
 MXG (Maintenance Group)  
 NAF (numbered air force)  
 NASA (National Aeronautics and Space Administration)  
 NATO (North Atlantic Treaty Organization)  
 NASIC (National Air and Space Intelligence Center)  
 Nav (Navigator)  
 NBC (nuclear, biological and chemical)  
 NCO (noncommissioned officer)  
 NCOA (Noncommissioned Officer Academy)  
 NGIC (National Ground Intelligence Center)  
 NCOIC (noncommissioned officer in charge)  
 NIPRNET (non-secure Internet Protocol Router Network)  
 NLG (Nose Landing Gear)  
 NMC (not mission capable)  
 NORAD (North American Aerospace Defense Command)  
 NSA (National Security Agency)  
 NVG (night vision goggles)  
 NWC (National War College)  
 O&M (operations and maintenance)  
 OCONUS (outside the continental United States)  
 OEF (Operation ENDURING FREEDOM)  
 OG (Operations Group)  
 OI (operating instruction)  
 OIC (officer in charge)  
 OIF (Operation IRAQI FREEDOM)  
 OJT (on-the-job-training)  
 OPSEC (Operations security)  
 OPSTEMPO (operating tempo)  
 OPLAN (operation plan)  
 OPR (Officer Performance Report; Office of Primary Responsibility)

ORE (operational readiness exercise)  
 ORI (operational readiness inspection)  
 ORM (operational risk management)  
 OSD (Office of the Secretary of Defense)  
 OSI (Office of Special Investigations)  
 OSHA (Occupational Safety and Health Administration)  
 OSS (Operations Support Squadron)  
 O/T (overtime)  
 OTS (Officer Training School)  
 PA (public affairs)  
 PACAF (Pacific Air Forces)  
 PACOM (Pacific Command)  
 pax (passenger)  
 PCA (permanent change of assignment)  
 PC-III (Personnel Concept III)  
 PCS (permanent change of station)  
 pers (personnel)  
 PFE (promotion fitness examination)  
 PIF (Personal Information file)  
 Pilot (Co-pilot – follows the duty title)  
 PMC (Partially mission capable)  
 PME (professional military education)  
 POC (point of contact)  
 POL (petroleum oil and lubricants)  
 POLMIL (political-military)  
 POTUS (President of the United States)  
 Prep/prep'd (prepare/d)  
 POW (prisoner of war)  
 PRF (promotion recommendation form)  
 Prob (problem)  
 QA (quality assurance)  
 QAP (quality assurance program)  
 QC (quality check)  
 QoL (Quality of Life)  
 QoF (Quality of Family)  
 QRC (Quick Response Checklist)  
 RAF (Royal Air Force) (UK)  
 R&D (research and development)  
 RDT&E (research, development, testing and eval)  
 recce (reconnaissance)  
 RED HORSE (Rapid Engineers Deployable Heavy Operations Repair Squadron, Engineers)  
 rep (representative)  
 RGB (reduction gear box)  
 RNLTD (report no later than date)  
 ROE (rules of engagement)  
 ROTC (Reserve Officer Training Corps)  
 RR or R2 (remove/replace)  
 SAV (staff assistance visit)  
 SDE (senior developmental education)  
 SEAD (suppression of enemy air defenses)  
 SECAF (Secretary of the Air Force)  
 SECDEF (Secretary of Defense)  
 SF (Security Forces)  
 SG (Surgeon General)  
 SIGINT (signals intelligence)  
 SIOP (Single Integrated Operational Plan)  
 SIPRNET (SECRET Internet Protocol Router Network)  
 SITREP (situation report)  
 SJA (Staff Judge Advocate)  
 SME (subject matter expert)  
 SNCO (senior noncommissioned officer)  
 SNCOA (Senior Noncommissioned Officer Academy)  
 SOCOM (Special Operations Command)  
 SOP (standard operating procedure)  
 SORTS (Status of Resources and Training System)  
 SOS (Squadron Officer School)  
 Sq/CC (squadron commander)  
 SWA (Southwest Asia)  
 stan/eval (standardization and evaluation)  
 STEP (Stripes for Exceptional Performers)  
 TCTO (time compliance technical order) TDY (temporary duty)  
 Tech (technical)  
 TLF (temporary lodging facility)  
 tns (tons)  
 stns (Short tons)  
 trp/trps (troop/troops)  
 TO (technical order)  
 UAC (unit advisory council)  
 UAV (unmanned aerial vehicle)  
 UCI (Unit Compliance Inspection)  
 UCMJ (Uniform Code of Military Justice)  
 UHF (ultrahigh frequency)  
 UMD (unit manning document)  
 UN (United Nations)  
 US (United States)  
 USA (United States Army)  
 USAF (United States Air Force)  
 USAFA (United States Air Force Academy)  
 USAFE (United States Air Forces in Europe)  
 USAFR (United States Air Force Reserve)  
 USCENTAF (United States Central Command Air Forces)  
 USCENTCOM (United States Central Command)  
 USJFCOM (United States Joint Forces Command)  
 USMC (United States Marine Corp)  
 USMILGP (United States military group)  
 USN (United States Navy)  
 USSOCOM (United States Special Operations Command)  
 USSOCSO (United States Special Operations Command South)  
 USSOUTHAF (United States Air Force, Southern Command)  
 USSOUTHCOM (United States Southern Command)

