

Colorado Air National Guard



Writing Guide

Business Rules

September 2020

Table of Contents

INTRODUCTION

Introduction and References	4
Signature Blocks	5

SECTION I: BULLET WRITING ACADEMICS

Chapter 1: Getting Started	6
Chapter 2: Common Errors.....	7
Chapter 3: Drafting Accomplishment-Impact Bullet Statement....	8
Chapter 4: Polishing the Bullet	12
Chapter 5: Scenarios	13
Chapter 6: Conclusion.....	14

SECTION II: ENLISTED PERFORMANCE REPORTS

Enlisted Performance Reports (910, 911, and 912)	15
Preparing EPRs	15
Further references for preparing AF Forms 910/911/912 Enlisted Reports	15
Referral EPRs.....	15
EPR/OPR Advice from Colonel Fesler.....	16
EPR SCOD Chart.....	17
EPR Template (910)	18
EPR Template (911)	29

SECTION III: COANG AWARDS GUIDE

Military Recognition Program	41
Military Quarterly Awards Nomination Procedures.....	41
Military Annual Awards Nomination Procedures	43
Civilian Quarterly Recognition Program	44
Civilian Annual Recognition Program.....	45
Annual Team Excellence Award.....	50

SECTION IV: DECORATIONS AND MEDALS

General Writing Instructions.....	52
Meritorious Service Medal	53
Air Force Commendation Medal.....	54
Air Force Achievement Medal.....	55
Decoration Example (AFAM).....	56
Decoration Example (AFCM).....	57
Decoration Example (AFMSM)	58

SECTION V: ATTACHMENTS

Attachment 1: COANG Approved Abbreviations.....	59
Attachment 2: COANG Approved Acronyms	65
Attachment 3: Action VERBS	67

INTRODUCTION

The purpose of this writing guide is to supplement existing AF guidance by providing clarification on local, COANG preferences. This guide is laid out with the user in mind and is intended to be short, succinct, and not does not supersede any HHQ guidance. In the event any information in this guide conflicts with HHQ guidance, the HHQ guidance takes precedence. The technical information contained in this guide was taken directly from the below listed references. This is a working document that will be updated often to the Wing SharePoint. *For issues not specifically covered in this guide, please refer to the appropriate Air Force guidance:*

References:

AFI 36-2406	Officer and Enlisted Evaluation System
AFMAN 33-326	Preparing Official Communication
AFH 33-337	The Tongue and Quill
Joint Pub 1-02	DoD Dictionary of Military and Associated Terms
AFI 36-2803	Awards and Decorations
AFI 36-2803 ACCSUP 1	Awards and Decorations, ACC Supplement
AFMAN 33-326	Preparing Official Communication

This guide is paramount to smooth processing of evaluations, decorations, PRFs, and staff packages is a quality review at all levels of the organization. Units should take pride and ownership in their work and strive to put the best possible product forward. The product received by the next-higher-level represents the unit that sent it. No one should ever “leave it for the group (or wing) to catch.” When documents are received at the wing, it is assumed that every level of review has developed their best product to send forward. Each level must strive for “Excellence in All We Do.”

SIGNATURE BLOCKS

OFFICE	CORRESPONDENCE	EPR/OPR
TAG	LAURA L CLELLAN, BRIG GEN, COARNG The Adjutant General	
CSM	WILLIAM D. WOODS CSM, COARNG Senior Enlisted Leader	
AAG	FLOYD W. DUNSTAN, BRIG GEN, COANG Assistant Adjutant General	FLOYD W. DUNSTAN, BRIG GEN, USAF 140th Wing (ACC) Buckley AFB CO
CCC	ANTHONY T. COOK, CMSgt, COANG State Command Chief	ANTHONY T. COOK, CMSgt, USAF 140th Wing (ACC) Buckley AFB CO
140 WG/CC	D. MICAH FESLER, Colonel, COANG Commander	D. MICAH FESLER, COL, USAF 140th Wing (ACC) Buckley AFB CO
140 WG/CV	CHRISTOPHER J. SOUTHARD, Colonel, COANG Commander	CHRISTOPHER J. SOUTHARD, COL, USAF 140th Wing (ACC) Buckley AFB CO
140 WG/CCC	LISA E. PERRY , CMSgt, COANG Command Chief	LISA E. PERRY , CMSGT, USAF 140th Wing (ACC) Buckley AFB CO
140 OG/CC	KURT D. TONGREN, Colonel, COANG Commander	KURT D. TONGREN, COL, USAF 140th Operations Group (ACC) Buckley AFB CO
140 MXG/CC	JASON D. KNEUER, Lt Col, COANG Commander	JASON D. KNEUER, LT COL, USAF 140th Maintenance Group (ACC) Buckley AFB CO
140 MSG/CC	CARRIE A. WORRELL, Lt Col, COANG Commander	CARRIE A. WORRELL, LT COL, USAF 140th Mission Support Group (ACC) Buckley AFB CO
140 MDG/CC	AMANDA K. HILL, Lt Col, COANG Commander	AMANDA K. HILL, LT COL, USAF 140th Medical Group (ACC) Buckley AFB CO
233 SG/CC	MICHAEL E. LOCKETTE, Colonel, COANG Commander	MICHAEL E. LOCKETTE, COL, USAF 233d Space Group (AFSPC) Buckley AFB CO
240 CEF/CC	TIMOTHY W. MARKOWITZ, Colonel, COANG Commander	TIMOTHY W. MARKOWITZ, COL, USAF 240th Civil Engineering Flight (PACAF) Buckley AFB CO

SECTION I: BULLET WRITING ACADEMICS

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.

Get Organized: You should create a file for all employees that you supervise. This helps keep records of all accomplishments, awards, and recommendations. This will cause you to keep track and be involved in your Airmen’s professional development.

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 Airman.

Write Effectively: You only have 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 that you understand the early stages of preparing a bullet, let’s continue this endeavor to make sure that our Airman have the quality bullets they deserve. Before we start this process, we need to 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.
- 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.
- 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 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 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”

Now that we have the very basics of the writing process and errors to avoid, we can 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.
- Measure the action – record numerical information (items fixed, dollars saved, man-hours saved, webpages built, etc.)
- Annotate the record – Determine the action with a power verb that best describes the action. (Repaired, Installed, Designed, 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

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 140 WG 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 140 WG 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 140 WG 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 140 WG 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 140 WG 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 1 and 2) 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 140 WG 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 140 WG 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%

Chapter 5

Scenarios

Scenario 1:

SSgt Jules Winnfield 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.

Scenario 2:

SrA Elwood Blues 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.

Scenario 3:

SSgt Andy Dufresne 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.

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 by 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.

SECTION II: ENLISTED PERFORMANCE REPORTS

Enlisted Performance Reports

The 140th Wing uses vPC for Enlisted Performance Reports and Decorations.

Preparing EPRs

- Do not correct ratings; re-accomplish the report if a rating changes before the EPR is a matter of record.
- Do not sign or date the EPR before the closeout date (date when submitted for final with current date, on or after the closeout).
- Section XI (AF Form 911/910) or Section VII (AF Form 912): List uncommon acronyms. COANG approved acronyms in Attachment 2 of this document (pages 46-47) do not need to be included. When acronyms are used, they must be listed alphabetically and separated by a semicolon (;). As follows:
item spelled out (acronym); Crisis Action Team (CAT); Tongue and Quill (T&Q)
- Final Evaluator: If Col Korben Dallas, put “SENIOR RATER”; if first O-6 in chain of command, put “DEPUTY EVALUATOR”
 - Reference: AFI 36-2406 section 4.13.4.

Referral EPRs (Reference AFI 36-2406 Officer and Enlisted Evaluation Systems, pg. 41):

A performance evaluation that contains any of the following is a referral:

- Comments in any EPR, LOE or TR, regardless of the ratings if applicable, or the attachments to that evaluation, that are derogatory in nature, imply or refer to behavior incompatible with, or not meeting minimum acceptable standards of personal or professional conduct, character, judgment or integrity, and/or refer to disciplinary actions. When considering the Airman’s ability to meet standards, consider unacceptable performance as actions that are incompatible with, and/or Airmen who have ***routinely*** (a repeated inability to meet standards that would render the aggregated performance assessment over the entire reporting period as below AF standards and expectations) and/or ***significantly*** (a single instance where failure to meet standards is either egregious in nature or so far short of a standard that it impacts overall aggregated performance assessment) failed to adhere to established AF standards and expectations. This includes, but is not limited to, comments regarding omissions or misrepresentation of facts in official statements or documents, financial irresponsibility, mismanagement of personal or government affairs, confirmed incidents of discrimination or mistreatment, illegal use or possession of drugs, AWOL, Article 15 action, and conviction by courts-martial.
- An evaluator marks “Met some but not all expectations” in any Section of the AF Form 910/911, or a “Do Not Retain” in Section IV of the AF Form 912.

EPR/OPR Advise from Colonel Fesler



Things Not To Do

- If you're trying to get tricky filling space, it probably looks like...
 - Rndmly rem'v'ng ltrs frm wrds of adng 's can be vry dstrct'ng
 - If you Wouldn't Capitalize a letter in a sentence; Don't do it in an EPR/OPR
 - Adding extra versions of the same fact "saved \$11B/4 trillion pesos/15 billion €
- If it looks like you're trying to fill space, you're sending a message to the board
 - Spelling out words you'd normally abbreviate looks like you're trying to fill space.
 - Abbreviating a word on one line and spelling it out on another looks like you're trying to fill space.
 - Adding extra spaces where you normally wouldn't looks like you're trying to fill space.
 - Putting exclamation marks everywhere! Looks like you're trying to fill space.
- If the majority of the AF doesn't know the acronym you're about to use, maybe you shouldn't use it. (FYI, a list of common AF acronyms are near the end of this writing guide)
- A push to SDE in residence is soooooo 2006
 - The AF assumes you mean in residence because anyone can sign up for correspondence (doesn't require a board to review OPRs...)
- Top line strats are so 1999
- As cool as being lauded might sound, lauding + \$1.50 might get you a cup of coffee
- Don't re-use the same bullets in subsequent EPRs/OPRs for an individual
- Don't re-use the same bullets in subsequent EPRs/OPRs for an individual
- Don't re-use the same bullets in subsequent EPRs/OPRs for an individual

Things to do

- A sentence that simply explains "the awesome" is better than a bunch of letters that try to quantify the awesome in gibberish.
- The top line of each block should be the strongest bullet of the section.
- SNCOs/Officers - The bottom line of each block should be a stratification, description of the SNCO/Officer, and a push.
- Rater and Additional Rater push recommendations should match.
- Use synonyms in MS Word to adjust length.
- Use carrying adjectives and adverbs to adjust length.

Speaking of strats... (SNCO & Officers)

- Each CC should have a stratification from 1-n for each SQ/GP
- Strats can be reworked every 6 months
- Bottom and top shouldn't swap, but 1/2/3 are likely
- Document top 10% isn't worth a strat
- Creative categories are encouraged (engineer, instructor, health care provider, CGO, FGO, rank, etc.)

STATIC CLOSE OUT DATE (SCOD) : Implementation Schedule

AIR NATIONAL GUARD		Implementation: Schedules		
Non-EAD (Biennial)	Rank	Evaluation Start Date	Midterm ACA Closeout	Evaluation Closeout
	CMSgt (E-9)	1 Jun 2013	31 Jan 2015*	31 May 2015
	SMSgt (E-8)	1 Aug 2014	31 Jul 2015	31 Jul 2016
	MSgt (E-7)	1 Oct 2013	30 Sep 2014	30 Sep 2015
	TSgt (E-6)	1 Dec 2014	30 Nov 2015	30 Nov 2016
	SSgt (E-5)	1 Feb 2015	31 Jan 2016	31 Jan 2017
	SrA (E-4)	1 Apr 2014	31 Mar 2015	31 Mar 2016

Even Grades in even years;
Odd grades in odd years

Guard AGR (Annual)	Rank	Midterm ACA Closeout	Last Day for CROs	Evaluation SCOD
	CMSgt (E-9)	31 Jan 15	2 Feb 2015	31 May 2015
	SMSgt (E-8)	31 Mar 15	3 Apr 2015	31 Jul 2015
	MSgt (E-7)	31 May 15	3 Jun 2015	30 Sep 2015
	TSgt (E-6)	31 Jul 15	15 Aug 2015	30 Nov 2015
	SSgt (E-5)	30 Sep 15	4 Oct 2015	31 Jan 2016
	SrA (E-4)	30 Nov 15	4 Oct 2016	31 Mar 2016

Table 4.12. Accounting Dates for Static Close-out Date Evaluations.

