

HQ USAF/SG OPR/EPR/PRF WRITING GUIDE

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TABLE OF CONTENTS

Ref #	Subject	Page
	<u>Performance Report Requirements</u>	1
1.	<u>Section I Ratee Identification</u>	2
2.	<u>Job Description (Section II)</u>	3
3.	<u>Performance Factors/Assessment (Section III)</u>	3
4.	<u>Rater Overall Assessment (Section IV)</u>	4-5
5.	<u>Basics of Bulletology</u>	6
	(How to structure and write competitive performance report bullets)	
5.1.	Three Parts Of A Good Performance Report Bullet	6
5.2.	Use Impact-Oriented, Action Words Or Phrases	6
5.3.	Use SINGLE Bullets-- <u>NO</u> Wraparounds	6
5.4.	Avoid Fluffy, Feel-Good Phrases And Prose	6
5.5.	Define ALL Acronyms And Abbreviations First Before Using Them	6
5.6.	White Space Is Not Good	6
5.7.	Put Impact In Some Kind Of Measurable Terms	6
5.8.	Level Of Impact Is Also <u>Very</u> Important	7
5.9.	Community Involvement Bullets	7
5.10.	Quantification	7
5.10.1.	The Use of “%” and “\$” Symbols	7
5.10.2.	For Money (Not People, Places or Things)	7
5.10.3.	For Numbers of People, Places or Things	7
6.	<u>Mapping the Bullets: Overall Assessments</u>	8
6.1.	Section V--Rater Overall Assessment	8
6.2.	Bullet Order Of Precedence	9
6.3.	Basic Rules For Top And Bottom Lines	9
6.4.	OPR Bullets--Last lines	9
6.4.1.	Stratification	9
6.4.2.	Recommendations	10
Table 1	Appropriate PME Recommendations	10
6.4.3.	Consistency is Key	10
6.5.	EPR Bullets--Last Lines	11
6.5.1.	Stratification	11
6.5.2.	Recommendations	11
6.5.3.	Consistency is Key	11

TABLE OF CONTENTS

Ref #	Subject	Page
7.	<u>Mediocre Performance Reports</u>	12
7.1.	White Space	12
7.2.	Community (non-duty related) Bullets	12
7.3.	Wraparounds	12
7.4.	Fluffy Say-Nothing Bullets	12
7.5.	Last Line Mediocrity	12
8.	<u>Mechanics: Includes excerpts from Tongue and Quill (T&O)</u>	13
8.1.	Acronyms	13
8.2.	Use Of Past Tense	13
8.3.	Matching MILPDS RIP	13
8.4.	Punctuation Allowed In Bullets	13
8.5.	Hyphenation Rules	13-16
8.6.	Capitalization Rules	16-18
8.7.	Abbreviated Forms Of Wings, Groups and Squadrons	18
8.8.	Use Of Apostrophes	18
8.9.	Use Of Commas	18-19
8.10.	Numbers	19
9.	<u>General OPR/EPR Guidance</u>	20
9.1.	Error Free Reports	20
9.2.	Timelines	20
9.3.	Feedback Annotation	20
9.4.	Common Mistakes in OPRs/EPRs	20
9.5.	Helpful Hints	21
9.6.	Report Checklist	21
9.7.	OPR/EPR Routing	22
10.	<u>General PRF Guidance</u>	23
10.1.	Promotion Recommendation Form (AF Form 709)	23
10.1.2.	Promotion Recommendation (Section IV)	24
10.2.	Example PRFs	26-28
10.3.	PRF Justification Form	29
	<u>APPENDIX 1: Accepted acronyms (these do not need to be defined before using)</u>	30
	<u>APPENDIX 2: Commonly used performance report words that are hyphenated</u>	31
	<u>APPENDIX 3: Commonly used performance report words that are one word (not hyphenated)</u>	32
	<u>APPENDIX 4: Words that should be two (or more) words</u>	33
	<u>APPENDIX 5: Hints and Examples</u>	34
	<u>APPENDIX 6: Promotion Recommendation Form Tutorial</u>	35-36
	<u>APPENDIX 7: Spelling Guide</u>	37-42

Performance Report Requirements

AFI 36-2406, *Officer and Enlisted Evaluation Systems*

Who requires one?

Who Requires Them	Colonel and below
Exceptions:	1. AB-A1C with < 20 mos in service*
	2. Full time student or patient status
	3. Death of ratee
	4. Retirement within 1 year of annual closeout date and retirement application approved prior to projected annual close out date*
	5. Personnel with approved separation date*
	* <i>other requirements apply for this exception see paragraphs 3.5.9.-3.5.10.</i>

When are the performance reports required to be written?

When required	Annually (365 days) -- Annual
	Change of Rater upon 120 calendar days of supervision (CRO)
	Other reasons: (various between 60 to 120 days depending on reason) Tables 3.3 or 3.4
	Lots of other rules/reasons (Table 3.3 for ADAF officers and 3.7 for ADAF enlisted members)

Referral Performance Reports

When required	1. Evaluator marks any "Does not meet standards" block (OPR)
	2. Any far left mark (EPR)
	3. Overall rating of "1" (EPR)
	4. If any comments in report are derogatory in nature
	5. Reference to any disciplinary action
	Includes: Failure to progress in WMP or FIT and others see para 3.9.1.2

1. Section I Ratee Identification Data

Performance Reports are the bread and butter of a career. They are the key documents behind: Medal considerations, Stripes for Exceptional Performers (STEP) promotions, all officer promotions, enlisted promotions, AFIT selection, specialized training assignments and special duty selection. In addition, these documents are key elements in the selection for commanders and Command Chief Master Sergeant positions. The start of this writing process includes accurate ratee identification. Most of this data should come directly off the RIP obtained from MILPDS.

1.1. **NAME:** The name should always be in all CAPITAL letters.

1.2. **SSN:** (the dashes are automatically put in by the program).

1.3. **GRADE:** Use pull down menu to select grade.

1.4. **DAFSC:** Use what is listed on the RIP as the DAFSC only (this may not be the same as the member's PAFSC).

1.5. **OPR - REASON FOR REPORT:** It will most likely be one of three different reasons: Annual, CRO (which signifies change of reporting official) or Directed by HQ USAF. Use pull down menu to select appropriate category.

EPR - ORGANIZATION, COMMAND, LOCATION, and COMPONENT: This is done in all CAPITAL nomenclature with no commas. Please note this is the only place where you may deviate from the MILPDS RIP. Where the RIP notes "(AF ELEMENTS (OTHER))" use the abbreviation "OL (ELM)" instead (without the "" markings).

1.6. **PASCODE:** Use the PASCODE from the RIP (again only CAPITAL letters are used).

1.7. **OPR - ORGANIZATION, COMMAND, LOCATION, and COMPENENT.**

EPR - SRID: Enter Senior Rater ID for the ratee's unit of assignment as of the closeout date.

1.8. **REPORT PERIOD:** Use the dates listed on the RIP (if they differ, please annotate the RIP with correct dates). Example, 20 Dec 2008 THRU 19 Dec 2009.

1.9. **NO. DAYS OF SUPERVISION:** Ensure the number of days is correct on the RIP. If this is not the case, please annotate the RIP with correct dates.

1.10. **OPR - SRID**

EPR - REASON FOR REPORT: Use pull-down menu to select reason.

2. Job Description (Section II) (Section II -AF Form 707 OPR; Section II – AF Form 910/911 EPRs)

The key duties, tasks and responsibilities block (job description) needs to have solid quantitative and/or qualitative statements tailored to that person's duty responsibilities.

2.1. Duty Title is typed in all CAPITAL letters and must match job title on MILPDS RIP, if the duty title has changed, then the change must be annotated on the RIP. The duty title must be completely spelled out (do not use abbreviations or acronyms); do not use a generic title. This area must accurately reflect duties and should show progression over time.