USTRANSCOM (United States Transportation  
Command)  
UTC (unit type code)  
VHF (very high frequency)  
VIP (very important person)  
WAPS (Weighted Airman Promotion System)  
Wg/CC (wing commander)  
WIC (weapons instructor course)  
w/i (within)  
WMD (weapons of mass destruction)  
wpn (weapon)  
WRM (war reserve materiel)  
Yrly (yearly)  
% (percent)

## ATTACHMENT 4: COMMON ABBREVIATIONS

Just because an abbreviation is on this list does not mean it will automatically make sense in the context of the bullet. Read it as the panel will read it.

### A

Abbreviation	abbr
Academic; Academy	acad
Accommodate; Accommodation;	accom
Accompanied; Accompany	“
Accomplish	accomp
Account; Accountant; Accounting	acct
Accreditation	accred
Active Duty; Administratively Determined	AD
Additional	add'l; addn
Administer; Administration;	admin
Administrative; Administrate	“
Advance; Advancement	adv
Air Force	AF
Air Force Specialty Code	AFSC
Agency	agcy
Acknowledge	ack
Aircraft	acft
Airman	Amn
Airman Basic	AB
Airman First Class	A1C
Allocate; Allocation	alloc
Alphabetical	alpha
Alternate	alt
Ammunition	ammo
Amount	amt
Analysis; analyst	analy
And	&
Air National Guard	ANG
Application	app; applic
Appointment	appt
Approval; Approve	appr
Approximate	approx
Air Guard Program	ARG
Arrival; Arrive	arr
Associate; Association	assoc
Assignment	asgn
Assist; Assistant	asst

Attach; Attachment	atch
Attention	attn
Attorney	atty
Authority; Authorization; Authorize	auth
Automatic	auto
Auxiliary	aux
Available; Availability	avail
Avenue	ave
Average	avg
Award	awd

## **B**

Balance	bal
Board	bd
Boulevard	blvd
Brigadier General	Brig Gen (USAF)
Building	bldg
Business	bus

## **C**

Calculate	calc
Cancel	canx
Capital; Capacity	cap
Captain	Capt
Category	cat
Center	ctr; cen
Certificate; Certification	cert
Chairman	Chmn
Change	chg
Chaplain; Chief	ch
Chapter	chap
Charge	chrg
Check; Checked	ck; chk
Chief Master Sergeant	CMSgt
Chronological	chrono
Civil; Civilian	civ
Clear	clr
Colonel	Col
Combat	cmbt
Command; Commandant	cmd; comdt
Commander	CC; cdr; cmdr; comdr
Committee	cmte

Communication(s)	comm
Company	co
Conference	conf
Construction ; Construct	const
Continue	cont
Contract ; Contractor	contr
Control	ctl; ctrl
Coordinate ; Coordination	coord
Copy	cy
Corporate	corp
Country	ctry
Course; Courses	crs; crses
Currency	curr
Customer	cust

## **D**

Decoration	dec
Deduct	ded
Defense	def
Degree	deg
Delete	del
Depart; Departure; Depot; Deputy	dep
Department	dept
Department of Defense	DoD; DOD
Develop; Development	dev
Disbursement	disb
Discipline	dspln
Discount; Discontinue	disc
Disposition	disp
Distribute; Distribution	dist
Director; Directorate	dir
Division	div
Document; Documentation	doc
Down	dn
Dozen	doz; dz
Duplicate	dup