Rank (includes selectees)	Static Close-out Date	Accounting Date
SrA and below	31 Mar	3 Dec
SSgt	31 Jan	3 Oct
TSgt	30 Nov	3 Aug
MSgt	30 Sep	3 Jun
SMSgt	31 Jul	3 Apr
CMSgt	31 May	3 Feb

Note: Accounting dates are approximately 120 days prior to each SCOD and are established as the 3rd of the month for consistency.

EPR – AF FORM 910 – TEMPLATE:

ENLISTED PERFORMANCE REPORT (AB thru TSgt)				
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: Voluntary. 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
DOE, JANE B.		123-45-6789	SSgt	3F051
5. ORGANIZATION, COMMAND, AND LOCATION			6. PAS CODE	7. FDID
140th Force Support Squadron (ACC) Buckley AFB CO (AGR or Non-EAD)			B61CFL2V	N/A
8. PERIOD OF REPORT (DD Mmm YYYY)		9. NO. DAYS NON-RATED	10. NO. DAYS SUPERVISION	11. REASON FOR REPORT
From: 01 Feb 2018 Thru: 31 Jan 2019		0	365	ANNUAL
II. JOB DESCRIPTION				
1. DUTY TITLE				
Personnel Craftsman (USE DUTY TITLE ON SHELL, IF WRONG CONTACT YOUR CSS)				
2. KEY DUTIES, TASKS, AND RESPONSIBILITIES (Primary and Additional Duties) (Minimum of 1 line, but limited to 4 lines)				
- Comments in bullet format are mandatory - Limit text to 4 lines, minimum of 1 line - See AFI 36-2406, Table 4.2., Item 13 for more information - Enter info about the position the ratee held as of the close-out date				
III. PERFORMANCE IN PRIMARY DUTIES/TRAINING REQUIREMENTS (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. Task Knowledge/Proficiency: Consider the quality, quantity, results, and impact of the Airman's knowledge and ability to accomplish tasks. Initiative/Motivation: Describes the degree of willingness to execute duties, motivate colleagues, and develop innovative new processes. Skill Level Upgrade Training: Consider skill level awarding course, CDC timeliness completion, course exam results, and completion of core task training. Duty Position Requirements, Qualifications, and Certifications: Consider duty position qualifications, career field certifications (if applicable), and readiness requirements. Training of Others: Consider the impact the Airman made training others.				
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. COMMENTS (Minimum 1 line, but limited to 6 lines)				
- Bullets must begin at left margin and will have 1 space after the " - " Bullets MUST support the rating given - Comments in bullet format are mandatory: Action; Impact--Result (AIR) - Min. 1 line, no more than 6 lines - AFI 36-2406, Table 4.2, Item 14 & 15 - You may use "- THIS LINE INTENTIONALLY LEFT BLANK" as a mandatory line				
IV. FOLLOWERSHIP/LEADERSHIP				
1. Resource Utilization (e.g. Time Management, Equipment, Manpower, and Budget): Consider how effectively the Airman utilizes resources to accomplish the mission. Complies with/Enforces Standards: Consider personal adherence and enforcement of fitness standards, dress and personal appearance, customs and courtesies, and professional conduct. Communication Skills: 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. Caring, Respectful, and Dignified Environment (Teamwork): 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.				
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. COMMENTS (Minimum 1 line, but limited to 2 lines)				
- Comments in bullet format are mandatory: Action; Impact--Result (AIR). Min. 1 line, but limited to 2 lines - AFI 36-2406, Table 4.2., Item 14 & 15. May use "- THIS LINE INTENTIONALLY LEFT BLANK" as a mand. line				
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.)				
1. Air Force Core Values: 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. Personal and Professional Development: Consider the amount of effort the Airman devoted to improving themselves and their work center/unit through education and involvement. Esprit De Corps and Community Relations: Consider how well the Airman promotes camaraderie, embraces esprit de corps, and acts as an Air Force ambassador.				
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. COMMENTS (Minimum 1 line, but limited to 2 lines)				
- Comments in bullet format are mandatory: Action; Impact--Result (AIR). Min. 1 line, but limited to 2 lines. - AFI 36-2406, Table 4.2., Item 15. May use "- THIS LINE INTENTIONALLY LEFT BLANK" as a mand. line				

AF FORM 910, 20151130, V3
Prescribed by: AFI 36-2406

PREVIOUS EDITIONS ARE OBSOLETE

PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.

VI. OVERALL PERFORMANCE ASSESSMENT (Overall assessment of performance during rating period commensurate with Sections III-V.)		RATEE NAME: DOE, JANE B.	
Not-Rated <input type="checkbox"/>	Met some but not all expectations <input type="checkbox"/>	Met all expectations <input checked="" type="checkbox"/>	Exceeded some, but not all expectations <input type="checkbox"/>
Exceed most, if not all expectations <input type="checkbox"/>			
VII. RATER INFORMATION (Signature signifies this is an unbiased assessment and all ACA feedback sessions were completed as required per AFI 36-2406)			
NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION JOHN B. DENVER, MSgt, USAF 140th Force Support Squadron (ACC) Buckley AFB CO		DUTY TITLE NCOIC,	
		SSN 1235	SIGNATURE
VIII. ADDITIONAL RATER'S COMMENTS			
<input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NON-CONCUR			
1. COMMENTS (Comments are optional unless required for Referral; if not used, state "This Section Not Used") (Minimum of 1 line, but maximum of 2 lines) - May use this line for a bullet or you may put... - THIS LINE INTENTIONALLY LEFT BLANK			
NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION Add. Rater must be E7 or above & equal or higher rank of rater. Entr Add. Rater's sig. block as of close-out dt. See para. 1.4.11 for more info. Use same format as above		DUTY TITLE Title	
		SSN 1236	SIGNATURE
IX. UNIT COMMANDER/MILITARY OR CIVILIAN DIRECTOR/OTHER AUTHORIZED REVIEWER'S COMMENTS			
<input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NON-CONCUR			
1. COMMENTS (Comments are optional with a maximum of 1 line, if not used, state "This Section Not Used") - Mandatory when report is a referral, otherwise optional, if comments not used use "THIS LINE INTENTIONALLY..			
2. FUTURE ROLES (Recommend up to three roles/assignments that best serve the Air Force and continues the Airman's development!)			
1. LIST REALISTIC FUTURE		2. ROLE	
3. PROMOTION ELIGIBLE (Promotion eligibility as-of closeout date) YES <input checked="" type="checkbox"/>		4. THIS IS A REFERRAL REPORT NO	
		5. QUALITY FORCE REVIEW (Ratee's personnel record has been reviewed for quality force indicators during the reporting period) YES <input checked="" type="checkbox"/>	
6. PROMOTION RECOMMENDATION (Completed by Forced Distribution Authority only when member is TIG/TIS promotion eligible on EPR closeout date)			
DO NOT PROMOTE <input type="checkbox"/>	NOT READY NOW <input type="checkbox"/>	PROMOTE <input checked="" type="checkbox"/>	MUST PROMOTE <input type="checkbox"/>
PROMOTE NOW <input type="checkbox"/>			
NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION JUNE N. COLORADO, Lt Col, USAF 140th Force Support Squadron (ACC) Buckley AFB CO		DUTY TITLE Commander	
		SSN 2222	SIGNATURE
X. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box)			
<input type="checkbox"/> FUNCTIONAL EXAMINER <input type="checkbox"/> AIR FORCE ADVISOR			
NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION Only use this section when the final evaluator is not an AF military mbr or civ. employee, an AF Advisor will be designated (AFI 36-2406, para. 1.6.8.2.1.)		DUTY TITLE N/A	
		SSN 0000	SIGNATURE
XI. REMARKS (Only use this section to spell out uncommon acronyms or to place required comments IAW AFI 36-2406.)			
ACRONYMS - SPELL OUT UNCOMMON ACRONYMS IN ALPHABETICAL ORDER Example - AIR FORCE PERSONNEL CENTER (AFPC); CASUALTY REPORT (CASREP); GLOBAL ELECTRONIC APPROVAL ROUTING SYSTEM (GEARS);			
XII. RATEE'S ACKNOWLEDGEMENT I acknowledge all required ACA feedback was accomplished during the reporting period and feedback was provided upon receipt of this report (unless otherwise stated above).			
SIGNATURE		DATE	



Preparing AF Form 910



Instructions for Preparing AF Form 910 in AFI 36-2406, Table 4.2.

ENLISTED PERFORMANCE REPORT (AB thru TSgt)			
PRIVACY ACT STATEMENT			
<p>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.</p> <p>PURPOSE: Used to document effectiveness/duty performance history; promotion; school and assignment selection; reduction-in-force; control roster; reenlistment; separation; research and statistical analysis.</p> <p>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.</p> <p>DISCLOSURE: Voluntary. Not providing SSN may cause form to not be processed or to positively identify the person being evaluated</p> <p>SORN: F036 AF PC A, Effectiveness/Performance Reporting Records</p>			
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
DOE, JANE B.	123-45-6789	SSgt	3F051
5. ORGANIZATION, COMMAND, AND LOCATION	6. PAS CODE	7. FDID	
140th Force Support Squadron (ACC)	B61CFL2V	N/A	
Buckley AFB CO (AGR or Non-EAD)			
8. PERIOD OF REPORT (DD Mmm YYYY)	9. NO. DAYS NON-RATED	10. NO. DAYS SUPERVISION	11. REASON FOR REPORT
From: 01 Feb 2018 Thru: 31 Jan 2019	0	365	ANNUAL

Enter DAFSC held as of the "THRU" date of the evaluation

If member is DSG or Tech put (Non-EAD). If mbr AGR use (AGR)

Use Dates on Shell, in vPC. If they don't match SCOD date get with CSS to verify.

Almost all instances this will be "0". During the reporting period there may be some degree of decreased duty performance and/or behavioral effects resulting from these circumstances and every Airman's circumstances must be considered individually. Reference AFI36-2406 para 3.3.10 for more information

Enter the number of days of supervision from the EPR notice or use the "supervision began date" through the "close-out date". See paragraph 3.1.6 # of days supv. must NOT exceed period of report.

Select reason for evaluation:
AGR = ANNUAL
DSG/Tech = BIENNIAL

N/A for Guard

AIR NATIONAL GUARD

Guarding America - Defending Freedom

as of 11/19/2018



Preparing AF Form 910



See Table 4.2 in AFI 36-2406, Item 12

II. JOB DESCRIPTION	
1. DUTY TITLE	
Personnel Craftsman (USE DUTY TITLE ON SHELL, IF WRONG CONTACT YOUR CSS)	
2. KEY DUTIES, TASKS, AND RESPONSIBILITIES (Primary and Additional Duties) (Minimum of 1 line, but limited to 4 lines)	
<ul style="list-style-type: none"> - Comments in bullet format are mandatory - Limit text to 4 lines, minimum of 1 line - See AFI 36-2406, Table 4.2., Item 13 for more information - Enter info about the position the ratee held as of the close-out date 	

This description must reflect the uniqueness of each Ratee's job. Be specific--include level of responsibility, number of people supervised, dollar value of resources accountable for/projects managed, etc.

Example:

- Directs and leads wing accession program...
- Responsible for...
- Supervises 2 Amn...