2.2. Key Duties - Use bullet format only for describing the key duties, responsibilities and tasks--remember to describe major tasks. Use language understood by the entire Air Force. **IMPORTANT:** Excessive empty (white) space sends a negative message. OPR/EPR limited to four lines of text within this section. Officers may have additional duties included within the last bullet.

2.2.1. If they lead or direct a program or area, start the bullet of the job description with those words. Begin bullets with action verbs--manages, leads, directs, conducts, etc. Move levels of personnel supervision and leadership up front and early in the job description.

2.2.2. Questions that should be answered in the job description:

- How many? -- This should include people supervised, places (number of separate sub-divisions overseen in a flight or program)
- How much? What is the total worth of the equipment/facilities under their purview?
- What is the square footage of the facility?

2.2.3. Comparison to others in MAJCOM/AF/DoD (largest, biggest...most).

2.3 **EPR** - SIGNIFICANT ADDITIONAL DUTIES: Other "official" responsibilities of significance outside of primary duties, which are focused toward the mission.

3. Performance Factors/Assessments (Section III)

3.1. **OPR** - Select the appropriate box relative to the illustrated *Performance Factors*. Use the *Fitness Exemption* pull-down menu to select "Yes" if the member is exempt to all fitness testing components. See the [OPR MPF and Program Guidance](#) MEMO (MPFM: 07-45) for additional information.

3.2. **EPR** - Select the appropriate boxes and make necessary comments relative to the illustrated *Performance Assessments* identified in subsections 1-6 of the AF Form 910 and 1-7 of AF Form 911. Find guidance for completing this section in the [EPR MPF and Program Guidance](#) MEMO (MPFM: 07-44).

4. Rater Overall Assessment (Section IV)

4.1. Rater Overall Assessment Section IV - Remember this area is not the job description section--precious space should not be wasted describing the duties. Use action verbs up front or strong, short lead ins.

- Relate the accomplishment to primary mission
- Save the biggest wing, MAJCOM, AF, and DoD level bullets for additional rater's in block V
- Show impact on mission, productivity, leading area of influence (program, division, Region, etc.)
- Avoid space **wasters**: use past tense--show impact--avoid "future tense" impact statements
- Be sure to specifically describe the mission impact of the action and be sure that statements are true and defensible

4.2. Use the methods provided in the bulletology section for constructing the six bullets required for this section.

Examples of Mission Impact Bullets

Before

(Lacks level of impact, quantitation; needs closure to what was done--reads more like a job description.)

- Senior aerospace anthropometric specialist; his decisions ensure pilot applications comply with SG standards

After

(Qualifies with level of expertise, gives closure for report period, quantitates and links accomplishment directly to mission.)

- Senior AF anthropometric specialist; decisively ensured 1,070 pilot applicants complied with AF SG standard

Strong mission impact: shows what was done, impact it had and level of that mission impact

- Converted Army rapid PCR research mission into wartime operation following the 11 Sep 01 terrorist attacks
- Supervised crucial PCR testing for potential BW agents from National Capitol Region/FBI/State Department
- Confirmed anthrax attacks as isolated events; allayed the public's fear of imminent global biological attack
- Oversaw the PCR testing for anthrax, tularemia, plague and smallpox; verified White House/Pentagon safety
- Supervised the Capitol Hill anthrax PCR testing; identified hot spots for clean up; ensured public's protection
- Reviewed 50,000 PCR records; critical for future criminal prosecution; bolstered homeland defense goals
- Designed the Army's first tularemia/Q-fever rapid PCR tests; "victory"; recouped \$150K developmental grant
- Expedited inclusion of revised PCR bioagent ID protocols; quick response to changing biothreat scenarios
- Astutely collaborated with the Navy to share smallpox assays; instantly upgraded national screening abilities

Very competitive CGO report: impact has quantitative and qualified facts

- Led outpatient dispensing line redesign; smooth-flowed work; increased productivity 45%; metric proven
- Engineered prescription-transfer process; avoided over 60 hours in refill appointment monthly for rewrites
- Initiated new refill pharmacy satellite operations; redirected patient flow; relieved patient parking problem
- Inaugurated C-II Safe narcotic automated dispensing system; 100% accountability success; first in DoD
- Published civilian provider formulary; enhanced 7,500 patients' care; non-stocked requests dropped 80%
- Drove the intervention program; documented 332 interventions, prevented 13 overdoses--saved over \$15K
- Group architect of DoD pharmacy confidentiality policy implementation; Air Staff noted "they did it right"
- Streamlined prescription provider order entry (POE) screens; reengineered on-screen cost comparatives
- Energized provider awareness and changed prescribing practices; saved over \$35K on therapy selections

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5. Basics of Bulletology

How to structure and write competitive performance report bullets (OPRs and EPRs)

5.1. Three parts of a good performance report bullet--all in one line:

- Describes what the ratee did (in exciting action-packed verbiage)
- Delivers impact of what the ratee did in a quantitative or qualitative manner
- Describes the level of the impact (flight, division wide, AF, DOD level, national, etc.)

5.2. Use impact-oriented, action words or phrases:

- Avoid those acronyms, phrases, or words not commonly used in everyday language
- Start the bullet with an action verb or a very short lead-in action word(s)

5.3. Use SINGLE bullets--NO Wraparounds:

- May use one sub-bullet on mega impact/big ticket items (rarely done though)
- Use of any sub-bulleting on Lt Col and Col reports is discouraged

5.4. Avoid fluffy, feel-good phrases and prose--it wastes valuable space and is negative.

- For the officer, a good way of determining what bullets tend to fall in to this category is to conduct a Promotion Recommendation Form (PRF) usefulness test on them. In other words, is this bullet going to be useful towards writing the ratee's next PRF?
- Fluff bullets send a negative message to boards

5.5. Define ALL acronyms and abbreviations on the back (Block X of OPR):

- All acronyms and abbreviations must be defined unless they are approved for use by SG as commonly known (*see Appendix 1*)

5.6. White space is universally perceived as not good--it definitely highlights that bullet (normally it should never be more than 3 to 4 blank spaces):

- *Note: White space is an effective method to intentionally send a negative message on a mediocre performer without making the report a referral*

5.7. Put impact in some kind of measurable terms:

- Quality: best, most successful, top %, first, benchmark for...
- Quantity: numbers #, % increase/decrease, scope of effort and effect
- Time: hours, man-hours/days saved, hours/days/months ahead of schedule
- Cost: savings in man-hours, \$K, resources (don't forget you can cost out the man-power savings or the cost savings it would have cost TRICARE if it was contracted to an outside source if the action didn't occur)

5.8. Level of impact is also very important:

- Qualify where the impact is--at unit, group, wing, MAJCOM, Region, AF, DOD, national, or international levels
- Here is where specific firsts or bests at a particular level can be highlighted very effectively

5.9. Community involvement bullets--any non-duty related bullet must be scrutinized carefully for both level and impact:

- OPRs, especially those written on majors and higher, should not have any non-duty related bullets unless it deals with significant leadership or impact in a high-level or highly visible program (i.e., - Coordinated \$350K in contributions as 82 TRW's Combined Federal Campaign project officer, 130% of wing goal)
- EPRs: firewall "5" EPRs should have a maximum of two to three community-related bullets

5.10. Quantification:

5.10.1. *The use of "%" and "\$" symbols are permitted* in reports--they stand out more than prose of "percent" and "dollars" and use less space--remember these are performance bullets, not sentences. Use of either way is fine--but it must be *consistent* throughout the entire report (don't start using figures then switch to spelling it out later in the report to fill in space).