## **E**

Each	ea
Edition; Editor	ed
Education	educ



Effect; Effective	eff
Eligible	elig
Eliminate	elim
Emergency	emerg
End-of-term	EOT
Endorsement	endr
English	engl
Engineer; Engineering	engn
Entitle; Entitlement	entl
Equal	eq
Equipment	equip
Equivalent	equiv
Estimate	est
Etcetera	etc
Evacuation	evac
Evaluate; Evaluation	eval
Examination	exam
Exchange	exch; exchg
Executive	exec
Exercise	ex; exer
Expedite	exped
Expense	exp
Experiment; Experimental	exper
Extend; Extension	ext

## **F**

Facility; Faculty	fac
Facsimile	fax
Faculty	fac; facu
Favorable	fav
February	Feb
Federal	fed
Field	fld
Figure	fig
Finance; Financial	fin
First Lieutenant	1 <sup>st</sup> Lt; 1 Lt
Fiscal Year	FY
Fitness	fit
Flight	flt
Flight Plan	flt pln
Foreign	fgn
Form	frm; fm
Format	fmt

Forward	fwd
Fraudulent	fraud
Frequency; frequent	freq
Friday	Fri

## **G**

General	Gen (USAF)
Geography; Geographic	geog
Governor	gov
Government	govt
Grade Point Average	GPA
Graduate	grad
Ground	gnd
Group	grp; gp
Guarantee	guar

## **H**

Headquarters	HQ
Health	hlth
Height	ht
High School	HS
Highway	hwy
History	hist
Honorable	hon
Hospital	hosp
Hours	hrs

## **I**

Identification	ident
Immediate	immed
Immunization	immun
Implementation	impl
Include	incl
Incorporate	inc; incorp
Increase; Increment	incr
Industry; Indorsement	ind
Indefinite	indef
Independent	indep
Individual	indiv

Indoctrinate	indoc
Indorsement; Industry	ind
Information	info
Initial; Initialize	init
Injury	inj
Inoperative	inop
Inquiry	inq
Inspect; Inspector	insp
Institute; Institution	inst
Instructor	instr
Insurance	ins
Intelligence	intel
International	intl; int'l
Introduced; Introduction	intro
Inventory	inv
Itinerary	itin

## **J**

Joint	jt; jnt
Journal	jour
July	Jul
June	Jun
Junior	Jr.

## **K**

## **L**

Laboratory	lab
Language	lang
Latitude	lat
Leader	ldr
Leadership	ldrsp; ldrshp
Leave	lv
Legal	lgl
Lesson(s)	lsn(s)
Letter	ltr
Level	lvl
Library	lib
License	lic
Lieutenant	Lt
Lieutenant General	Lt Gen (USAF)

Limited	ltd
Limited Active Duty Orders	LEAD
Liquid	liq
Locate	loc
Logistic	log
Longitude	long

## M

Magazine	mag
Maintenance	maint
Major	Maj
Manufacturing	mfg
Manager	mgr
Management	mgt; mgmt
March	Mar
Master Sergeant	MSgt
Maximum	max
Measure	mea
Member	mbr
Medical; Medium; Median	med
Meeting	mtg
Membership	mbrshp; mbrsp
Memorandum	memo
Message	msg
Method	meth
Military	mil
Minimum; Minute	min
Miscellaneous	misc
Mission	msn
Mobilization; Mobilize	mob
Modification; Modify	mod
Monday	Mon
Month; Months	mo; mos
Multiple	mult

## N

National	nat'l; natl
Negative	neg
Next of Kin	NOK
Nominate; Nominee	nom
Normal	norm
Not Applicable	N/A

November	Nov
Nuclear	nuc
Number; Numerical	num

## **O**

Object	obj
Obsolete	obs
Occupation	occup
October	Oct
Office	ofc
Officer(s)	ofcr(s)
Officership	ofcrsp; ofcrshp
On-The-Job Training	OJT
Operations	ops
Opportunity	oppor
Option	opt
Order; Ordnance	ord
Organization	org
Original	orig
Overtime	OT

## **P**

Page	pg
Pamphlet	pam
Paragraph	para
Parenthesis; Parentheses	paren
Patient; Point	pt
Payment (s)	pmt (s)
Percent	pct
Performance	perf
Perimeter	perim
Period	pd
Permanent	perm
Personnel	pers; psnl
Physical	phys
Package	pkg
Plan	pln
Planning	plng
Please	pls
Pledge	pldg
Population	pop
Positive	pos