AIR NATIONAL
GUARD

**Guarding America - Defending
Freedom**

as of 11/19/2018



Preparing AF Form 910



Select the block that accurately describes the Ratee's performance during the rating period.

See AFI 36-2406, Table 4.2., Item 14 for an explanation of ratings.

III. PERFORMANCE IN PRIMARY DUTIES/TRAINING REQUIREMENTS (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. Task Knowledge/Proficiency: Consider the quality, quantity, results, and impact of the Airman's knowledge and ability to accomplish tasks. **Initiative/Motivation:** Describes the degree of willingness to execute duties, motivate colleagues, and develop innovative new processes. **Skill Level Upgrade Training:** Consider skill level awarding course, CDC timeliness completion, course exam results, and completion of core task training. **Duty Position Requirements, Qualifications, and Certifications:** Consider duty position qualifications, career field certifications (if applicable), and readiness requirements. **Training of Others:** Consider the impact the Airman made training others.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. COMMENTS (Minimum 1 line, but limited to 6 lines)

- Bullets must begin at left margin and will have 1 space after the " - " Bullets MUST support the rating given
- Comments in bullet format are mandatory: Action; Impact--Result (AIR)
- Min. 1 line, no more than 6 lines
- AFI 36-2406, Table 4.2, Item 14 & 15
- You may use "- THIS LINE INTENTIONALLY LEFT BLANK" as a mandatory line

Bullets must support the rating and should be a reflection of the ACA provided to the Ratee.

**AIR NATIONAL
GUARD**

**Guarding America - Defending
Freedom**

as of 11/19/2018



Preparing AF Form 910



Select the block that accurately describes the Ratee's performance during the rating period.

See AFI 36-2406, Table 4.2., Item 14 for an explanation of ratings.

IV. FOLLOWERSHIP/LEADERSHIP

1. **Resource Utilization** (e.g. Time Management, Equipment, Manpower, and Budget): Consider how effectively the Airman utilizes resources to accomplish the mission. **Complies with/Enforces Standards**: Consider personal adherence and enforcement of fitness standards, dress and personal appearance, customs and courtesies, and professional conduct. **Communication Skills**: 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. **Caring, Respectful, and Dignified Environment (Teamwork)**: 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.

Not-Rated

☐

Met some but not all expectations

☐

Met all expectations

☒

Exceeded some, but not all expectations

☐

Exceed most, if not all expectations

☐

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

- Comments in bullet format are mandatory: Action; Impact--Result (AIR). Min. 1 line, but limited to 2 lines

- AFI 36-2406, Table 4.2., Item 14 & 15. May use "- THIS LINE INTENTIONALLY LEFT BLANK" as a mand. line

Bullets must support the rating and should be a reflection of the ACA provided to the Ratee.

AIR NATIONAL
GUARD

**Guarding America - Defending
Freedom**

as of 11/19/2018



Preparing AF Form 910



Select the block that accurately describes the Ratee's performance during the rating period.

See AFI 36-2406, Table 4.2., Item 14 for an explanation of ratings.

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.)

1. **Air Force Core Values:** 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. **Personal and Professional Development:** Consider the amount of effort the Airman devoted to improving themselves and their work center/unit through education and involvement. **Esprit De Corps and Community Relations:** Consider how well the Airman promotes camaraderie, embraces esprit de corps, and acts as an Air Force ambassador.

Not-Rated

☐

Met some but not all expectations

☐

Met all expectations

☒

Exceeded some, but not all expectations

☐

Exceed most, if not all expectations

☐

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

- Comments in bullet format are mandatory: Action; Impact--Result (AIR). Min. 1 line, but limited to 2 lines.

- AFI 36-2406, Table 4.2., Item 15. May use "- THIS LINE INTENTIONALLY LEFT BLANK" as a mand. line

AIR NATIONAL
GUARD

**Guarding America - Defending
Freedom**

as of 11/19/2018



Preparing AF Form 910



Comments are optional unless required for Referral: if not used state "THIS LINE INTENTIONALLY LEFT BLANK"

Place an "X" in only one of the blocks

VI. OVERALL PERFORMANCE ASSESSMENT (Overall assessment of performance during rating period commensurate with Sections III-V.)		RATEE NAME: DOE, JANE B.	
Not-Rated <input type="checkbox"/>	Met some but not all expectations <input type="checkbox"/>	Met all expectations <input checked="" type="checkbox"/>	Exceeded some, but not all expectations <input type="checkbox"/>
Exceed most, if not all expectations <input type="checkbox"/>			
VII. RATER INFORMATION (Signature signifies this is an unbiased assessment and all ACA feedback sessions were completed as required per AFI 36-2406)			
NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION JOHN B. DENVER, MSgt, USAF 140th Force Support Squadron (ACC) Buckley AFB CO		DUTY TITLE NCOIC,	DATE
		SSN 1235	SIGNATURE
VIII. ADDITIONAL RATER'S COMMENTS		<input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NON-CONCUR	
1. COMMENTS (Comments are optional unless required for Referral; if not used, state "This Section Not Used") (Minimum of 1 line, but maximum of 2 lines) - May use this line for a bullet or you may put... - THIS LINE INTENTIONALLY LEFT BLANK			
NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION Add. Rater must be E7 or above & equal or higher rank of rater. Entr Add. Rater's sig. block as of close-out dt. See para. 1.4.11 for more info. Use same format as above		DUTY TITLE Title	DATE
		SSN 1236	SIGNATURE

Additional Rater Requirements: (Review AFI 36-2406, para 1.5.2.2 for all additional rater guidance)

1. For AB thru TSgt (AF Form 910) . The additional rater must be an officer, SNCO (E-7 or above) of the United States or a foreign military service in a grade equal to or high than the rater.

AIR NATIONAL
GUARD

*Guarding America - Defending
Freedom*

as of 11/19/2018



Preparing AF Form 910



Comments are optional unless required for Referral: if not used state "THIS LINE INTENTIONALLY LEFT BLANK"

Place an "X" in only one of the blocks

IX. UNIT COMMANDER/MILITARY OR CIVILIAN DIRECTOR/OTHER AUTHORIZED REVIEWER'S COMMENTS		<input checked="" type="checkbox"/> CONCUR		<input type="checkbox"/> NON-CONCUR	
1. COMMENTS (Comments are optional with a maximum of 1 line, if not used, state "This Section Not Used")					
Mandatory when report is a referral, otherwise optional, if comments not used use "THIS LINE INTENTIONALLY.."					
2. FUTURE ROLES (Recommend up to three roles/assignments that best serve the Air Force and continues the Airman's development)					
1. LIST REALISTIC FUTURE		2. ROLE		3. List 1, 2, or 3	
3. PROMOTION ELIGIBLE (Promotion eligibility as-of closeout date)		4. THIS IS A REFERRAL REPORT		5. QUALITY FORCE REVIEW (Ratee's personnel record has been reviewed for quality force indicators during the reporting period)	
YES <input checked="" type="checkbox"/>		NO		YES <input checked="" type="checkbox"/>	
6. PROMOTION RECOMMENDATION (Completed by Forced Distribution Authority only when member is TIG/TIS promotion eligible on EPR closeout date)					
DO NOT PROMOTE		NOT READY NOW		PROMOTE	
<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	
NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION		DUTY TITLE		DATE	
JUNE N. COLORADO, Lt Col, USAF		Commander			
140th Force Support Squadron (ACC)		SSN		SIGNATURE	
Buckley AFB CO		2222			

Future Roles (Optional): (Review AFI 36-2406, Table 4.2, Item 29 for additional guidance)

1. Future roles may not serve as veiled promotion statements.
2. You may not recommend an Airman for a future role that they are ineligible for based on current or projected grade.

PME: Appropriate level of PME

AIR NATIONAL
GUARD

**Guarding America - Defending
Freedom**

as of 11/19/2018



Preparing AF Form 910



Section X. Functional Examiner/Air Force Advisor – Only applicable when the Final Evaluator is not an AF Military Member or Civilian Employee, an AF Advisor will be designated.

Leave both blocks blank

X. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box)		<input type="checkbox"/> FUNCTIONAL EXAMINER	<input type="checkbox"/> AIR FORCE ADVISOR
NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION Only use this section when the final evaluator is not an AF military mbr or civ. employee, an AF Advisor will be designated (AFI 36-2406, para. 1.6.8.2.1.)	DUTY TITLE		DATE
	N/A		
	SSN	SIGNATURE	
	0000		
XI. REMARKS (Only use this section to spell out uncommon acronyms or to place required comments IAW AFI 36-2406.)			
ACRONYMS - SPELL OUT UNCOMMON ACRONYMS IN ALPHABETICAL ORDER.			
Example - AIR FORCE PERSONNEL CENTER (AFPC); CASUALTY REPORT (CASREP); GLOBAL ELECTRONIC APPROVAL ROUTING SYSTEM (GEARS);			

Use this section only to spell out uncommon acronyms (alphabetically) used on the form

AIR NATIONAL GUARD

Guarding America - Defending Freedom

as of 11/19/2018



Preparing AF Form 910



XI. REMARKS <i>(Only use this section to spell out uncommon acronyms or to place required comments IAW AFI 36-2406.)</i>	
ACRONYMS - SPELL OUT UNCOMMON ACRONYMS IN ALPHABETICAL ORDER.	
Example - AIR FORCE PERSONNEL CENTER (AFPC); CASUALTY REPORT (CASREP); GLOBAL ELECTRONIC APPROVAL ROUTING SYSTEM (GEARS);	
XII. RATEE'S ACKNOWLEDGEMENT <i>I acknowledge all required ACA feedback was accomplished during the reporting period and feedback was provided upon receipt of this report (unless otherwise stated above).</i>	
SIGNATURE	DATE

Use this section only to spell out uncommon acronyms (alphabetically) used on the form

SECTION XII. RATEE'S ACKNOWLEDGEMENT

The Ratee must acknowledge receipt prior to the evaluation becoming a matter of record. The preferred method would be the Rater reviewing the evaluation with the member and completing an ACA Form.

For additional guidance review AFI36-2406

AIR NATIONAL
GUARD

*Guarding America - Defending
Freedom*

as of 11/19/2018

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. 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	
SMITH, JOHN B.	123-45-6789	MSgt	3F071	
5. ORGANIZATION, COMMAND, AND LOCATION		6. PAS CODE	7. SRID	
140th Force Support Squadron (ACC) Buckley AFB CO (AGR or Non-EAD)		B61CFL2V	08140	
8. PERIOD OF REPORT (DD Mmm YYYY)	9. NO. DAYS NON-RATED	10. NO. DAYS SUPERVISION	11. REASON FOR REPORT	
From: 01 Oct 2017 Thru: 30 Sep 2018	0	365	ANNUAL	
II. JOB DESCRIPTION				
1. DUTY TITLE				
NCOIC, Personnel (USE DUTY TITLE ON SHELL, IF WRONG CONTACT YOUR CSS)				
2. KEY DUTIES, TASKS, AND RESPONSIBILITIES (Primary and Additional Duties) (Minimum of 1 line, but limited to 4 lines)				
- Comments in bullet format are mandatory. - Limit text to 4 lines, minimum of 1 line - See AFI 36-2406, Table 4.9., Item 13 for more information - Enter info about the position the ratee held in the unit as of the close-out date				
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	Exceeded most, if not all expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. COMMENTS (Minimum 1 line, but limited to 8 lines)				
- Bullets must begin at left margin and will have 1 space after the " - " Bullets MUST support the rating given - Comments in bullet format are mandatory: Action; Impact--Result (AIR) - Can NOT mention or recommend; SNCOA unless awarded w/ one of the following: John Levitow, Academic Achievement, Dist. Grad, & Leadership award - CAN mention SEJPME, only if completed - CAN mention career field related schools/training and leadership schools/seminars - Can NOT mention Fitness scores or other fitness info & Can NOT mention promotion recommendations here - You may use " - THIS LINE INTENTIONALLY LEFT BLANK" as a mandatory line				
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	Exceeded most, if not all expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. COMMENTS (Minimum 1 line, but limited to 2 lines)				
- Same rules as listed above...Except you CAN mention promotion recommendation - You may use " - THIS LINE INTENTIONALLY LEFT BLANK" as a mandatory line				

AF FORM 911, 20150731, V1

PREVIOUS EDITIONS ARE OBSOLETE

PRIVACY ACT INFORMATION: The information in this form is FOR OFFICIAL USE ONLY. Protect IAW the Privacy Act of 1974.