5.10.2. *For money (not people, places or things)*, you can abbreviate thousands as \$K, millions as \$M or billions as \$B (*consistency is the key here--if you use this nomenclature it must be used throughout the entire report*) if you chose to use \$400,000 then this connotation will need to be used throughout the report for all dollars reported.

5.10.3. *For numbers of people, places or things* write the number out, e.g.: 3,500 or 150,000 personnel (**do not use** the K, M, or B abbreviation for enumerating these).

- If short on space in a line, consider other methods of abbreviating the thought (e.g., 500,000 pounds--may consider using 250 tons)
- If need to eliminate a few white spaces, the same 500,000 pounds can be reworded as half of a million pounds
- Millions and higher may use the digit and the word "million" or "billion" for example: 2 million, or 3 billion. The number does not need to be spelled out preceding these large quanta if less than 10
- All numbers *under 10* are spelled out (e.g., eight people and six programs) those number 10 and greater may use the figure the text (e.g., ...a total of 10 planes)
- **Exceptions:**
- If the number is part of a quanta of "million" or a higher then it need not be spelled out
- If the number is in the same bullet or line with a sequence of numbers of which **one** is 10 or greater. If this occurs all are used written as figures in that sentence or bullet (e.g., ...a total of 6 programs, 8 jets and 21 engines or - Handpicked as 1 of 6 nurses operating 24/7 triage center...vital to \$160K AF cost avoidance in first 180 days)
- For more specific guidance see the *Tongue and Quill*, Chapter on Numbers.

6. Mapping the bullets: Overall Assessments (OPRs and EPRs)

Give the most global impact, greatest breath of scope and hardest hitting bullets to last block (highest level indorser) even if it means moving them from the rater's block--always give the best to the highest level indorser. Fill ALL the blocks (white space is a very negative sign) unless intentional. Reports with unusual amounts of white space require a note from rater with the report.

6.1. Section V - Additional Rater Overall Assessment (first assessment block on EPRs)

- You have four lines total: first line is an “attention grabber,” two lines of examples and the forth line for “closure/recommendation(s)”
- Write about performance and potential; show more depth, describe what kind of officer, NCO or SNCO this person is (for instance, how they get things done, how do they build teams, savvy, poise under pressure, etc.).
- This section may be used to provide insights into how the officer accomplished Section IV, and how the marks in Section V (officer) or VI (enlisted) were earned. Don't forget to use the vital three parts to bullet development in writing the seven lines of example bullets
- Use bullet format and avoid “buzz words”; use action verbs up front. *Do not repeat or even appear to repeat statements from the impact on mission accomplishment block on the front (officers).*
- Include all new examples of ratee's performance. Front-side bullets may be expanded upon but **do not** repeat verbatim!
- Rater's assessment should emphasize the individual's leadership and management qualities while using impact statements from Section IV as support
- Use active (not passive) voice
- **Do not use cliches**, i.e., Topnotch or the phrases “...continue to challenge,” “...demonstrated readiness,” “...impacts mission,” “Record does not reflect his true capabilities,” “my go-to guy” all are not strong statements
- Do not use “techno-speak” --language that is not easily understood. End reports with assignments, PME, AFIT and/or Augmentation-like type of recommendation for officers. Include recommendation(s) for AFIT, PME or GME where deserved; all boards view omission of PME (on officers) and assignment recommendation as a clear negative signal
- Recommendation for PME must be consistent with grade and next eligible PME. Specify next job recommended--especially if significant. You must indicate where the ratee should go next, i.e., what assignments will he or she be suited for in the future? If you believe this person is a future commander, you must tell the board so. However, you may not make an assignment recommendation inconsistent with their rank, i.e., “Make Group Commander next” would be a prohibited statement to be made on a major's OPR.
- EPRs need to have a promotion statement as part of the last line of each assessment block (CMSgts need next assignment recommendation demonstrating progression in level of responsibility)

6.2. **Bullet order of precedence**--suggest writing these lines first:

The first and last lines of rater, additional rater's, and senior rater (if SNCO EPR) blocks

6.2.1. ***ALL lines in a performance report are important but the ones board members tend to place the greatest emphasis on is the last line of the highest level of endorsement block. This line usually gets the most attention at boards.***

6.2.2. Other lines of great importance that boards tend to scan are

- Bottom line of the block above last block
- Top line of last block
- Top line of next block up

6.3. **Basic rules for top and bottom lines** of all rater/additional rater assessment/comment blocks

- Top lines provide an overall assessment of the ratee's leadership **performance** with specific example is a plus
- Bottom lines provide an overall assessment of the ratee's leadership **potential** with specific recommendations for next assignment and/or school

6.4. **OPR Bullets--last lines**

6.4.1. **Stratification:**

- Stratifications can be a strong plus *if favorable* (e.g., #1 of 10 Majors or best CGO of 20!)
- If using top X% the denominator to calculate that % **MUST** be within the person signing that block's scope (credibility factor). Can't say top 1% when only 20 reside under that rater's purview (the best here would be top 1/20 = 5%), it would be better to say best of 20!
- If you don't have the numbers currently you can stratify as to top X% of all CGOs or FGOs worked with in the last XX years!
- Watch out for rating someone #1 when he/she is the only one. Example: My #1 Major...(when in fact the rater only has one Major under his supervision--credibility)
- Can't have two #1's in same arena--if division has 14 fabulous officers, only one is #1 of 14 in division, where as the other may be the #1 of 4 within a program under that division (can drop down to next level to still allow for positive stratification)
- May use "#1 or Best in _____" only if such a statement is directly within the scope of the rating official for that particular block. This means the person signing that block must be in a position to make such a statement **or** must qualify the statement with a specific award win to back it up. Example: Best in DoD! Society of Armed Forces Military Laboratory Scientist of the Year 2001

6.4.2. **Recommendations:**

- For specific assignments
- PME in residence--consistency is key for specific guidance on appropriate level of recommendation--see paragraph 3.7.22 of AFI 36-2406, *Officer and Enlisted Evaluation Systems*. Appropriate recommendation levels are provided on Table 1 below.
- For AFIT graduate education, professional training or fellowships
- For leadership positions from institutional, directorate or command level--be realistic in progression recommendation (don't over inflate); consider command or flight command

Table 1., Appropriate PME Recommendations

Rank	PME Status	PME Recommendation
2Lt/2Lt	NA	BDE (N/A for MC/DC)
1Lt	NA	BDE (N/A for MC/DC)
Capt	Enrolled in SOS correspondence	BDE (N/A for MC/DC)
Capt	Selected for SOS in residence	BDE (N/A for MC/DC)
Capt	Attending SOS in residence	IDE (When Eligible)
Capt	Completed SOS in residence	IDE (N/A for MC/DC)
Maj	Enrolled in ACSC in correspondence/seminar	IDE (SDE for MC/DC)
Maj	Completed ACSC in correspondence/seminar	IDE (SDE for MC/DC)
Maj	Selected for ACSC in residence	IDE (SDE for MC/DC)
Maj	Completed ACSC in residence & in window of eligibility for ACSC	SDE (When Eligible)
Maj	Above eligibility window for ACSC	SDE (When Eligible)
Lt Col	Enrolled in AWC in correspondence/seminar	SDE
Lt Col	Completed AWC in correspondence/seminar	SDE
Lt Col	Selected for AWC in residence	SDE
Lt Col	Completed AWC in residence	SDE
Lt Col	Selected for Col (SDE if not completed IR)	SDE
Col	Completed AWC (any method) & in window of eligibility for SDE	SDE
Col	Above eligibility window for SDE selection	SDE

6.4.3. **CONSISTENCY is KEY:** Read the previous report or better, the last two reports to ensure a consistent recommendation level

- A drop in level of recommendation or lack of one (specifically for PME or next assignment) is viewed highly negative by selection boards

Examples
Strong Last Lines

- My #1 leader of 80 field grade officers; absolutely select for SDE and assign as a commander now!
- Our #1 of 105 CGOs--base CGO of Quarter, Jan-Mar 01; a must for AFIT and flight command
- Clearly the best major I've ever worked with in 21 years; select for IDE and give a command now!