Position	posn
Possession; Possible	poss
Potential	pot
Preference	pref
Preliminary	prelim
Premium	prem
Prepare	prep
President; Presentation	pres
Previous	prev
Priority	pri
Primary	prim
Principal	prin
Private	priv
Problem	prob
Process	proc
Professional; Professor	prof
Program; Programmers	prog; prgm; prgmrs
Project; Projectile	proj
Promotion	promo
Psychology	psych
Publication	pub
Purchase; Purchasing	pur
Purpose	purp

## Q

Quality	qual
Quantity	qty
Quart	qt
Quarter	qtr
Quarterly	qtrly

## R

Range	rng
Rank	rnk
Received	rec'd
Recommendation	rec; rcmdt
Reconnaissance	recce; recon
Recognition; Recognize	recog
Re-enlist	re-enl
Re-examination	re-exam
Refer; Reference	ref
Regional	rgnl

Registrar	regr
Regular; Regulation	reg
Reject	rej
Religion	relig
Reorganize	reorg
Report	rpt
Representative; Represent	rep
Request	req
Research	rsch
Reserve	res; resrv
Reserve Airman Not on Active Duty Orders	Non-EAD
Resignation	resig
Responsible	resp; respon
Result	rslt
Retired	ret
Return	rtn
Review(ed)	rvw('d)
Require	rqr
Requirements	rqmts
Route	rte
Runway	rwy

## **S**

Saturday	Sat
Schedule; School	sch; sched
Science	sci
Screen	scrn
Search	srch
Second; Section	sec
Secretary	secy
Security	scty
Select; Selection	sel
Semester	sem
Senate	sen
Senior	sr
Senior Airman	SrA
Senior Master Sergeant	SMSgt
Separate	sep
September	Sep
Sequence	seq
Service	svc
Signal; Signature	sig
Situation	sit

Size	sz
Society	soc
Specification; Specify	spec
Sponsor	spon
Squadron; Square	sq; sqd; sqdn
Staff Sergeant	SSgt
Standard	std
Statistic	stat
Storage	stor
Strategic; Stratification; Strategy	strat
Street	st
Student	stu
Structure	strc
Subject	subj
Subordinate	subor
Subparagraph	subpara
Substitute	sub
Summary	sum
Sunday	Sun
Superintendent	supt
Supervisor	supv
Supplement	supp
Supply; superior	sup
Support	spt
Surgeon; Surgical	surg
Survey	sur
Survival	surv
Suspense	susp
System	sys

## **T**

Target	tgt
Tax	tx
Technical	tech
Technical Sergeant	TSgt
Telecommunications	telecom
Telephone	tel; tele
Telephone Conference	telecon
Temperature; Temporary	temp
Terminate; Termination	term
Territory	terr
Text	txt
Theater	thtr



Thousand	thou
Thursday	Thurs
Total	tot
Traditional	trad
Training	tng; trng
Transaction; Transport; Transportation	trans
Transfer	xfer
Travel	trl
Transmit; transmittal	xmit
Treatment	trmt
Tuesday	Tues

## U

Unclassified	unclas
Unfavorable	unfav
Universal; University	univ
Unknown	unk
Unsecure	unsec
Urgent	urg
Ultimately	ult

## V

Vacant; Vacate	vac
Vehicle	veh
Vertical	vert
Veteran	vet
Vice President	VP
Visibility; Visual	vis
Volume; Volunteer	vol

## W

Weapon	wpn
Wednesday	Wed
Week	wk
Weight	wt
With	w/
Wing	wg
Withdrawn	wd
Workgroup(s)	wkgrp(s)
Workshop	wkshp