EPR – AF FORM 911 – TEMPLATE:

V. OVERALL PERFORMANCE ASSESSMENT (Overall assessment of performance during rating period commensurate with Sections III-IV.)				RATEE NAME: SMITH, JOHN B.	
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"/>	Exceeded most, if not all expectations <input checked="" type="checkbox"/>	
VI. RATER INFORMATION (Signature signifies this is an unbiased assessment and all ACA feedback sessions were completed as required per AFI 36-2406)					
NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION WILL B. SMITHS, Major, USAF 140th Force Support Squadron (ACC) Buckley AFB CO			DUTY TITLE Commander		DATE
			SSN 1111	SIGNATURE 	
VII. ADDITIONAL RATER'S COMMENTS (Comments are optional unless required for Referral; if not used state "This Section Not Used")				<input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NON-CONCUR	
1. COMMENTS (Comments are optional unless required for Referral; if not used, state "This Section Not Used") (Minimum of 1 line, but maximum of 2 lines) - A comment is mandatory when report is a referral; otherwise optional. If comment not used put... - THIS LINE INTENTIONALLY LEFT BLANK					
NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION JUNE N. COLORADO, Lt Col, USAF 140th Mission Support Group (ACC) Buckley AFB CO			DUTY TITLE Deputy Commander		DATE
			SSN 2222	SIGNATURE 	
VIII. UNIT COMMANDER/MILITARY OR CIVILIAN DIRECTOR/OTHER AUTHORIZED REVIEWER'S COMMENTS (Comments are optional with a maximum of 1 line, if not used, state "This Section Not Used")				<input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NON-CONCUR	
- Comment mand. if referral; otherwise optional. If nothing used put "THIS LINE INTENTIONALLY LEFT BLANK"					
1. FUTURE ROLES (Recommend up to three roles/assignments that best serve the Air Force and continues the Airman's development) 1. REALISTIC FUTURE ROLE 2. LIST THEM HERE 3. List 1, 2, or 3					
2. EDUCATION (as of closeout date) CCAF Conferred PME Complete YES YES		3. PROMOTION ELIGIBLE (Promotion eligibility as-of closeout date) YES		4. THIS IS A REFERRAL REPORT NO	
				5. QUALITY FORCE REVIEW (Ratee's personnel record has been reviewed for quality force indicators during the reporting period) YES	
NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION COME N. JULY, Colonel, USAF 140th Mission Support Group (ACC) Buckley AFB CO			DUTY TITLE Commander		DATE
			SSN 3333	SIGNATURE 	
IX. FINAL EVALUATOR'S COMMENTS (Limit text to 1 optional line, if not used state "This Section Not Used")				<input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NON-CONCUR	
- Optional comment or input "- THIS LINE INTENTIONALLY LEFT BLANK"					
A. FINAL EVALUATOR POSITION SENIOR RATER			B. SENIOR RATER STRATIFICATION: (This section restricted to Senior Rater only)		
NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION Final Evaluator must be senior rater, may not be delegated to a lower level. Must be min. fulltime unit CC. If no fulltime CC, make senior officer (O-4 or above)			DUTY TITLE Commander		DATE
			SSN	SIGNATURE 	
X. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box) <input type="checkbox"/> FUNCTIONAL EXAMINER <input type="checkbox"/> AIR FORCE ADVISOR					
NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION Only use this section when the final evaluator is not an AF military mbr or civ. employee, an AF Advisor will be designated (AFI 36-2406, para. 1.6.8.2.1.)			DUTY TITLE N/A		DATE
			SSN 0000	SIGNATURE 	
XI. REMARKS (Only use this section to spell out uncommon acronyms or to place required comments IAW AFI 36-2406.) ACRONYMS - SPELL OUT UNCOMMON ACRONYMS IN ALPHABETICAL ORDER. Example - AIR FORCE PERSONNEL CENTER (AFPC); CASUALTY REPORT (CASREP); GLOBAL ELECTRONIC APPROVAL ROUTING SYSTEM (GEARS);					
XII. RATEE'S ACKNOWLEDGEMENT I acknowledge all required ACA feedback was accomplished during the reporting period and feedback was provided upon receipt of this report (unless otherwise stated above).					
SIGNATURE 				DATE 	



Preparing AF Form 911



Instructions for Preparing AF Form 911 in AFI 36-2406, Table 4.9.

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. SORN: F036 AF PC A, Effectiveness/Performance Reporting Records				
I. RATEE IDENTIFICATION DATA (Refer to AFI 36-2406 for instructions on completion of this form)				
1. NAME (Last, First, Middle Initial) SMITH, JOHN B.	2. SSN 123-45-6789	3. RANK MSgt	4. DAFSC 3F071	
5. ORGANIZATION, COMMAND, AND LOCATION 140th Force Support Squadron (ACC) Buckley AFB CO (AGR or Non-EAD)	6. PAS CODE B61CFL2V	7. SRID 08140		
8. PERIOD OF REPORT (DD Mmm YYYY) From: 01 Oct 2017 Thru: 30 Sep 2018	9. NO. DAYS NON-RATED 0	10. NO. DAYS SUPERVISION 365	11. REASON FOR REPORT ANNUAL	

Enter DAFSC held as of the "THRU" date of the evaluation

If member is DSG or Tech put (Non-EAD). If mbr AGR use (AGR)

Use Dates on Shell, in vPC. If they don't match SCOD date get with CSS to verify.

Almost all instances this will be "0". During the reporting period there may be some degree of decreased duty performance and/or behavioral effects resulting from these circumstances and every Airman's circumstances must be considered individually. Reference AFI36-2406 para 3.3.10 for more information

Enter the number of days of supervision from the EPR notice or use the "supervision began date" through the "close-out date". See paragraph 3.1.6 # of days supv. must NOT exceed period of report.

Select reason for evaluation:
 AGR = ANNUAL
 DSG/Tech = BIENNIAL

140th Wing Personnel use "08140"
 JFHQ personnel use "08HQ5"

AIR NATIONAL GUARD

Guarding America - Defending Freedom

as of 11/19/2018



Preparing AF Form 911



Limit bullet to one line. Don't use 2 lines for 1 bullet.
Enter the approved duty title, listed on the Shell, as of the close-out date
If wrong, enter correct duty title and contact CSS to make appropriate system update.
Refer to AFI 36-2618 for guidance pertaining to duty titles.

II. JOB DESCRIPTION

1. DUTY TITLE

NCOIC, Personnel (USE DUTY TITLE ON SHELL, IF WRONG CONTACT YOUR CSS)

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

- Comments in bullet format are mandatory.
- Limit text to 4 lines, minimum of 1 line
- See AFI 36-2406, Table 4.9., Item 13 for more information
- Enter info about the position the ratee held in the unit as of the close-out date

This description must reflect the uniqueness of each Ratee's job. Be specific—include level of responsibility, number of people supervised, dollar value of resources accountable for/projects managed, etc.

Example:

- Directs and leads wing promotion program....
- Responsible for...
- Supervises 2 NCOs...



**Guarding America - Defending
Freedom**

as of 11/19/2018



Preparing AF Form 911



Select the block that accurately describes the Ratee's performance during the rating period.

See AFI36-2406, Table 4.9, for an explanation of ratings.

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 checked="" type="checkbox"/>

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

- Bullets must begin at left margin and will have 1 space after the " - " Bullets MUST support the rating given
- Comments in bullet format are mandatory: Action; Impact--Result (AIR)
- Can NOT mention or recommend; SNCOA unless awarded w/ one of the following: John Levitow, Academic Achievement, Dist. Grad, & Leadership award
- CAN mention SEJPME, only if completed
- CAN mention career field related schools/training and leadership schools/seminars
- Can NOT mention Fitness scores or other fitness info & Can NOT mention promotion recommendations here
- You may use "- THIS LINE INTENTIONALLY LEFT BLANK" as a mandatory line

Bullets must support the rating and should be a reflection of the ACA provided to the Ratee.

AIR NATIONAL GUARD

Guarding America - Defending Freedom

as of 11/19/2018



Preparing AF Form 911



Section IV WHOLE AIRMAN CONCEPT is not applicable and will not open in the form if Airman receives a referral evaluation based on comments or a “Met some but not all” rating in Section III PERFORMANCE IN LEADERSHIP/PRIMARY DUTIES/FOLLOWERSHIP/TRAINING

Select the block that accurately describes the Ratee’s performance during the rating period.

See AFI 36-2406, Table 4.9 for an explanation of ratings.

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

☒

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

- Same rules as listed above...Except you CAN mention promotion recommendation
- You may use "- THIS LINE INTENTIONALLY LEFT BLANK" as a mandatory line

Bullets must support the rating and should be a reflection of the ACA provided to the Ratee.

AIR NATIONAL
GUARD

**Guarding America - Defending
Freedom**

as of 11/19/2018



Preparing AF Form 911



Select the block that accurately describes the Ratee's performance during the rating period.

See AFI 36-2406, Table 4.9 for an explanation of ratings.

V. OVERALL PERFORMANCE ASSESSMENT (Overall assessment of performance during rating period commensurate with Sections III-IV.)		RATEE NAME: SMITH, JOHN B.	
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 checked="" type="checkbox"/>	
VI. RATER INFORMATION (Signature signifies this is an unbiased assessment and all ACA feedback sessions were completed as required per AFI 36-2406)			
NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION WILL B. SMITHS, Major, USAF 140th Force Support Squadron (ACC) Buckley AFB CO		DUTY TITLE Commander	DATE
		SSN 1111	SIGNATURE

Rater must be equal to or higher than ratee rank
Sign and Date on/after closeout date of EPR



Guarding America - Defending Freedom

as of 11/19/2018



Preparing AF Form 911



Comments are optional unless required for Referral; if not used state “THIS LINE INTENTIONALLY LEFT BLANK”

Place an “X” in only one of the blocks

VII. ADDITIONAL RATER'S COMMENTS <i>(Comments are optional unless required for Referral; if not used state "This Section Not Used")</i> <input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NON-CONCUR		
1. COMMENTS <i>(Comments are optional unless required for Referral; if not used, state "This Section Not Used") (Minimum of 1 line, but maximum of 2 lines)</i> - A comment is mandatory when report is a referral; otherwise optional. If comment not used put... - THIS LINE INTENTIONALLY LEFT BLANK		
NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION JUNE N. COLORADO, Lt Col, USAF 140th Mission Support Group (ACC) Buckley AFB CO	DUTY TITLE Deputy Commander	DATE
	SSN 2222	SIGNATURE

Additional Rater Requirements: (Review AFI 36-2406, para 1.5.2.2 for all additional rater guidance)

1. For MSgt through SMSgt, no more than four evaluators (the rater, additional rater, unit commander/military or civilian director/other authorized reviewer and final evaluator) will evaluate the ratee's performance.
2. The second evaluator in the rating chain, after the rater, to endorse a performance evaluation. The second evaluator in the rating chain must be the rater's rater unless AFI 36-2406, para 1.7 or one of the exceptions listed in the definition of Rating Chain AFI36-2406, Attachment 1 applies.
3. For MSgt through SMSgt (AF Form 911). The additional rater must be equal or higher in grade than the ratee and a SNCO (E-7) or above; or an officer of the United States.



Guarding America - Defending Freedom

as of 11/19/2018



Preparing AF Form 911



Comments are optional unless required for Referral: if not used state “THIS LINE INTENTIONALLY LEFT BLANK”

Unit CC, Director, or auth. Reviewers must sign this section. Flight CCs are not auth. To sign in this section, unless they are from a stand-alone Guard or Reserve unit, recognized as a flight. IAW 1.6.7.3.