Strong Negative Message Last Line

- Meets acceptable levels of performance
--

6.5. EPR (AF Form 910 or 911) Bullets--last lines

6.5.1. **Stratification** is a plus for senior rater endorsement if favorable

- Quantitative terms only based on numbers of peers (same grade); i.e., 1 of 300 Msgt's...
- Not authorized for AB - TSgt and CMSgt
- Only authorized for SNCOs that are TIG eligible for SR endorsement and have a CCAF degree and grade appropriate PME completed.
- Senior Non-Commissioned Officer Academy and CCAF degree required
- Stratification must be within evaluator's scope

6.5.2. **Recommendations**

- For next assignment and leadership position--be realistic in progression recommendation (consistent with grade, skill level and career progression). A solid next assignment career progression recommendation is vital for all levels, especially CMSgts
- PME in residence (only SNCO Academy in residence is competitive--all others are automatic therefore *do not recommend* PME for levels below SNCO Academy)
- For training or special duty assignment
- PROMOTION! EPRs allow you to give a promotion statement and therefore it should be done and with zest (if individual is deserving).
- Do not recommend retention in their currently held position--unless a message of mediocrity is desired

6.5.3. **CONSISTENCY is KEY**--as with officers, read previous report(s)

- A drop in level of recommendation or lack thereof is highly negative--be aware may use “#1 or Best in _____” only if such a statement is directly within the scope of the rating official for that particular block. This means the person signing that block must be in a position to make such a statement **or** must qualify the statement with a specific award win to back it up. (e.g., Best in AF! Won AF SNCO Laboratory Technician of the Year, 2001). Promotion recommendations should be consistent from block to block. Remember “Ready for promotion” equates to a “4”--“immediately promote” = “5” therefore tailor the promotion statement to the individual, but make sure it is consistent with the ratings given.

Examples of strong last lines

- Our #1 MSgt of 300; base 2001 SNCO of Year; assign as superintendent; top promote now!

- Best CMSgt warrior leader I've ever worked with in 25 years! Make a command chief now!

- My best SNCO leader and right arm! Select for SNCOA; definitely promote before all others!

7. Mediocre Performance Reports

This topic is provided to help raters and reviewers identify reports whose word picture may be unintentionally mediocre or provide some ideas when a rater is left with having to provide a rating on a mediocre performer. Furthermore, senior raters need to be appraised of any referral reports. There are many ways to express mediocrity in the verbal picture; however, if any bullet contains derogatory or negative language, it becomes an automatic referral report.

7.1. **White space** is an effective method to intentionally send a message on a mediocre performer without making the report a referral

7.2. **Community (non-duty related) bullets**--because of the limited space in a performance report, non-duty related bullets (of low substance) conveys the person didn't do enough in their primary duties to write about it. Hence, such bullets can send a negative message and can raise questions as to what is this person doing for the Air Force, how much time were they doing their real job and what impact did they have in their assigned duties. *This negative message flows especially true if these low substance bullets are used in the highest level indorser's block.*

7.3. **Wraparounds** may be used on mediocre performers only

7.4. **Fluffy say-nothing bullets**--great flowery prose with no specific impact provided send the message that this person didn't do anything worth writing about. An example of a fluffy, noncompetitive performance impact statement:

- Totally unflappable and focused...can juggle feathers in a hurricane; he is the epitome of officership

- A good rule of thumb is to ask yourself: Is this bullet good enough for promotion recommendation form fodder or not?

7.5. **Last line mediocrity:** For those who earn and deserve it--last lines on such reports need to reflect the mediocrity of the performance relative to the last report. Such last lines should *not* be hard hitting or recommend progress to next level of leadership/responsibility (remember the back=front=word matching). Some specific ways mediocrity can be effectively conveyed:

- Stratification of less than top 50% (i.e., My #11 of 15 CGOs) sends a strong negative message
- Recommendations for the next job at the same, lateral, or lower level of leadership than is currently held or compared to immediately previous reports
- No command or PME recommendations (especially for 0-4 and above officers)
- Leave off any promotion recommendation for enlisted members E-8 and below or use the term "consider or ready for promotion"--remember this type of recommendation cannot accompany firewall "5" marks either since these are consistent with an overall "3" or "4" rating respectively
- Put a community involvement bullet in last line
- Leave lots of white space on last line--an example of such a line might be: Met acceptable levels of performance

8. Mechanics

(excerpts taken from *Tongue and Quill* [T&Q]; AFH 33-337, 1 August 2004)

8.1. **Acronyms:** If it isn't a commonly used acronym, it must be spelled out (block 10 for OPRs). Examples of those acronyms that must be spelled out on the back side of the OPR in block X are PCO, MHS, HSI, JCAHO and NSI. *See Appendix 1* for approved acronyms that do not need to be defined.

8.2. **Use past tense in bullets**--this is what the ratee did during the report period (in the past and within the inclusive dates)

8.3. **Information on the top of the Report must match what is listed on the official MILPDS RIP** (duty title, PASCODE, etc.). Make corrections to the PIF if incorrect.

8.4. **Punctuation allowed to be used within OPR/EPR bullets.** All bullets must start with a "--" single bullet or "--" for secondary bullets. However, you have a number of choices of punctuation within the body of the bullet to separate thoughts and statements. Please note: separation punctuation used within the bullets of an OPR/EPR needs to be consistent throughout the report. For example, once you use an ellipsis (...) or em dash (--) to separate thoughts, it is to be used throughout the report. *Do not use both punctuation methods in one report.* The approved punctuation for bullets are:

- ... Ellipsis (continuation periods) - no spaces before or after their use in bullets
- Em Dash (double dash) - no spaces before or after their use (when used in middle of bullet)
- , Comma - one space after its use
- : Colon - two spaces after its use
- ; Semicolon - one space after its use, next word is in lowercase
- ! Exclamation mark - two spaces after use. *Do not over use, no more than two "!" are allowed per block/section*

8.5. **Hyphenation rules:** (*see Appendices 2, 3, and 4 for lists of hyphenated and words that are not hyphenated*) T&Q Chapter on Hyphen.

8.5.1. **Use a hyphen to join unit modifiers:** 4-hour sortie; rust-resistant cover; long-term loan.

- When you abbreviate a unit of measure, omit the hyphen: 24 gal tank
- When expressing the numbers 21 through 99 in words and in adjective compounds with a numerical first element: twenty-one people; Eighty-nine; 3-year-old child; 10-minute delay
- To indicated two or more related compound words having a common base (suspended hyphen) 12- to 15-page document; 3-, 5-, and 7-level technicians; long- and short-term money rates

8.5.2. **Use a hyphen with words and phrases that are combined to form a unit modifier immediately preceding the word modified** (except with an adverb ending in *ly*). *Do not hyphenate these phrases when they follow the noun.* Examples: an up-to-date report; \$500-a-week salary; decision-making process; red-face man; X-ray equipment; the X-ray showed; the author is well known; on the basis of first come, first served; a completely balanced meal.

8.5.3. **Use a hyphen when two or more proper names are combined to form a one-thought modifier and when two adjectives are joined by the word and or:** Montgomery-Atlanta-Washington flight; black-and-white terms; yes or no answer; life-and-death situation; cause-and-effect hypothesis; go-no-go decision.