**X**

**Y**

Year	yr
------	----

**Z**

ENLISTED PERFORMANCE REPORT (AB thru TSgt)				
PRIVACY ACT STATEMENT				
<p><b>AUTHORITY:</b> Title 10 United States Code (U.S.C.) 8013, Secretary of the Air Force; AFI 36-2406, and Executive Order 9307 (SSN), as amended.  <b>PURPOSE:</b> Used to document effectiveness/duty performance history; promotion; school and assignment selection; reduction-in-force; control roster; reenlistment; separation; research and statistical analysis.  <b>ROUTINE USES:</b> May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3). DoD Blanket Routine Uses apply.  <b>DISCLOSURE:</b> Voluntary. Not providing SSN may cause form to not be processed or to positively identify the person being evaluated  <b>SORN:</b> F030 AF PC A, Effectiveness/Performance Reporting Records</p>				
<b>I. RATEE IDENTIFICATION DATA (Refer to AFI 36-2406 for instructions on completing this form)</b>				
1. NAME (Last, First, Middle Initial)		2. SSN	3. RANK	4. DAFSC
5. ORGANIZATION, COMMAND, AND LOCATION			6. PAS CODE	7. FDID
8. PERIOD OF REPORT (DD Mmm YYYY) From: Thru:		9. NO. DAYS NON-RATED	10. NO. DAYS SUPERVISION	11. REASON FOR REPORT
<b>II. JOB DESCRIPTION</b>				
1. DUTY TITLE				
2. KEY DUTIES, TASKS, AND RESPONSIBILITIES (Primary and Additional Duties) (Minimum of 1 line, but limited to 4 lines)				
<b>III. PERFORMANCE IN PRIMARY DUTIES/TRAINING REQUIREMENTS (Using AFI 36-2018. The Enlisted Force Structure, as the standard of performance expectations commensurate with the ratee's rank; assess to what degree the ratee complied with the following performance expectations.)</b>				
<p>1. <b>Task Knowledge/Proficiency:</b> Consider the quality, quantity, results, and impact of the Airman's knowledge and ability to accomplish tasks. <b>Initiative/Motivation:</b> Describes the degree of willingness to execute duties, motivate colleagues, and develop innovative new processes. <b>Skill Level Upgrade Training:</b> Consider skill level awarding course, CDC timeliness completion, course exam results, and completion of core task training. <b>Duty Position Requirements, Qualifications, and Certifications:</b> Consider duty position qualifications, career field certifications (if applicable), and readiness requirements. <b>Training of Others:</b> Consider the impact the Airman made training others.</p>				
Not-Rated <input type="checkbox"/>	Met some but not all expectations <input type="checkbox"/>	Met all expectations <input type="checkbox"/>	Exceeded some, but not all expectations <input type="checkbox"/>	Exceed most, if not all expectations <input type="checkbox"/>
2. COMMENTS (Minimum 1 line, but limited to 6 lines)				
<b>IV. FOLLOWERSHIP/LEADERSHIP</b>				
<p>1. <b>Resource Utilization (e.g. Time Management, Equipment, Manpower, and Budget):</b> Consider how effectively the Airman utilizes resources to accomplish the mission. <b>Complies with/Enforces Standards:</b> Consider personal adherence and enforcement of fitness standards, dress and personal appearance, customs and courtesies, and professional conduct. <b>Communication Skills:</b> Describes how well the Airman receives and relays information, thoughts, and ideas up and down the chain of command (includes listening, reading, speaking, and writing skills); fosters an environment for open dialogue. <b>Caring, Respectful, and Dignified Environment (Teamwork):</b> Rate how well the Airman selflessly considers others, values diversity, and sets the stage for an environment of dignity and respect; to include promoting a healthy organizational climate.</p>				
Not-Rated <input type="checkbox"/>	Met some but not all expectations <input type="checkbox"/>	Met all expectations <input type="checkbox"/>	Exceeded some, but not all expectations <input type="checkbox"/>	Exceed most, if not all expectations <input type="checkbox"/>
2. COMMENTS (Minimum 1 line, but limited to 2 lines)				
<b>V. WHOLE AIRMAN CONCEPT (Not applicable if Airman receives Referral comments in Sections III/IV or if an Airman receives a "Met some but not all" rating.)</b>				
<p>1. <b>Air Force Core Values:</b> Consider how well the Airman adopts, internalizes, and demonstrates our Air Force Core Values of Integrity First, Service Before Self, and Excellence in All We Do. <b>Personal and Professional Development:</b> Consider the amount of effort the Airman devoted to improving themselves and their work center/unit through education and involvement. <b>Esprit De Corps and Community Relations:</b> Consider how well the Airman promotes camaraderie, embraces esprit de corps, and acts as an Air Force ambassador.</p>				
Not-Rated <input type="checkbox"/>	Met some but not all expectations <input type="checkbox"/>	Met all expectations <input type="checkbox"/>	Exceeded some, but not all expectations <input type="checkbox"/>	Exceed most, if not all expectations <input type="checkbox"/>
2. COMMENTS (Minimum 1 line, but limited to 2 lines)				