Place an “X” in only one of the blocks

VIII. UNIT COMMANDER/MILITARY OR CIVILIAN DIRECTOR/OTHER AUTHORIZED REVIEWER'S COMMENTS (Comments are optional with a maximum of 1 line, if not used, state “This Section Not Used”.)				<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
- Comment mand. if referral; otherwise optional. If nothing used put “THIS LINE INTENTIONALLY LEFT BLANK”					
1. FUTURE ROLES (Recommend up to three roles/assignments that best serve the Air Force and continues the Airman's development)					
1. REALISTIC FUTURE ROLE		2. LIST THEM HERE		3. List 1, 2, or 3	
2. EDUCATION (as of closeout date) CCAF Conferred <input type="checkbox"/> YES <input type="checkbox"/> NO PME Complete <input type="checkbox"/> YES <input type="checkbox"/> NO		3. PROMOTION ELIGIBLE (Promotion eligibility as-of closeout date) <input type="checkbox"/> YES <input type="checkbox"/> NO		4. THIS IS A REFERRAL REPORT <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
				5. QUALITY FORCE REVIEW (has been reviewed for quality force during the reporting period) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION COME N. JULY, Colonel, USAF 140th Mission Support Group (ACC) Buckley AFB CO				DUTY TITLE Commander	
				SSN 3333	SIGNATURE

Needs to be “YES” IAW AFI 36-2406, 1.6.7.12

CCAF: Must be completed and conferred by SCOD
 PME: Appropriate level of PME (SNCOA or equivalent sister-service academy, via in-residence or correspondence).

Future Roles (Optional): (Review AFI 36-2406, Table 4.9., Item 29 for additional guidance)

1. Future roles may not serve as veiled promotion statements.
2. You may not recommend an Airman for a future role that they are ineligible for based on current or projected grade.
3. Valid examples: Section Chief, Flight Chief, First Sergeant

AIR NATIONAL GUARD

Guarding America - Defending Freedom

as of 11/19/2018



Preparing AF Form 911



This section is used only for Senior Raters to make written stratification. If not used state “THIS LINE INTENTIONALLY LEFT BLANK”. Additional guidance for stratification will be provided by leadership.

Place an “X” in only one of the blocks.

Select between Senior Rater, Deputy Evaluator, or Intermediate Evaluator. NOTE: Only Senior Rater can Stratify. See next slide to determine Final Evaluator Position

IX. FINAL EVALUATOR		state “This Section Not Used”		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
- Optional comment or in - THIS LINE INTENTIONALLY LEFT BLANK"					
A. FINAL EVALUATOR POSITION		B. SENIOR RATER STRATIFICATION: (This section restricted to Senior Rater only)			
SENIOR RATER					
NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION		DUTY TITLE		DATE	
Final Evaluator must be senior rater, may not be delegated to a lower level. Must be min. fulltime unitCC.		Commander			
If no fulltime CC, make senior officer (O-4 or above)		SSN	SIGNATURE		

If the ratee is not being stratified then the Commander identified in SECTION VIII will enter “THIS LINE INTENTIONALLY LEFT BLANK” in Comments Block, add Signature Block information, Duty Title, SSN and place Digital Signature.



Guarding America - Defending Freedom

as of 11/19/2018



Preparing AF Form 911



Determining the Final Evaluator's Position:

NOTE: Only Senior Rater can stratify.

Senior Rater (IAW 4.13.4.1.) – Senior Rater. Used when the final evaluator is the highest level endorser in the ratee's rating chain. The senior rater must be in the grade of at least a colonel or civilian equivalent, (GS-15), or higher, serving as a wing commander or equivalent and designated by the Management Level. For MSgt – SMSgt. A civilian SR must be serving as a wing commander or equivalent, in a SR position designated by the Management Level and at least a GS-15.

Deputy Evaluator (IAW 4.13.4.3.) – Deputy Evaluator is the first O-6/GS-15 evaluator in the ratee's rating chain between (up from) the ratee and the senior rater, regardless of the organizational duty position of the O-6. In cases where there is No O-6/GS-15 between the ratee and senior rater, then an officer with a min. grade of O-4 who works for and is rated by the senior rater would qualify as a deputy evaluator to close-out an evaluation which is not stratified/endorsed or TIG/TIS eligible. Evaluators in the rating chain must not be skipped in order to garner a deputy evaluator endorsement by someone with a higher duty position w/in the organization or rating chain.

4.13.4.3.1. When the rater does not qualify as a single evaluator and is the unit commander/military or civilian director/other authorized reviewer, and works directly for the SR [rater's rater/additional rater], the unit commander, etc. completes the rater's assessment area as the rater. The SR completes the Additional Rater's Comments, as the additional rater (to include allowing placement of the two optional bullets), and then the unit commander, etc. will complete the, Unit Commander/Military or Civilian Director/Other Authorized Reviewer's Comments, (to include allowing placement of the optional bullet). The SR will complete the Final Evaluator's Comments, either as a forced endorsement or as the outright SR endorsement for those SNCOs who are promotion eligible and are receiving SR stratification/endorsement as a result of falling within the SR's top 10% of promotion eligible MSgts or top 20% of promotion eligible SMSgts (to include allowing placement of the optional bullet).

4.13.4.3.2. Do not skip the O-6 squadron commander or branch chief in order to garner the O-6 group commander or division chief's final endorsement as a deputy evaluator.

Intermediate Evaluator (IAW 4.13.4.4.) – An individual in the ratee's rating chain who works directly for deputy evaluator and meets the grade requirement to complete the final endorsement on the EPR. For MSgt – SMSgt, a civilian final evaluator must be at least a GS-12. EXAMPLE: Unit Commanders not in the grade of O-6/civilian equivalent; MAJCOM section chiefs below the Division which are not in the grade of O-6/civilian equivalent.

4.13.4.4.1. When the rater, additional rater, and/or unit commander/military or civilian director/other authorized reviewer is also the final evaluator, or qualifies as a final evaluator, and closes out the evaluation, they will complete Section VIII, Unit Commander/Military or Civilian Director/Other Authorized Reviewer's Comments, and Section IX, Final Evaluator's Comments, to include allowing placement of the optional bullet, in each corresponding section if they decide not to include performance comments.



**Guarding America - Defending
Freedom**

as of 11/19/2018



Preparing AF Form 911



Section X. Functional Examiner/Air Force Advisor – Only applicable when the Final Evaluator is not an AF Military Member or Civilian Employee, an AF Advisor will be designated.

Leave both blocks blank

X. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR <i>(Indicate applicable review by marking the appropriate box)</i> <input type="checkbox"/> FUNCTIONAL EXAMINER <input type="checkbox"/> AIR FORCE ADVISOR		
NAME, RANK, BRANCH OF SERVICE, ORGN, CMD, AND LOCATION Only use this section when the final evaluator is not an AF military mbr or civ. employee, an AF Advisor will be designated (AFI 36-2406, para. 1.6.8.2.1.)	DUTY TITLE	DATE
	N/A	
	SSN	SIGNATURE
	0000	
XI. REMARKS <i>(Only use this section to spell out uncommon acronyms or to place required comments IAW AFI 36-2406.)</i> ACRONYMS - SPELL OUT UNCOMMON ACRONYMS IN ALPHABETICAL ORDER. Example - AIR FORCE PERSONNEL CENTER (AFPC); CASUALTY REPORT (CASREP); GLOBAL ELECTRONIC APPROVAL ROUTING SYSTEM (GEARS);		
XII. RATEE'S ACKNOWLEDGEMENT <i>I acknowledge all required ACA feedback was accomplished during the reporting period and feedback was provided upon receipt of this report (unless otherwise stated above).</i>		
SIGNATURE		DATE

Use this section only to spell out uncommon acronyms. In alphabetical order.

SECTION XII. RATEE'S ACKNOWLEDGEMENT

The Ratee must acknowledge receipt prior to the evaluation becoming a matter of record. The preferred method would be the Rater reviewing the evaluation with the member and completing an ACA Form.

For additional guidance review AFI 36-2406

AIR NATIONAL GUARD

Guarding America - Defending Freedom

as of 11/19/2018

SECTION III: COANG AWARDS

MILITARY RECOGNITION PROGRAM

The objective of the COANG recognition program is to recognize our outstanding COANG team members.

Due to the many diverse awards programs within career fields, units, commands, and the Air Force, this section will only be used to reference various prominent programs that occur within the COANG. This is not an inclusive guide, but an effort to enable supervisors and administrators to find a starting point for creating awards packages. There will be routed through the Group CC. Submission timeframes are as follow:

- 1st Quarter AOQ nominations are due by COB Sunday of April UTA
- 2nd Quarter AOQ nominations are due by COB Sunday of July UTA
- 3rd Quarter AOQ nominations are due by COB Sunday of October UTA
- 4th Quarter AOQ nominations are due by COB Sunday of December UTA
- Annual AOY nominations are due by COB Sunday of December UTA

Military Quarterly Award Nomination Procedures:

There will be one recognition board held per category.

Eligibility:

- Each group or Wing Staff may submit no more than one nominee in each category to the wing quarterly recognition boards.
- Accomplishments must have occurred during the period of the award (January-March, April-June, July-September, or October-December).
- Nomination packages for the wing quarterly award boards will include the following:
 - The AF Form 1206, Nomination for Award, front page only.
 - Nominations must be restricted to 12 lines maximum including headers, single spaced, size 12 font and bullet format. Include list of acronyms and abbreviations on the bottom of the form.
 - Headers: (Note: No other information may be included on the header lines).
 - LEADERSHIP AND JOB PERFORMANCE. (6 bullets plus the header)
 - WHOLE AIRMAN CONCEPT - Personal/Professional Development, Esprit de Corps, and Community Relations. (4 bullets plus the header)

SAMPLE NOMINATION FORMAT – ENLISTED AND OFFICERS

NOMINATION FOR AWARD		
AWARD 140th Wing Quarterly Awards	CATEGORY (If Applicable) NCO	AWARD PERIOD 1 JUL 2018 - 31 SEP 2018
RANK/NAME OF NOMINEE (First, Middle Initial, Last) TSgt Doug J. Masters	MAJCOM, FOA, OR DRU ANG	
DAFSC/DUTY TITLE 3D073/Cyber Surety NCOIC	NOMINEE'S TELEPHONE (DSN & Commercial) DSN 847-5309, COMM 720-847-5309	
UNIT/OFFICE SYMBOL/STREET ADDRESS/BASE/STATE/ZIP CODE 140 CF, 18865 E. Breckenridge Ave, Buckley AFB, CO 80011		
RANK/NAME OF UNIT COMMANDER (First, Middle Initial, Last)/COMMANDER'S TELEPHONE (DSN & Commercial) Col Chappy A. Sinclair/DSN 867-5309, Comm 720-867-5309		
SPECIFIC ACCOMPLISHMENTS (Use single-spaced, bullet format) LEADERSHIP AND JOB PERFORMANCE <ul style="list-style-type: none"> - Id'd comm facility alarm fault; drove 24/7 security/coord'd vendor supt/built pathways--refortified wg's cyber nucleus - Honchoed wg Win 10 update; config'd 680 PCs/push'd security patches--defend'd ntwrk/mitigated 700K cyber threats - Drove WG ntwrk accreditation; assess'd 1.8K DISA items/attacked 85 vulnerabilities--hardened 105M cyber wpn sys - Designed 3M comm update; drafted cyber infra/security needs/equip lists--steered 26M MILCON hanger to next gen - Led ANG in State Gov cyber threat working grp; ran 5 table-top comm mitigation ex--hardened CO's gov ntwrk infra - Engineered cyber surety AF working group; built 66 pers list/team tackled 1953 issues--fused SME cyber community WHOLE PERSON CONCEPT <ul style="list-style-type: none"> - Warrior Fund Lead; oversaw records/refilled snacks wkly/drove \$4K in sales--bolstered morale w/ 233d cbt dining-in - Self-help'd 4 hours for CF revitalization project; cleared bushes/moved 4 ton rock/planted 20 trees--boosted flt moral - Attended AI Cyber Hunting conf; grasped new cyber threat targeting/need'd f/ forensic database--met AF vision 2020 - Aced 40hr Cyber Insentient Handling crse; readied for catastrophic ntwrk attacks--prepped for sanitize/restore actions ACRONYMS & ABBREVIATIONS: <ul style="list-style-type: none"> AI- Artificial Intelligence conf - conference config'd - configured crse - course flt - flight Id'd - identified infra - infrastructure ldrs - leaders ntwrk - network pers - personnel supt - support Vol'd - Volunteered wg - wing wpn -weapon 		