8.5.4. **Use a hyphen when spelling the word solid creates a homonym:** re-cover (cover again); re-count (create again); un-ionized (substance);re-sign (sign again); co-op (cooperative); re-creation (create again); pre-position (position again); re-mark (mark again); multi-ply (as in fabric).

8.5.5. **Use a hyphen to avoid doubling a vowel when the last letter of the prefix “anti,” “multi” and “semi” is the same as the first letter of the word.** Also, use a hyphen when the second element is a capitalized word or number: anti-inflammatory; anti-Nazi; multi-industry, semi-icing; semi-Americanized; pre-1914; post World War II; ultra-German.

8.5.6. **All words are hyphenated when used as an adjective compound:** all-inclusive background; all-out war; all-powerful leader.

8.5.7. **When not to use a hyphen:**

- **Do not use a hyphen in compounds formed from unhyphenated proper nouns:** Methodist Episcopal Church; southeast Asian Country; Mobile Bay cruise
- **Do not use a hyphen in a compound adjective formed with chemical names:** carbon dioxide formula; hydrochloric acid liquid
- **Do not use a hyphen in a unit modifier with a letter or number as its second element:** Attachment 3 pages; article 3 procedures

8.5.8. **Generally do not use a hyphen in a unit modifier to set off some prefixes and suffixes:**

ante	intra	over post	socio
anti	like	per	super
bi	macro	pre	supra
bio	meta	pro	trans
co	micro	proto	ultra
counter	mid	pseudo	un
extra	multi	sub	under
infra	neo	re	
inter	non	semi	

8.5.9. Note there are some EXCEPTIONS:

8.5.9.1. *Best, better, full, high, ill, least, lesser, little, low, lower, middle and upper* compounds are hyphenated when used as an adjective before a noun: ill-advised action; lesser-regarded man; full-length; upper-crust officer; high-level water; best-loved leader; little-understood man; least-desirable book; better-prepared officer; middle-class neighborhood.

8.5.9.2. *Drop the hyphen when used following the noun*: the dress is full length; she is of the upper crust; water is at the high level; the book was best loved; the man was little understood; the man was least desirable; the man was better prepared; he lives with the middle class.

8.5.9.3. *Ex (meaning former) words* are discouraged in formal writing; former is preferred. However, when you use ex in this context, use a hyphen: ex-governor; ex-AU commander; ex-convict.

8.5.9.4. *Cross and half words are usually hyphenated*; however, some are not; check your dictionary and, if not listed, hyphenate: cross-pollination; half-dollar; halfback; crosswalk; cross section; half sister.

8.5.9.6. *Elect words are hyphenated, except when they consist of two or more words*: Mayor-elect; president-elect; county assessor elect.

8.5.9.7. **Fold words** are usually one word, except when used with numerals: Tenfold; twofold; 25-fold.

8.5.9.8. **Like words** are usually one word, except when the first element is a proper name, words of three or more syllables, compound words and to avoid tripling a consonant: Gridlike; lifelike; Grecian-like; mystery-like; squeeze-bottle-like; wall-like.

8.5.9.9. *Mid, Post and Pre words are usually one word except when the second element begins with a capital letter or is a number*: Midstream; postgame; preeminent; mid-June; mid-1948; post-Gothic; post-1900s; pre-Civil War; pre-1700s.

8.5.9.10. *Non words are usually one word except when the second element begins with a capital letter or consists of more than one word*: Nonattribution; noncommissioned officer; nonsurgical; non-Latin-speaking people; non-civil-service position; non-European.

8.5.9.11. *Over and under words* are usually one word except when the compound contains the word “the”: overdone steak; understaffed office; overbusy employee; over-the-counter drug; under-the-table kick.

8.5.10. **Self as a prefix is joined to the root word by a hyphen**. When self is the root word or is used as a suffix, do not use a hyphen: self-made; self-respect; self-explanatory; selfish; selfless; selfsame; herself; itself; himself.

8.5.11. *Vice compounds are hyphenated except when used to show a single office or title*: A vice-president; vice-presidential candidate; the vice-counsel; vice-consulate’s office; vice admiral; vice-admiralty; vice-chancellor; vice-chancellorship; viceroy.

8.5.12. **Well compounds are hyphenated when used as an adjective before a noun; drop the hyphen when used following the noun.** Well used as a compound noun is always hyphenated: well-made suit; well-known author; the well-being of the family; consider her well-being; the well-bred dogs; the suit was well made; author is well known; the dogs were well bred.

8.5.13. **Wide words are usual one word except when long and cumbersome or when it follows the noun:** worldwide; university-wide; the virus is university wide, Department of Defense wide (DOD wide).

8.6. **Capitalization Rules:** (excerpts taken from T&Q Chapter on Capitalization)

- The first word of every sentence fragment or bullet is treated as a complete sentence and is capitalized:

<ul style="list-style-type: none">- Gave budget presentation to chief of staff...2,100 people attended and lauded the event- Garnered top support for divisional \$15M plus up...approved for inclusion in 2003 budget

- Do not capitalize part of a quotation slogan or motto if it is not capitalized in the original quotation: General MacArthur said that old soldiers “just fade away”

8.6.1. Capitalize the following: The first word of all bullets or sentences.

8.6.1.1. **All proper names** (official name of a person, place or thing) 311th Human Systems Wing; agent Orange; Air Staff Flying Training Squadron; Congressional Medal; US Constitution.

8.6.1.2. **A common noun or adjective that forms an essential part of a proper name, but not a common noun used alone as a substitute for the name of a place or thing.**

Statue of Liberty; the statue
Air War College; the college
Potomac River; the river
Berlin Wall; the wall
Vietnam Memorial; the memorial

8.6.1.3. **Names of exercises or military operations:**

Operation NORTHERN WATCH
Exercise WINTEX
Operation ENDURING FREEDOM
Exercise GLOBAL SHIELD

8.6.1.4. **Names of government bodies, employees, national and international regions or documents--**capitalize except when used in a general sense. Full and shortened names of national and international organizations, movements and alliances and members of political parties: Democratic Party; Republican; Federalist; Russian Federation; Supreme Soviet.

8.6.1.5. Full and shortened names of US national governmental and military bodies:

US Government	Defense Department	the Guard
US Congress	AF Reserve (AFRES)	Marine Corps
Congress	Federal Government	House of Representatives, the House
Department of Defense (DOD)	Joint Chiefs of Staff	

- **Do not capitalize generic uses of:** armed forces; armed services; reserve officer, reservist; government workers, the corps, the joint chiefs; executive branch

8.6.1.6. **Full titles of government employees:** US President; Congressman Shelby; Navy officer; Service component command chaplain; the Bush Administration; British prime minister; US Senate; Senator Jones; Secretary of State; the Administration.

- **But do not capitalize generic uses such as:** a congressman; naval officer; a senator; chief of staff; service chiefs

8.6.1.7. **Full titles of departments, directorates and similar organizations:** Department of Labor; Center for Strategic Studies; Air War College; Directorate of Data Processing; Special Plans Division; Squadron Officer School.

8.6.1.8. **The names of programs, movements or concepts when used as proper nouns:**

Medicare Act; Warfare Studies Phase; Civil Rights Act; Veterans Affairs; Iron Curtain; The New Frontier; The War on Terror.

8.6.1.9. **Military rank when it is used with a proper name:** Colonel Jerry M. Drennan; Brig Gen Murray but do not capitalize it when it stands alone: the colonel; 30 majors and 26 lieutenants; a staff sergeant in the Air Force.

8.6.1.10. **Specific names of medals and awards:** Medal of Honor; Purple Heart; Distinguished Flying Cross; Legion of Merit; Silver Star; Bronze Star; AF Achievement Medal.

8.6.1.11. **The full names of state and local bodies and organizations:** Virginia Assembly; Montgomery County Board of Health.