**ENLISTED PERFORMANCE REPORT (MSGT thru SMSGT)**

**PRIVACY ACT STATEMENT**

**AUTHORITY:** Title 10 United States Code (U.S.C.) 8013, Secretary of the Air Force; AFI 36-2406, and Executive Order 9397 (SSN), as amended.  
**PURPOSE:** Used to document effectiveness/duty performance history; promotion; school and assignment selection; reduction-in-force; control roster; reenlistment; separation; research and statistical analysis.  
**ROUTINE USES:** May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3). DoD Blanket Routine Uses apply.  
**DISCLOSURE:** Mandatory. Not providing SSN may cause form to not be processed or to positively identify the person being evaluated.  
**SOORN:** F036 AF PC A, Effectiveness/Performance Reporting Records

**I. RATEE IDENTIFICATION DATA (Refer to AFI 36-2406 for instructions on completing this form)**

1. NAME (Last, First, Middle Initial)		2. SSN	3. RANK	4. DAFSC
5. ORGANIZATION, COMMAND, AND LOCATION			6. PAS CODE	7. SRID
8. PERIOD OF REPORT (DD Mmm YYYY) From:                      Thru:	9. NO. DAYS NON-RATED	10. NO. DAYS SUPERVISION	11. REASON FOR REPORT	

**II. JOB DESCRIPTION**

1. DUTY TITLE

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES (Primary and Additional Duties) (Minimum of 1 line, but limited to 4 lines)

**III. PERFORMANCE IN LEADERSHIP/PRIMARY DUTIES/FOLLOWERSHIP/TRAINING (Using AFI 36-2618, The Enlisted Force Structure, as the standard of performance expectations commensurate with the ratee's rank; assess to what degree the ratee complied with the following performance expectations.)**

**1. Mission Accomplishment:** Consider the Airman's ability to lead and produce timely, high quality/quantity, mission-oriented results. **Resource Utilization (e.g. time, management, equipment, manpower and budget):** Consider how effectively the Airman leads their team to utilize their resources to accomplish the mission. **Team Building:** Consider the amount of innovation, initiative, and motivation displayed by the Airman and their subordinates (collaboration). **Mentorship:** Consider how well the Airman knows their subordinates, accepts personal responsibility for them, and is accountable for their professional development. **Communication Skills:** Describe how well the Airman communicates (includes listening, reading, speaking, and writing skills) in various mediums, translates superior's direction into specific tasks and responsibilities, fosters an environment for open dialogue, and enhances communication skills of subordinates. **Comply with/Enforce Standards:** Consider personal adherence and how the Airman fosters an environment where everyone enforces fitness standards, dress and personal appearance, customs and courtesies, and professional conduct. **Duty Environments:** Rate how well the Airman establishes and maintains caring, respectful, and dignified environments while valuing diversity; to include promoting a healthy organizational climate. **Training:** Describes how well the Airman and their team complies with upgrade, duty position, and certification requirements.

Not-Rated	Met some but not all expectations	Met all expectations	Exceeded some, but not all expectations	Exceed most, if not all expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. COMMENTS (Minimum 1 line, but limited to 8 lines)

**IV. WHOLE AIRMAN CONCEPT (Not applicable if Airman receives referral evaluation based on comments or a "Met some but not all" rating in Section III.)**

**1. Air Force Core Values:** Consider how well the Airman adopts, internalizes, demonstrates and insists on adherence of our Air Force Core Values of Integrity First, Service Before Self and Excellence In All We Do. **Personal and Professional Development:** Consider effort the Airman devoted to improve their subordinates, their work center/unit and themselves. **Esprit de corps and Community Relations:** Consider how well the Airman promotes camaraderie, enhances esprit de corps, and develops Air Force ambassadors.