Military Annual Award Nomination Procedures:

- There will be one recognition board held per category to determine the award winner.
- Each group or Wing Staff may submit no more than one nominee in each category to the wing annual recognition board.
- Accomplishments must have occurred during the period of 1 January – 31 December.
- The annual nominee does not have to be a quarterly winner of any quarter in that calendar year.
- Use the AF Form 1206, front page only.
 - AMN and NCO nominations must be restricted to 18 lines maximum including headers, single spaced, size 12 font and bullet format. SNCO nominations must be restricted to 18 lines maximum including headers, single spaces, size 12 font and bullet format.
 - AMN and NCO headers: (Note: No other information may be included in header lines).
 - JOB PERFORMANCE IN PRIMARY DUTY. (12 bullets plus the header)
 - WHOLE AIRMAN CONCEPT. (4 bullets plus the header)
 - SNCO headers: (NOTE: No other information may be included in the header lines).
 - LEADERSHIP AND JOB PERFORMANCE IN PRIMARY DUTY. (12 bullets plus the header)
 - WHOLE AIRMAN CONCEPT. (4 bullets plus the header)
 - CGO and FGO headers: (NOTE: No other information may be included in the header lines).
 - LEADERSHIP AND JOB PERFORMANCE IN PRIMARY DUTY. (12 bullets plus the header)
 - WHOLE AIRMAN CONCEPT. (4 bullets plus the header)

CIVILIAN RECOGNITION PROGRAM

- **Civilian Nominee Eligibility.** The recognition program is administered on a calendar year basis. Individuals will compete in the grade they held for the majority of the award period. Members must have been assigned to the organization for at least 50 percent of the award period to compete. Individuals must not have disciplinary action pending or be on a Performance Improvement Plan (PIP). Grade criteria is as follows:
 - Civilian Category.
 - Non-Supervisory: GS 5 through 10; WG-8 through WG-14.
 - Supervisory: General Schedule (GS) 11 through 14; Wage Grade Supervisor (WS) 8 through WS-14.
- **Civilian Quarterly Award Nomination Procedures:**
 - There will be one recognition board held per category to determine the award winner.
 - Eligibility:
 - Each group may submit no more than one nominee in each category to the wing quarterly recognition boards.
 - Accomplishments must have occurred though the duration of the following award period (Quarterly: January-March, April-June, July-September, and October-December) (Annual: 1 January-31 December).
 - Nomination packages for the wing quarterly award boards will include the following:
 - The AF Form 1206, Nomination for Award, front page only. Nominations must be restricted to 10 lines maximum including headers, single spaced, size 12 font and bullet format. Include list of acronyms and abbreviations on the reverse.
 - Headers: (Note: No other information may be included on the header lines).
 - Non-Supervisory:
 - JOB ACCOMPLISHMENTS, EFFICIENCY AND PRODUCTIVITY.
 - DEMONSTRATED LEADERSHIP QUALITIES AND INITIATIVE.
 - SELF-IMPROVEMENT AND DEVELOPMENT.
 - BASE AND COMMUNITY INVOLVEMENT.
 - Supervisory:
 - MOTIVATES AND CREATES A PRODUCTIVE WORK ENVIRONMENT.
 - ENCOURAGES INNOVATION AND REMOVES UNNECESSARY BARRIERS.
 - ENCOURAGES PROFESSIONAL GROWTH OF STAFF.
 - COMMUNICATES AND PROMOTES A COLLABORATIVE ENVIRONMENT.
 -

- **Civilian Annual Award Nomination Procedures:**

- There will be one recognition board held per category to determine the award winner.
- Each Group or Wing Staff may submit no more than one nominee in each category to the wing annual recognition boards.
- Accomplishments must have occurred during the period of 1 January – 31 December.
- The annual nominee does not have to be a quarterly winner of any quarter in that calendar year.
- Use the AF Form 1206, Nomination for Award, front page only.
 - Nominations must be restricted to 14 lines maximum including headers for quarterly awards (10 lines of data and four category headings) 1206s will be single spaced, 12 point font, and using bullet format. Nominations should include facts, achievements and examples that occurred during the award period that support the nominee.
- The winners of the wing annual civilian board will compete for the Civilian of the Year award.

Supervisory Civilian of the Quarter

NOMINATION FOR AWARD		
AWARD 140th Wing Supervisory Civilian of the Quarter	CATEGORY (If Applicable) Supervisory	AWARD PERIOD 1 Jan 2020 - 31 Mar 2020
RANK/NAME OF NOMINEE (First, Middle Initial, Last) GS-11/Dale T. Doback	MAJCOM, FOA, OR DRU ACC	
DAFSC/DUTY TITLE Resource Advisor	NOMINEE'S TELEPHONE (DSN & Commercial) DSN: 847-5309 & COMM: 720-847-5309	
UNIT/OFFICE SYMBOL/STREET ADDRESS/BASE/STATE/ZIP CODE 140 WS/XP/140 S Aspen Street (MS 37)/Buckley AFB/CO/80011		
RANK/NAME OF UNIT COMMANDER (First, Middle Initial, Last)/COMMANDER'S TELEPHONE (DSN & Commercial) Lt Col/Brennan A. Huff/DSN: 847-5555 & COMM: 720-847-5555		
SPECIFIC ACCOMPLISHMENTS (Use single-spaced, bullet format) Award Package: <ul style="list-style-type: none"> - 6 lines excluding headings - COANG Approved Acronyms & Abbreviations - Must be bullet format Headers: MOTIVATES AND CREATES A PRODUCTIVE WORK ENVIRONMENT <ul style="list-style-type: none"> - Two (2) bullets - Describe the nominee's efforts in this area. ENCOURAGES INNOVATES AND REMOVES UNNECESSARY BARRIERS <ul style="list-style-type: none"> - Two (2) bullets - Give examples of what the nominee did to demonstrate this characteristic. ENCOURAGES PROFESSIONAL GROWTH OF STAFF <ul style="list-style-type: none"> - One (1) bullet - Describe any successes in this area. COMMUNICATES AND PROMOTES A COLLABORATIVE ENVIRONMENT <ul style="list-style-type: none"> - One (1) bullet - Give examples of success in this area. ACRONYMS		

Non-Supervisory Civilian of the Year

NOMINATION FOR AWARD		
AWARD 140th Wing Civilian of the Year	CATEGORY (If Applicable) Non-Supervisory	AWARD PERIOD 1 Jan 2020 - 31 Dec 2020
RANK/NAME OF NOMINEE (First, Middle Initial, Last) GS-09/Martin C. Riggs	MAJCOM, FOA, OR DRU ACC	
DAFSC/DUTY TITLE Electrician	NOMINEE'S TELEPHONE (DSN & Commercial) DSN: 867-5309 & COMM: 720-867-5309	
UNIT/OFFICE SYMBOL/STREET ADDRESS/BASE/STATE/ZIP CODE 140 CES/CEO/18848 E. Created Butte Ave. (MS#12)/Buckley AFB/CO/80011		
RANK/NAME OF UNIT COMMANDER (First, Middle Initial, Last)/COMMANDER'S TELEPHONE (DSN & Commercial) Lt Col/Roger F. Murtaugh/DSN: 847-5555 & COMM: 720-847-5555		
SPECIFIC ACCOMPLISHMENTS (Use single-spaced, bullet format) Award Package: <ul style="list-style-type: none"> - 10 lines excluding headings - COANG Approved Acronyms & Abbreviations - Must be bullet format Headers: JOB ACCOMPLISHMENTS, EFFICIENCY AND PRODUCTIVITY <ul style="list-style-type: none"> - Two (4) bullets - Define the scope and level of responsibilities and the unit and mission impact. DEMONSTRATED LEADERSHIP QUALITIES AND PRODUCTIVITY <ul style="list-style-type: none"> - Two (3) bullets - Describe significant leadership accomplishments and how well he/she performed assigned duties. Include any new initiative/techniques developed by the employee that positively impacted the unit and/or mission. SELF IMPROVEMENT AND DEVELOPMENT <ul style="list-style-type: none"> - One (2) bullet - Show how he/she developed or improved skills related to primary duties. Include and education related or unrelated to primary duties (e.g., class/course/degree enrollment or completion, grade point average, etc). Cite any other relevant training or activity that significantly enhanced his or her value as an employee. BASE AND COMMUNITY INVOLVEMENT <ul style="list-style-type: none"> - One (1) bullet - Define the scope and impact of his or her positive leadership or involvement in both the military and civilian community. Include leadership/membership/participation in unit advisory councils, professional military organizations, associations, events (e.g., Booster Clubs, AFA, Toastmasters, etc.) ACRONYMS		

ANNUAL TEAM EXCELLENCE RECOGNITION PROGRAM

- **Annual Team Excellence Award Eligibility:** Recognize outstanding team performance in improving operational capability.
 - A team is defined as a group of at least 2 people, but not to exceed 30 people, organized for the common purpose of improving operational capability (product or service) through a performance improvement process.
 - Examples of teams that may be considered include, but are not limited to, Process Action Teams, Developmental Teams, Tiger Teams and Natural Work Group Teams.
 - Eligible team members include military, Department of Defense (DoD) civilians and non-DoD civilians.
 - Teams chartered by DoD agencies may include contractor personnel. However, contractor personnel can only be recognized within their respective employing organizations and not through the installation awards program (e.g., contractor personnel may be listed on the AF Form 1206 and recognized at the awards ceremony, but may not be rewarded with incentives from the installation).
 - The 140 WG Team Excellence Award program is modeled after the Chief of Staff Team Excellence Award (CSTEA), as outlined by AFI 36-2868, Chief of Staff Team Excellence Award.
 - The Annual Team Excellence Award winner may be nominated to compete for the CSTEA.
- **Board Member Selection Criteria:**
 - The Team Excellence Award board will consist of at least three members and a board president. The board members will be selected from 140 WG organizations.
- **Team Excellence Award Nomination Procedures:**
 - There will be one recognition board held to determine the winner of the 140 WG Annual Team Excellence Award.
 - Each group may submit no more than one nominee.
 - Accomplishments must have occurred during the following periods:
 - During the period of 1 January – 31 December. The annual nominee does not have to be a quarterly winner of any quarter in that calendar year.
 - Use the AF Form 1206, Nomination for Award.
 - Nominations must be restricted to a one, single-spaced, size 12-font and bullet format.
 - Headers: (Note: No other information may be included in the header lines).
 - PROCESS OWNER.
 - TEAM MEMBERS.
 - DESCRIBE TEAM, PROJECT, AND/OR PROCESS.
 - IMPACT AND RESULTS. (10 Bullets plus the headers).