- Do not capitalize the shortened names unless mentioned with the name of the city, county or state: the assembly; the board of health will...

8.6.1.12. **Titles when being used with a proper name or in place of a specific proper name:** The Commandant of ACSC; the Commander of the 311 HSW; the Chief of the Neuropsychiatry Branch; Squadron Leader David Bye of the Royal Air Force.

- **Do not capitalize when used in a general sense:** an intermediate service school commandant; have your director of research call me.

8.6.1.13. **The names of departments within an organization:** Employee Relations; EEO and Staffing; Directorate of Education and Curriculum.

- **Do not capitalize the common nouns that refer to them:** the employees in civilian personnel; Linus Cox, team chief; Mary Tuell, secretary; The vacancy in our directorate has been filled.

8.6.1.14. **The proper names of colleges, universities, organizations, committees and agencies:** University of Alabama; National Labor Relations Board; Veterans Administration 42d Air Base Wing; Air Command and Staff College; Committee on Foreign Affairs; the National Security Agency.

- *Do not capitalize the common nouns that refer to them:* the university; the board; the administration; the wing; the college; the organization/division/section; the committee; the agency

8.6.1.15. **Academic degrees and course titles and subjects:** Capitalize the names of specific course titles: American History 201; EDL 609, Personnel Admin; Psychology of Career Adjustment; Leadership and Command course.

- *Do not capitalize the areas of study:* kindergarten; psychiatry; nursing; aerospace medicine; contracting; public health

8.6.1.16. **Capitalize academic degrees following a person's name and when the complete title of the degree is given:** H.A. Schwartz, Doctor of Philosophy; BA, BSN, MSN, MA, PharmD, PhD, LLD, MD, DDS, EdS; BA Degree in Computer and Information Sciences (T&Q p 271)

- Do not capitalize them when they are used as general terms of classification: bachelor's degree; bachelor of arts degree; doctorate degree

8.7. **Abbreviated forms of wings, groups and squadrons use of "th, st and d":** When writing out the names of these in their entirety, add the "th, st or d" with the number. When using the abbreviated form of a numbered organization do not use the "th, st or d" with the number:

82d Training Wing	82 TRW
80th Fighter Squadron	80 FS
81st Medical Group	81 MDG

8.8. Use of Apostrophes:

8.8.1. **To create possessive forms of certain nouns and abbreviations used as nouns.** Add 's to nouns that do not end with and s. Add only the apostrophe to nouns that end in s or with an s sound, and to the words like force, appearance, righteousness and conscience:

Officer's rank; ROTC's building; Air Force' 50th birthday; Officers' Wives Club; Officers' Club; Jones' family tree; for appearance' sake; my boss' schedule; our bosses' schedule; SOS' commandant; United States' policy

8.8.2. **To show possession of compound nouns, add 's or ' to the final word:** Secretary-treasurer's report; attorney general's book; mother-in-law's car; mothers-in-law's car; eyewitness' comment.

8.8.3. **To form plurals of certain letters and abbreviations:** Some use apostrophes, others don't: Dotting the I's; OPRs, EPRs, TRs; 1960s; S's; A's, I's, U's, bldgs: Bs, 1s, the three Rs; B-52s; six the's; AF Forms 707A.

8.9. Use of Commas:

8.9.1. **Use commas with the coordinating conjunctions and, but, or nor when joining two or more independent clauses.** Example: The art of war is constantly developing, but twentieth-century technology has so speeded up the change the military strategist now must run to keep pace.

8.9.2. **To separate three or more words in a series, *excluding* the word before the final and, or nor (open punctuation).** Example:

- Authored 14 programs, 5 instructions and 10 memorandums--drove 25% productivity increase

8.9.3. ***With parallel adjectives that modify the same noun.*** If the adjectives are independent of each other, if the order can be reversed or if can stand between the words, the adjectives are parallel and should be separated by a comma. However, if the first adjective modifies the idea expressed by the combination of the second adjective and the noun, do not use a comma: A hard, cold winter; a long, hot summer (the summer was long and hot); a heavy winter overcoat (winter modifies overcoat; heavy modifies winter overcoat) a traditional political institution (political modifies institution; traditional modifies political institution).

8.9.4. ***To set off the title, position or organization after a person's name*** (or name equivalent): The Commander, 377th Air Base Wing...

8.9.5. ***To set off explanatory dates, addresses, place names and words identifying a title or position following a person's name:***

The change of command, 1 October 1996, was...

The British prime minister lives at 10 Dowling Street, London, England.

Lieutenant General Joe Redden, Commander of Air University, will speak to the class next month.

8.9.6. ***With titles following personal names*** (Jr. and Sr. are set off by commas; 2d, 3d, II, and III are not): Daniel Wesley Morris, Sr.; Henry Ford II; Joseph C. Guillot, Esq; Lee Walker 3d; *in text*.

8.9.7. ***When names are reversed:*** Brown, Willie, Jr.; George, Chris; Fray, Abigail; Guillot, Joseph C., Esq; Johnson, Karl, III; Magyar, Karl; Morris, Daniel Wesley, Sr.; Roth, Brenda.

8.9.8. ***With academic degrees:*** Irene Tyner, EdD; Karl Johnson III, MBA; *in text:* Irene Tyner, EdD

9. General OPR/EPR Guidance

9.1 **Error Free Reports.** OPRs should have no typographical errors.

9.2. **Timelines-** it is essential to complete the accurate and finalized OPR/EPR on time.

- AFELM OPR/EPRs drafts are to due to AFELM MED DoD/CCS 30 days before close out to allow ample time for quality review.
- All AFELM OPRs/EPRs (E7-E9) are sent to the specific SG Corps Director and or Senior Enlisted Functional Manager for functional review.
- Completely reviewed reports are sent to SG/CSS and or assigned senior rater for review and approval for final 5 days after close out.
- Reports approved final by senior rater/designee are returned to AFELM CSS for signatures.
- All AFELM final reports sent to AFPC/CMS by AFELM CSS before 30 days after close out.

9.3. **Feedback annotation:** The last performance feedback date must be annotated on all OPRs/EPRs. Exceptions to this are listed in AFI 36-2406, *Officer and Enlisted Evaluation Systems* for Colonels and CMSgts which have had their required initial feedback during their last report period and haven't had another since. For these individuals the letters "NA" must be entered per AFI 36-2406, Table 3.1, line 17. All others must have a date or the reason for failure to perform the feedback listed.

9.4. **Common Mistakes in OPRs/EPRs**

- Information on report does not match the RIP (annotate the RIP with correct data)
- Please contact the CSS if you have not received a RIP and a report is due in 60 days
- Please contact the CSS if member does not show on the SG overdue slides
- Bullets/sub-bullets incorrectly aligned
- Periods used at the end of a bullet
- Space before and/or after a double dash (--) or continuation periods (...)
- Only one space after colon (:), it should be two spaces
- Inappropriate capitalization
- Uncommon acronyms used but not spelled out
- Acronyms listed but not used
- Incorrect signature block/organization/command/location
- Commas between base or city and state in signature blocks
- No feedback dates
- Implied promotion recommendations in OPRs
- Tri-Service; T and S both not capitalized or no hyphen
- Check for consistency; 20K, twenty thousand, 20,000
- Do not use K or M to annotate thousands or millions for people, places, or things
- "Rater is the Reviewer" or "Additional Rater is the Reviewer" statement in block VI of the OPR
- EPR promotion statements in the first instead of last line of the assessment
- Signed before close out date
- Misspelled words!! Check spelling with computer tools and proof read

9.5. Helpful hints:

9.5.1. The rating should never be a surprise (if feedbacks are done appropriately).

9.5.2. The ratings (the “X” marks) and words must match.

- Specifically, the word picture painted must match the rating being given. For example, a weakly written EPR is not reflective of a firewall “5” rating.