Not-Rated	Met some but not all expectations	Met all expectations	Exceeded some, but not all expectations	Exceed most, if not all expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. COMMENTS (Minimum 1 line, but limited to 2 lines)

**ENLISTED PERFORMANCE REPORT (CMSgt)**

**PRIVACY ACT STATEMENT**

**AUTHORITY:** Title 10 United States Code (U.S.C.) 8013, Secretary of the Air Force; AFI 36-2406, and Executive Order 9397 (SSN), as amended.  
**PURPOSE:** Used to document effectiveness/duty performance history; promotion; school and assignment selection; reduction-in-force; control roster; reenlistment; separation; research and statistical analysis.  
**ROUTINE USES:** May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3). DoD Blanket Routine Uses apply.  
**DISCLOSURE:** Mandatory. Not providing SSN may cause form to not be processed or to positively identify the person being evaluated.  
**SORN:** F036 AF PC A, Effectiveness/Performance Reporting Records

**I. RATEE IDENTIFICATION DATA (Refer to AFI 36-2406 for instructions on completing this form)**

1. NAME (Last, First, Middle Initial)		2. SSN	3. RANK	4. DAFSC
5. ORGANIZATION, COMMAND, AND LOCATION			6. PAS CODE	7. BRID
			8. REASON FOR REPORT	
9. TAFMSD (RegAF) / PAY DT (ARC) (DD Mmm YYYY)	10. PERIOD OF REPORT (DD Mmm YYYY) From: Thru:		11. NO. DAYS SUPERVISION	12. HYT (DD Mmm YYYY)
13. DUTY TITLE				

**II. RATER'S PERFORMANCE ASSESSMENT** (Consider performance in such areas as mission accomplishment, resource utilization, team building, mentorship compliance and enforcement of standards, communication skills, training, and fostering a healthy unit climate/duty environment. Comments are highly encouraged when making CCM recommendations.)

1. COMMENTS (Minimum 2 lines when Referral, otherwise optional provided "Line Intentionally Left Blank" is inserted. Highly encouraged when making CCM recommendations)

**III. RATER INFORMATION** (Signature signifies this is an unbiased assessment and all ACA sessions were completed, as required by AFI 36-2406).

NAME, GRADE, BRANCH OF SERVICE, ORGN, CMD AND LOCATION	DUTY TITLE		DATE
	SSN	SIGNATURE	

**IV. SENIOR RATER'S PERFORMANCE ASSESSMENT**  CONCUR  NON-CONCUR

Consider performance in such areas as mission accomplishment, resource utilization, team building, mentorship, communication skills, compliance and enforcement of standards, training, and fostering a healthy unit climate/duty environment. Raters/Senior Raters are encouraged to include cumulative 6 line comments in Sections II and IV.

1. COMMENTS (Mandatory when Referral, otherwise optional. Highly encouraged when making CCM recommendations)

2. CONSIDER FOR HIGHER RESPONSIBILITY	3. RECOMMENDED FUTURE ROLES
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NAME, GRADE, BRANCH OF SERVICE, ORGN, CMD AND LOCATION	DUTY TITLE		DATE
	SSN	SIGNATURE	

**V. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR**  FUNCTIONAL EXAMINER  AIR FORCE ADVISOR

(Indicate applicable review by marking the appropriate box)

NAME, GRADE, BRANCH OF SERVICE, ORGN, CMD AND LOCATION	DUTY TITLE		DATE
	SSN	SIGNATURE	

**VI. RATEE'S ACKNOWLEDGEMENT**  
 I understand my signature does not constitute agreement or disagreement. I acknowledge feedback, Formal/Informal was accomplished during the reporting period and upon receipt of this report.

SIGNATURE	DATE
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NOMINATION FOR AWARD		
AWARD	CATEGORY (If Applicable)	AWARD PERIOD
RANK/NAME OF NOMINEE (First, Middle Initial, Last)		MAJCOM, FOA, OR DRU
DAFSC/DUTY TITLE	NOMINEE'S TELEPHONE (DSN & Commercial)	
UNIT/OFFICE SYMBOL/STREET ADDRESS/BASE/STATE/ZIP CODE		
RANK/NAME OF UNIT COMMANDER (First, Middle Initial, Last)/COMMANDER'S TELEPHONE (DSN & Commercial)		
SPECIFIC ACCOMPLISHMENTS (Use single-spaced, bullet format)		

**NOMINATION FOR AWARD**

RANK/NAME OF NOMINEE (First, Middle Initial, Last)

SPECIFIC ACCOMPLISHMENTS (Use single-spaced, bullet format) (Continued)





## References

Joint Publication 1-02 Department of Defense Dictionary of Military and Associated Terms, July 2017.

Air Force Handbook (AFH) 33-337. *The Tongue and Quill*, 27 July 2016.

HQ AU Writing Style Guide (16 June 2014).