SECTION IV: DECORATIONS AND MEDALS

General Writing Instructions

- Use compound grades (LIEUTENANT COLONEL, TECHNICAL SERGEANT, SENIOR AIRMAN, etc.), only in the heading and opening sentence. Thereafter, use only short titles (Colonel, Sergeant, Airman, etc.) or he/she/her/his (use provided template).
- When typing Jr. and Sr. in the heading, always set off by a comma from the last name (e.g. AXEL J. FOLEY, JR.). When typing Jr. and Sr. in the opening sentence of a citation, type as follows: *Major Axel J. Foley, Jr., distinguished himself...*
- When typing II or III in the heading, do not place a comma after the last name (e.g. JACK J. BURTON III.). The same rule applies in the opening sentence of the citation.
- Dates must match the Décor 6 (use provided template).
- When typing the opening sentence for a Chaplain/Doctor, type as follows: *Chaplain, Major Ferris A. Bueller distinguished himself ... or Doctor, Major Indiana J. Jones distinguished himself*. Thereafter, you may use Chaplain Bueller or Doctor Jones in the rest of the citation.
- Abbreviations, acronyms, or symbols: The only authorized abbreviations are “Jr., Sr., III,” etc., \$, and %. No other acronyms or symbols are permitted in decoration citations.
- Numbers 10 and above should be expressed in figures.
- Numbers 1-9 should be expressed in words.
- All numbers within a sentence should be the same and when one is numeric, all are numeric. (ex: There are 6 officers, 34 enlisted, 2 civilians)
- When dealing with dollar amounts, large amounts should be written as \$40 billion or spelled out, but be consistent. \$40,000,000,000 is not acceptable.
- When starting out a sentence with a number, it should be spelled out.
- Numbers should not be at the end of a line.
- Statistical number should be expressed in figures. (ex: Top 1 percent)
- Time/age should be in figures. (ex: *He is 3 years old/It was done in 6 hours, 15 minutes*)
- “GIVEN UNDER MY HAND” is the date when the CC signs the decoration in vPC.
- Type the two-line signature block of the appropriate approval authority.
- Once the CC signs the decoration, it is automatically sent to CSS/vPC for final review.
- Use font size 10-12, consistent throughout entire citation.
- Meritorious Service Medal (MSM) and Air Force Commendation Medal (AFCM)

citations are 14 lines maximum

- Air Force Achievement Medal (AFAM) citation is 11 or 12 lines maximum.

MERITORIOUS SERVICE MEDAL

Opening Sentence:

Master Sergeant Johnny B. Lawrence distinguished himself in the performance of outstanding service to the United States as (duty title).

or

Master Sergeant Johnny B. Lawrence distinguished himself by outstanding achievement (as).

or

You may list two duty titles on the citation; however, if more than two duty titles are held during the inclusive period, the opening sentence will be:

Master Sergeant Johnny B. Lawrence distinguished himself in the performance of outstanding service to the United States in various assignments culminating as (duty title and office), Buckley Air Force Base, Colorado.

Narrative Description: During this period, the outstanding professional skill, leadership, and ceaseless efforts of Sergeant Lawrence resulted in major contributions to the effectiveness and success of Air Force (programs).

or

In this important assignment, Sergeant Lawrence's outstanding leadership and devotion to duty were instrumental factors in the resolution of many problems of major importance to the Air Force.

Closing Sentence: The singularly distinctive accomplishments of Sergeant Lawrence reflect great credit upon himself, the Air National Guard, and the United States Air Force.

Closing Sentence (Retirement): The singularly distinctive accomplishments of Sergeant Lawrence culminate a (add “long and” if over 30 years of service) distinguished career in the service of his country and reflect great credit upon himself, the Air National Guard, and the United States Air Force.

Closing Sentence (Separation): The singularly distinctive accomplishments of Sergeant Lawrence while serving his country reflect great credit upon himself, the Air National Guard, and the United States Air Force.

Closing Sentence (Posthumous): The singularly distinctive accomplishments of Sergeant Lawrence in the dedication of his service to his country reflect great credit upon himself, the Air National Guard, and the United States Air Force.

AIR FORCE COMMENDATION MEDAL

Opening Sentence:

Staff Sergeant Linda A. Barrett distinguished herself by (meritorious service) OR (outstanding achievement) OR (an act of courage) as (duty assignment and office) OR while assigned to (office location).

or

Staff Sergeant Linda A. Barrett distinguished herself by outstanding achievement (at or near).

or

You may list two duty titles on the citation; however, if more than two duty titles are held during the inclusive period, the opening sentence will be:

Staff Sergeant Linda A. Barrett distinguished herself by meritorious service in various assignments culminating as (duty assignment and office), Buckley Air Force Base, Colorado.

Narrative Description (Service or Achievement): During this period, the professional skill, leadership, and ceaseless efforts of Sergeant Barrett contributed to the effectiveness and success of Air Force (programs).

Narrative Description (Act of Courage): On that date, Sergeant Barrett arrived on the scene of an automobile accident that seriously injured the driver of the vehicle. Without hesitation, Sergeant Barrett went to the aid of the injured victim, expertly administered first aid, and remained with him until arrival of professional assistance.

Closing Sentence: The distinctive accomplishments of Sergeant Barrett reflect credit upon herself, the Air National Guard and the United States Air Force.

Closing Sentence (Retirement): The distinctive accomplishments of Sergeant Barrett culminate a (add “long and” if over 30 years of service) distinguished career in the service of her country and reflect credit upon herself, the Air National Guard, and the United States Air Force.

Closing Sentence (Separation): The distinctive accomplishments of Sergeant Barrett while serving her country reflect credit upon herself, the Air National Guard, and the United States Air Force.

Closing Sentence (Posthumous): The distinctive accomplishments of Sergeant Barrett in the dedication of her service to her country reflect credit upon herself, the Air National Guard, and the United States Air Force.

Closing Sentence (Act of Courage): By her prompt action and humanitarian regard for her fellowman, Sergeant Barrett has reflected credit upon herself, the Air National Guard, and the United States Air Force.

AIR FORCE ACHIEVEMENT MEDAL

Opening Sentence: First Lieutenant Sarah T. Conner distinguished herself by (meritorious service) OR (outstanding achievement) as (duty assignment, and office location) OR while assigned to (office location).

or

First Lieutenant Sarah T. Conner distinguished herself by outstanding achievement (at or near).

Narrative Description (Achievement or Service): Lieutenant Conner’s outstanding professional skill, knowledge, and leadership aided immeasurably in identifying problem areas in the field of _____ and in developing and implementing research projects capable of solving these problems.

Closing Sentence: Confine the closing to one sentence that will personalize the summation.

NOTE: 140 WG uses standard “The distinctive accomplishments of Lieutenant Conner reflect credit upon herself, the Air National Guard, and the United States Air Force” for the closing of AFAMs.

Example 1: AIR FORCE ACHIEVEMENT MEDAL (10 Point Font)

DEPARTMENT OF THE AIR FORCE

THIS IS TO CERTIFY THAT

THE AIR FORCE ACHIEVEMENT MEDAL

HAS BEEN AWARDED TO

SENIOR AIRMEN PETER A. LA FLEUR

FOR

MERITORIOUS SERVICE

1 JANUARY 2017 TO 1 JANUARY 2020

ACCOMPLISHMENTS

Senior Airman Peter La Fleur distinguished himself by meritorious service as Assistant Dedicated Crew Chief, 140th Aircraft Maintenance Squadron, 140th Maintenance Group, 140th Wing, Buckley Air Force Base, Colorado. During this period, Senior Airman La Fleur's outstanding maintenance skills led to the successful generation of 12 F-16's in less than 48 hours, directly enabling his unit for Operation Dodge Ball taskings. Additionally, Airman La Fleur's superior technical ability was highlighted when he discovered a shattered rudder hinge bushing during a basic post flight inspection. He then assisted the depot team with immediate repairs, preventing a catastrophic flight control failure and loss of aircraft and aircrew. Finally, Airman La Fleur was instrumental in passing the largest F-16 evacuation exercise within the history of the 140th Wing. He helped generate a total of 16 aircraft in less than 24 hours to Omaha, Nebraska prior to heavy Colorado flooding. The distinctive accomplishments of Airman La Fleur reflect credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND

7 April 2020

WHITE L. GOODMAN, Colonel, USAF
Commander, 140 Maintenance Group

Example 1: AIR FORCE COMMENDATION MEDAL (10 Point Font)

DEPARTMENT OF THE AIR FORCE

THIS IS TO CERTIFY THAT

THE AIR FORCE COMMENDATION MEDAL

HAS BEEN AWARDED TO

TECHNICAL SERGEANT JOHNNY A. UTAH

FOR

MERITORIOUS SERVICE

1 JANUARY 2013 TO 1 JANUARY 2017

ACCOMPLISHMENTS

Technical Sergeant Johnny A. Utah distinguished himself by meritorious service while assigned to 233d Space Group, 140th Wing, Greeley Air National Guard Station, Colorado. During this period, Sergeant Utah's extraordinary leadership and foresight was vital in maintaining and evaluating the United States' only mobile ground missile warning system valued at one and half billion dollars. He expertly steered the Quality Assurance work center through new Air Force evaluation directives. Sergeant Utah had conducted 102 inspections, managed 10 technical order accounts, and oversaw 3,000 checklist items. His perseverance culminated in zero work center write-ups during the 2016 Air Force Space Command Inspector General Capstone Inspection. In addition, Sergeant Utah helped stand up the teams employing the Colorado National Guard's 1.2 million dollar Joint Incident Site Communications Capability system. As a team lead, he supervised, trained, and deployed the new technology eight times with his five member force package, providing an array of reliable command and control communications interoperability to our nation's first responders. His oversight directly contributed to the team earning top marks during a multi-state Training Proficiency Evaluation. Moreover, Sergeant Utah's leadership and mentorship was recognized throughout the 1,500 member 140th Wing, earning him Non-Commissioned Officer of the Quarter honors in 2015. The distinctive accomplishments of Sergeant Utah reflect credit upon himself, the Air National Guard, and the United States Air Force.

GIVEN UNDER MY HAND

7 April 2018

JOHN D. WICK, Colonel, COANG
Commander, 140th Wing

Example 2: AIR FORCE MERITORIOUS MEDAL (10 Point Font)

DEPARTMENT OF THE AIR FORCE

THIS IS TO CERTIFY THAT

THE AIR FORCE MERITORIOUS MEDAL

HAS BEEN AWARDED TO

MASTER SERGEANT ELLEN L. RIPLEY

FOR

MERITORIOUS SERVICE

1 JANUARY 2013 TO 1 JANUARY 2017

ACCOMPLISHMENTS

Master Sergeant Ellen L. Ripley distinguished herself in the performance of outstanding service to the United States while assigned to 233d Space Group, 140th Wing, Greeley Air National Guard Station, Colorado. During this period, Sergeant Ripley's extraordinary leadership and foresight was vital in retaining key personnel and recruiting new war fighters for the United States' only mobile ground missile warning system valued at one and half billion dollars. She expertly drove the 233d Space Group's manning shortfall down by an astonishing 25 percent within her first two years as Greeley's only Recruiting and Retention Manager. During her tenure, Sergeant Ripley's grit and determination was on display as she expertly recruited and processed an unmatched 145 new citizen airmen into the Colorado Air National Guard. In addition, Sergeant Phegley selflessly led the Airman Family Readiness program for over 300 Space Group Guardsmen. She had orchestrated three Holiday parties in addition to three Family Day events. Sergeant Phegley had meticulously staged and decorated each location, planned activities, and oversaw 2 thousand meals were prepared and served to Airmen and their family members. Moreover, Sergeant Ripley's leadership and mentorship was recognized throughout the United States as the National Guard Bureau Top Recruiting and Retention Non-Commissioned Officer of the Year for 2013. The singularly distinctive accomplishments of Sergeant Phegley reflect great credit upon herself, the Air National Guard, and the United States Air Force.

GIVEN UNDER MY HAND

7 April 2018

William H. Hudson, Colonel, COANG
Commander, 140th Wing

SECTION V: ATTACHMENTS

ATTACHMENT 1: COANG APPROVED ABBREVIATIONS

NOTE: Those acronyms/abbreviations not listed but are commonly known or used across the Department of Defense may be submitted on EPRs from the COANG.