9.5.3. Don’t over inflate--be honest with zest!

- Remember, not everyone is a firewall “5” (enlisted) or for officers, are they really PME in-residence or command material?

9.5.4. Selection boards differentiate between the best and good by the performance report word picture provided. Most of these officers and enlisted personnel who are competitive have the same marks on the front.

9.6. **Report Checklist:** Proofread the OPR/EPR when you’ve completed each section:

- Are all the bullets aligned properly?
- Does the information on the individual match the MILPDS RIP/shell?
- Is the correct form or latest version being used (recommend using a new form download from [e-Publishing](#) website)?
- Is it the most recent edition of the form?
- Case (upper/lower) correct?
- Complete thoughts or bullets expressed?
- Undefined/uncommon acronyms(s) used?
- Editorial OPR (active versus passive voice, choice of adjective, clarity, etc.)?
- Acronyms(s) defined and in order of use?
- Words correctly capitalized?
- Words/numbers written correctly?
- Proper noun/verb agreements?
- Words correctly hyphenated?
- Words divided correctly?
- Consistency with dollar values (i.e., \$65 million or \$65M)
- Consistent use of percent or %
- Consistent use of -- or ... (not both)

9.7. OPR/EPR Routing Steps

- The OPR/EPR shells are automatically produced in MILPDS approximately 60 days prior to close-out of the report. Please contact the CSS if a shell is not received within 60 days.
- The suspense date for the CSS is close-out date plus 10 days. Each directorate may set-up their own in-house suspense dates.
- The rips will be placed in the directorates' distribution boxes (located in the CSS) for pickup. Please annotate the rips to reflect any changes in duty title, rater, etc., accompanied by a rater/duty change worksheet.
- All upcoming OPR/EPRs are reflected on the SG Performance Report slides.
- Each directorate will accomplish internal coordination and route the report to the appropriate corps director (officers) or career field manager (enlisted), and First Sergeant (enlisted).
- The OPR/EPR is submitted to the CSS after completion and all required signatures are obtained. All signatures on reports must be after the close-out date of the report.
- If changes are required the CSS will route the reports back to the appropriate directorate.
- The CSS will do a quality review of the report. The finalized report is posted in ARMS.
- Submit a change of rater/duty (CRO) information change worksheet for ratees when the rater will PCS or retire so CRO rips can be requested by the CSS.

10. Promotion Recommendation Form (PRF) Guide

10.1. AF Form 709

(Use only the most recent IMT version of AF Form 709)

- Sections I, II, and III: These sections are nearly the same as the representative section of the OPR. **Duty title and PAS code MUST match the PRF notice provided.** If a discrepancy in the duty title or PAS code is noted, take immediate action to correct and provide proof of PC-III change.
- Section III: HQ USAF/SG requires bullet format within part 2 of this section.
- Section IV: See Promotion Recommendation (page 25)
- Section V: Refer to PRF Notice
- Section VI: N/A
- Section VII: Refer to PRF Notice
- Section VIII: Refer to PRF Notice
- Section IX: Leave Blank
- Section X: Senior Rater Signature Block 7. While the new form has the digital signature capability, signatures are still required on the AF 709.

10.1.2. Promotion Recommendation (Section IV)

- Single-line bullet format is MANDATORY (no wraparounds allowed)
 - Minimize use of sub bullets on PRFs meeting an 0-4 board
 - Use sub bullets very rarely if ever on any PRF destined for a 0-5 or higher board
- Educational references
 - Advanced academic degree references are allowed, but only if AFIT training reports on file or if the candidate had an exceptional GPA (> 3.5/4.0)
 - Professional military education (PME), this information is already in the Duty Qualification History Brief, therefore do not repeat unless the person was selected as a DG or earned a special award
 - Candidates serious about their Air Force career should have already completed applicable PME
- First line must be a hard hitting and overall performance based assessment (see examples on pages 10-12)
- Follow a career chronology; don't skip around in a larger sequence
 - Present achievements from oldest to most recent (encompass entire career not just the last 2 to 3 years)
 - Stack or amass entire career-like accomplishments such as savings, IG ratings, or awards won in one bullet (see examples of PRFs on pages 10-12) placing them in a chronology from left to right
- Use impact-oriented, action words or phrases. Avoid acronyms, phrases, or words not commonly used in everyday language
- Use "%" and "\$" symbols--they stand out much more than prose of "percent" and "dollars", plus they use less space. Remember you only have 8 lines to map an entire career (the ninth being the recommendation itself)!
- For money (money only, not general numbers), you can abbreviate thousands as \$K and millions as \$M (consistency is key here--if you use \$K you must use \$K throughout entire PRF for thousands of dollars)

- For numbers of people, places or things (does not include reference to money) you must write the number, e.g.: 3,500 or 150,000 personnel. Numbers of a million or greater may use the figure then the word, e.g., 1 million
- Define ALL acronyms and abbreviations first before using them (preferably in the unit and job description) unless the acronym or abbreviation is common throughout the Air Force such as CGO, NCO, CONUS, TDY, etc.
- White space is usually perceived as **not good**--it definitely highlights that bullet (normally it should never be more than 5 to 6 blank spaces unless some massive, absolutely stupendous achievement is being focused on) e.g.,
- Handpicked for White House duty; asked to stay an extra tour--"Our #1 physician", Vice President Biden
- End with a potential-based statement--ensure to temper with the reality of the individual's documented performance

DRAFT

10.2. Example PRFs (BEFORE AND AFTER)

Examples of PRF recommendations for a promotion board. Included are both the original PRF as drafted as well as the final version (with changes made prior to sending them to the promotion board). These examples provide a brief idea of the types of products expected.

Example 1 BEFORE

This author tends to fill one bullet with a single item rather than stack accomplishments in a bullet

- Often described as the ideal officer; he is the ideal officer, ready now for Lt Col; here's why
- Air Force Clinical Pharmacist of the Year for 1995; best in his field--one of seven AF board certified spec
- Astute fiscal manager; saved \$4.5M annually over his career; showed pattern of careful system tweaking
- Much of the savings he generated were in system improvements throughout the facility, not just pharmacy
- Prolific writer and deep thinker; wrote three clinically significant articles for peer reviewed journals
- Medication use interview under his leadership; placed medical center in top 2 percent of nation's hospitals
- DoD adopted his lipid lowering and antihypertension pharmaceutical agent protocol in \$20M regimen
- Performed superbly as Chief, Pharmacy Services, Department Chairman, and a bench clinical pharmacist
- Definitely promote now. Ready. Willing. Able. He is the ideal officer.

Example 2 AFTER

- A leader on full afterburner from start; his OPRs shout it out; top in MAJCOM; first in AF; DoD's first
- Lauded by '86 SAV; cut costs and increased accessibility at Pope; lead researcher in AFIT doctoral program
- Chaired joint service working group; built TRICARE's first regional joint formulary--set benchmark standard
- Created DoD's first joint service pharmacy residency ever--recognized with immediate national accreditation
- AETC's top pharmacy author; awarded clinical professorship; named Outstanding Educator; board certified
- Best in AF--selected AF Clinical Pharmacist of the Year; led medical group to five AF IG "Best Practices"
- Masterminded \$4.9M in savings across career; developed DoD protocol--affects \$20M in treatments/year
- Asked by 3 MDG/CC to command flight through transition; absolutely the right leader; move a total success
- My number one BSC for Lt Col; a leader proven in five MAJCOMs; select for SSS; definitely promote now!