Abbreviation	Definition
Acft or a/c	aircraft
acad	academic
acct	account
accy	accuracy
acq	acquire
acq	acquisition
addt'l	additional
admin	administration
adv	advance
afld	airfield
agcy	agency
alft	airlift
alt	alternate
ammo	munitions
Amn	Airmen
annl	annual
appt	appointment
assn	association
atty	attorney
avg	average
awd	award
B	billion (\$1B)
bio	biological
bldg	building
BS	Bachelor of Science
c/w	complied with
canx	cancel
cbt or cmbt	combat
CC	Commander
cert	certification
cert'd	certified
cert's	certifications
chem	chemical
chk	check

chklst	checklist
civ	civilian
cmd	command
cmte	committee
comm	communication
conf	conference
config	configuration
coord	coordinate
crs or crse	course
ctr	center
ctrl	control
dec	decoration
decr	decrease
def	defense
demo	demolition
deplymt	deployment
dept	department
det	detachment
dir	director
distro	distribution
discrep	discrepancy
div	division
dlvry	delivery
doc	document
ea	each
ed	education
e-mail	electronic mail
emer or emerg	emergency
emplymt	employment
enr	engineer
enl	enlisted
enviro	environment
eqpmt	equipment
evac	evacuation
eval	evaluate or evaluation
evaltr	evaluator
ex	exercise
exec	executive
f/	for
flt	flight
freq	frequency
ft	foot/feet

fttr	fighter
func	function
fwd	forward
gal	gallon
gen	generate or generation
govt	government
gp or grp	group
grad	graduation or graduate
grnd	ground
gyro	gyroscope
hi-vis	high-visibility
hlth	health
hr	hour
ID or ID'd	identification/identify/identified
immun	immunization
incr	increase
info	information
infra	infrastructure
in-res	in-residence
instr	instructor
intel	intelligence
int'l	international
JP-8	Jet petroleum
jr	junior
jt	joint
K	thousand (10K)
kb	kilobit
kbps	kilobits per second
kHz	kilohertz
km	kilometer
kpH	kilometers per hour
kt	contract
kW	kilowatt
lab	laboratory
lb	pound
ldr or ldrshp	leader/leadership
log	logistics
lrgst	largest
Lt	lieutenant
lvl	level
M	million (4M)
max	maximum

mbr	member
mbrshp	membership
med	medical
medevac	medical evacuation
mgmt or mgt	management
mgr or mngr	manager
mil	military
misl or msl	missile
mng	manage
mod	modification
msg	message
msn	mission
mths	months
mothly	monthly
mvmt	movement
mx or mnx	maintenance
nat'l	national
nav	navigation/navigate
nom	nominee/nomination
ntwrk	network
O2	oxygen
ofcr	officer
ops	operations
org	organization
pax	passenger
pg	page
pgm or prgm	program
pkg or pkge	package
plt	pilot
pop	population
prac	practice
prep	preparation
Pres	president
prgm	program
proj	project
projo	project officer
psnl or pers	personnel
pt	patient
pub/pubs	publication/publications
pwr	power
qtr/qtrly	quarter/quarterly
qual	quality

rcvd or rec'd	received
rds	rounds
rdy	ready
recon	reconnaissance
redux	reduction
refurb	refurbish
reorg	reorganization
rep	representative
req'd	required
requal	re-qualify
rm	room
rpr	repair
rpt/rpts	report/reports
rqmt	requirement
rtg	rating
rwyt	runway
s/w	software
shed	schedule
sec(s)	second(s)
sim	simulator
spkr	speaker
spt	support
sq mi	square mile
sq/sqd/sqdn	squadron
Sr./sr	Senior (proper name)/senior
stan/eval	standardization and evaluation
stat	statistic
std or stnd	standard
strat	strategic
Supt	Superintendent
surg	surgery
susp	suspense
svc	service
sync'd	synchronized
sys	system
tech	technical or technician
telecon	telephone conference
tgt	target
thru	through
tm	team
tng or trng	training
trans	transportation

“For Official Use Only”

trnd	trained
twr	tower
txwy	txwy
univ	university
val'd	validated
ver'd	verified
vet	veteran
vol	volunteer
w/	with (space after slash, then word)
w/in	within
w/o	without
wg	wing
wgmn	wingman
wk	week
wkly	weekly
wpn	weapon
wt	weight
wx	weather
xfer	transfer
yr	year
yrly	yearly

ATTACHMENT 2: COANG ACRONYMS

This list is not all-encompassing. The use of the official AF and Joint Acronym List is allowed. Remember your audience; if there is any doubt what the acronym is, spell out.

ACC (Air Combat Command)	MSG (Mission Support Group)
AD (Active Duty)	MWR (Morale, Welfare and Recreation)
AEF (Air Expeditionary Force)	NAF (Numbered Air Force)
AEW (Air Expeditionary Wing)	NATO (North Atlantic Treaty Organization)
AFI (Air Force Instruction)	NIPRNet (Non-Secure Internet Protocol Router)
AFOTEC (Air Force Operational Test & Evaluation Center)	O&M (Operations and Maintenance)
AFPC (Air Force Personnel Center)	OCO (Overseas Contingency Operations)
AFSPC (Air Force Space Command)	OEF (Operation ENDURING FREEDOM)
AGR (Active Guard/Reserve)	OG (Operations Group)
AMU (Aircraft Maintenance Unit)	OIF (Operation IRAQI FREEDOM)
AOC (Air and Space Operations Center)	OND (Operation NEW DAWN)
AWFC (AirWarfare Center)	ONW (Operation NORTHERN WATCH)
C2 (Command and Control)	OPLAN (Operational Plan)
C4 (Cmd, Control, Communication & Computer)	OPSEC (Operations Security)
C4I (Cmd, Control, Comm, Computer & Intel)	OSW (Operation SOUTHERN WATCH)
CAF (Combat Air Forces)	ORI (Operational Readiness Inspection)
CAOC (Combined Air Ops Center)	OSD (Office of the Secretary of Defense)
CDR (Commander)	PDE (Primary Developmental Education)
CGO (Company Grade Officer)	POTUS (President of the United States)
CIA (Central Intelligence Agency)	QoL (Quality of Life)
CJCS (Chairman of the Joint Chiefs of Staff)	SCC (Space Control Center)
C-NAF (Component NAF)	SDE (Senior Developmental Education)
CCMD (Combatant Command)	SECAF/SecAF (Secretary of the AF)
COMSEC (Communications Security)	SECDEF/SecDEF/SecDef (Secretary of Defense)
CONOPS (Concepts of Operations)	SF (Security Forces)
CSAF (Chief of Staff, United States AF)	SIPRNet (Secure Internet Protocol Router)
CUI (Consolidated Unit Inspection)	SITREP (Situation Report)
DEERS (Defense Enrollment Eligibility Reporting System)	SPO (Systems Program Office)
DOD (Department of Defense)	SSN (Social Security Number--not SSAN)
DOE (Department of Energy not DoE)	START (Strategic Arms Reduction Treaty)
DV (Distinguished Visitor)	TO (Technical Order--not T.O.)
DZ (Drop Zone)	TS (Top Secret)
FGO (Field Grade Officer)	USAFWS (US Air Force Weapons School)
FSS (Force Support Squadron)	USAFRICOM (US African Command)
GPS (Global Positioning Satellite)	USCENTCOM (US Central Command)
GSU (Geographically Separated Unit)	USEUCOM (US European Command)
HHQ (Higher Headquarters)	USFJ (US Forces Japan)

ICBM (Intercontinental Ballistic Missile)	USFK (US Forces Korea)
IDE (Intermediate Developmental Education)	USNORTHCOM (US Northern Command)
IG (Inspector General)	USPACOM (US Pacific Command)
ISO (In support of)	USOUTHCOM (US Southern Command)
ISR (Intelligence, Surveillance, and Reconnaissance)	USSOCOM (US Special Operations Command)
JCS (Joint Chiefs of Staff)	USSTRATCOM (US Strategic Command)
JEFX (Joint Expeditionary Force Ex)	USTRANSCOM (US Transportation Command)
JAOC (Joint Air Operations Center)	VCJCS (Vice Chairman, Joint Chiefs of Staff)
MAJCOM (Major Command)	WRM (War Reserve Material)
MDG (Medical Group)	
MILSATCOM (Military Satellite Comm)	

ATTACHMENT 3: ACTION VERB

Absorbed	Articulated	Captured
Accomplished	Assembled	Catalyst
Aced	Asserted	Centralized
Achieved	Assessed	Chaired
Acquired	Assigned	Challenged
Acted	Assisted	Championed
Activated	Attacked	Clarified
Actuated	Attended	Co-chaired
Adapts	Audited	Coached
Adhered	Augmented	Codified
Adjusted	Authored	Collaborate
Administered	Authorized	Collected
Advised	Averted	Commanded
Agitated	Averted	Communicated
Aided	Awed	Compared
Aligned	Benchmarked	Compelled
Alleviated	Bolstered	Compiled
Amassed	Boosted	Completed
Analyzed	Bridged	Composed
Anticipated	Brought	Comprehend
Applied	Build	Computed
Appraised	Built	Conceived
Approved	Calculated	Concentrated
Arranged	Capitalized	Enforced

Conceptualized	Designed	Enhanced
Conducted	Developed	Enriched
Conferred	Devised	Ensured
Conformed	Devoured	Equipped
Confronted	Directed	Escalated
Conquered	Dispensed	Established
Considered	Displayed	Exceeded
Consulted	Dissected	Executed
Continued	Dominated	Expanded
Contract	Drove	Expedited
Contributed	Earned	Expelled
Controlled	Eased	Exploited
Conveyed	Eclipsed	Explored
Cooperate	Educated	Fabricated
Coordinated	Elicited	Facilitated
Corrected	Eliminated	Fielded
Created	Embodied	Fixed
Crushed	Emceed	Focused
Cultivated	Emerged	Foiled
Deescalated	Empowered	Forced
Deferred	Emulated	Formulated
Delegated	Enabled	Fortified
Deleted	Encouraged	Fostered
Delivered	Endeavor	Fulfilled
Demonstrated	Energized	Netted
Fused	Invigorated	Normalized
Gained	Isolated	Obtained
Garnered	Keyed	Operated
Generated	Kindled	Orchestrated
Governed	Launched	Originated
Grasped	Lauded	Organized
Guided	Led	Outlined

“For Official Use Only”

Highlighted	Leveraged	Overcame
Honchoed	Maintained	Overhauled
Honed	Managed	Oversaw
Honored	Manipulated	Paved
Identified	Marketed	Penned
Ignited	Marshaled	Performed
Impassioned	Mastered	Perpetuated
Implemented	Maximized	Persuaded
Improved	Mentored	Piloted
Initiated	Merged	Pioneered
Inspected	Migrated	Planned
Inspired	Mitigated	Postured
Instilled	Modeled	Powered
Instituted	Molded	Practiced
Instructed	Monitored	Prepared
Integrated	Motivated	Produced
Invigorated	Nailed	Projected
Preserved	Refined	Slashed
Primed	Reformed	Solidified
Prioritized	Regenerated	Sought
Processed	Rehabilitated	Sparked
Procured	Reinforced	Spearheaded
Promoted	Negotiated	Showcased
Promoted	Rejuvenated	Stabilized
Propagated	Renewed	Standardized
Propelled	Renovated	Staunch
Pursued	Reorganized	Steered
Quantified	Repaired	Stimulated
Rallied	Reprogrammed	Streamlined

“For Official Use Only”

Reacted	Required	Strengthened
Readied	Resolved	Strove
Reallocated	Resurrected	Supervised
Rebuilt	Resuscitated	Supported
Recaptured	Revamped	Surpassed
Recognized	Revised	Sustained
Reconciled	Revitalized	Synchronized
Recovered	Revived	Tackled
Recruited	Sacrificed	Tagged
Rectified	Safeguarded	Thwarted
Redefined	Scrutinized	Tracked
Redistributed	Secured	Transformed
Reduced	Seized	Transitioned
Reenergized	Serviced	Troubleshoot
Validated	Settled	Utilize
Yielded	Verified	Volunteered

* If you have any suggestions or recommendations to improve the COANG writing guide please feel to contact one of the process owners of this business rule.