Example 3 BEFORE

- Sustained exemplary performer who does it all--absolutely tops as clinician, educator, and medical leader
- Enthusiastically deployed to Persian Gulf in support of OPERATION DESERT SHIELD/DESERT STORM
- Provided critical force-multipliers; immunized 1,500 soldiers; taught 400 troops self aid and buddy care
- Benchmark QI program earned MAJCOM recognition and Langley's prestigious Wing Medallion award
- Boosted clinical productivity in two separate medical facilities: 1 MDG--16 percent and 28 MDG--10 percent
- Established Tyndall's first birthing room; created home-like alternative; improved customer satisfaction
- Embraced leadership; wrote policies and procedures; energized new 20-member disaster response team
- Proven expertise; safely delivered more than 800 infants; South Dakota State University clinical instructor
- Truly superb professional; groom for OB/GYN flight commander and send to SSS; definitely promote

Example 3 AFTER

(and now has room for one more great bullet)

- Solid-gold superstar throughout career; a record of leadership from clinics to real deployments--always tops
- Warrior-medic; medically readied 1,900 joint/host troops deployed to Operation DESERT SHIELD/STORM
- Led ACC's benchmark QI program--earned MAJCOM recognition; won Langley's Wing Medallion award
- Mastermind of process improvements--drove accessibility up 10% at 28 MDG and another 16% at 1 MDG
- Established first ever birthing room at Tyndall; created home-like atmosphere--highest ever customer ratings
- Master instructor; earned university faculty appointment; taught XX midwife and physician assistant students
- Dynamic mission focused leader; select to command large flight and in residence SSS; definitely promote!

Both of these final packages are "DP" material

Example 4 BEFORE (good stuff--repackage)

- Phenomenal from the get go; member of Right of Line flight at SOS; earned three "Excellent" IG ratings
- Saved facilities over \$600K at Kirtland AFB and another \$1.88M at Ellsworth AFB--enabled needed buys
- Served manning assistance to MacDill AFB during DESERT STORM--letter of praise; reduced DNIF rates
- Generated an automated formulary document; got idea published in AF Pharmacy Journal--used by 12 bases
- Company Grade Officer of the Quarter 1995 and lauded as a Superior Team Performer by the 1996 ORI
- Vital expertise noted in helping attain MDG JCAHO rating in top 4% at Ellsworth and top 10% at Elmendorf
- Recouped \$415K in third party collections from 1997 to 1999; vital player in diabetic training for group
- Critical to making the transition to new JV facility; was key to integrating five contract systems--all perfect
- A top medic and proven leader; has strong record of leadership; select for ISS and promote this officer now!

Example 4 AFTER

- Powerhouse from start; earned Right of Line Award at SOS and HSI/IG "Excellents" in three MAJCOMs
- Amassed \$2.48M in total drug cost savings across career--funded formulary, facility, and system upgrades
- Lauded by MacDill pharmacy for assistance during DESERT STORM; cut 28 MDG flyer DNIF rate 50%
- Developed automated formulary; presented and published throughout DoD; adopted by 12 facilities for use
- Selected CGO of the Quarter in 95, Superior Team Performer by 96 ORI; earned Best Practice from 97 IG
- Recognized expert; cornerstone to top 4% and 10% national JCAHO ratings--earned "with Commendation"
- Energized third-party collections--recouped \$415K; led diabetic training improving disease indices by 40%
- Spearheaded smooth transition to new \$161M JV facility; integrated five major contract systems--perfect
- My #1 officer this board; a test-proven leader, top select for ISS and definitely promote to Major now!

Example 5 BEFORE (lots of white space)

- Lauded as "being in top 5% of BSCs at MacDill" by flight CC and earned reputation as tops at Sheppard
- Engineered reaccreditation of all pharmacy courses at Sheppard--saved thousands in continuing education
- First service to complete 1999 combined service pharmacy seminar coordination--praised as "best ever"
- Won MDG CGO of the Quarter in '95 and again in '96; praised as the '96 USAFE Pharmacist of the Year
- Driver of pharmacy support for 57 contingencies and special operation missions to 24 countries in 30 months
- Masterful fiscal wizard; recommended and got formulary changes at 48 MDG--saved \$314K
- Key player in MacDill earning the ACC Mortar and Pestle Award and AF Pharmacy of the Year in 1994
- Health Services Inspection praised him for "Outstanding Performance"--earned "Best in AF" for contribution
- Saved 30% of time to make 15,800 intravenous parenteral admixtures, then increased services to units
- A top officer; a leader proven in all assignments; select for ISS and definitely promote this board

Example 5 AFTER

- Superstar from start; top 5% of BSCs at MacDill; best USAFE pharmacist; DoD renown at Sheppard
- Engineered reaccreditation of 7-level and officer course--saved \$141K in continuing education TDYs/year
- Led AF as first to finish '99 DoD pharmacy seminar coordination--praised "best service coordination ever"
- Shining star; twice CGO of the Quarter at RAF Lakenheath and won '96 USAFE Pharmacist of the Year
- Medical warrior--supported 57 contingency and special operations missions to 24 countries in 30 months
- Fiscal genius; advised formulary changes; saved \$314K--prevented drug dispensing curtailment at 48 MDG
- Key to 48 MDG pharmacy earning ACC Mortar and Pestle Award and AF Pharmacy of the Year for '94
- Lauded for "Outstanding Performance" by Health Services Inspection--contributions deemed "Best in AF"
- Innovated 30% time-savings in making 15,800 parenteral admixtures--expanded services to inpatient units
- My #1 BSC CGO; a solid leader; fire-tested true in 3 MAJCOMs; a must for ISS; definitely promote now!

Career mapped in chronological order

Example 5

- Ultimate leader; led teams to 3 "Outstandings" and 4 "Excellents" from military and civilian inspections
- Lauded as "fast burner" from start; '86 "Go Getter of Year"; twice named "Adult Volunteer"; '93 CGO
- Doubled capacity--saved \$140K at Keesler; nailed perfect "zero write-up" score and lauded by Medical IG
- Managed his labs impeccably--all FDA no-notice inspections "perfect"; won hospital "Quality Award"
- First in customer service; '94 AF Health Care Survey rated his lab #1 in ACC; rated "top 2% of BSCs"
- Led procurement of facility ADPE system--saved phenomenal 28K in man-hours and over \$850K annually
- Earned '96 ORI "Commendable"; '97 QAFA "Professional Team Award"; '97 MAJCOM Lab Manager
- Secured continuing education (CE) for BSC officer/7-level courses--saves AF \$352K/year in CE TDYs
- My #1 for Lt Col; DoD's 1998 "Outstanding Clinical Scientist"; must for SSS; definitely promote now

Another career mapped well

Example 6

- Started and stayed first; internship DG--won Perry Award; led AETC's 1997 Nutritional Medicine Team
- Selected TAC regional consultant as 2Lt; performed SAVs; led national association committees as 1Lt
- Garnered 10-year reaccreditation for AF internship; graduated AFIT 3 months early--nailed 3.98 GPA
- Revised health promotion/nutrition guidelines for AF Associate BSC Chief; chosen diet consultant to Lejas
- Developed DoD food service Composite Healthcare System interface--saved thousands of AF man-hours
- Superb Flight Chief; best ratings ever--saved 81 MDG \$300K annually through preventative programs
- Created Nutrition in Prevention course; sought by Army; crafted read-ahead modules--saved \$108K/year
- Led teams to 2 "Excellents"/3 "Outstandings" in 5 Health Services/QAFA inspections across 3 MAJCOMs
- Best in AETC--twice its Field Grade Dietitian of the Year ('97/'98); select for SSS and definitely promote!

This clinician's record had few OPRs in the record due to coming on active duty as senior captain
Therefore fewer accomplishments per bullet available for stacking; however, key is to package each accomplishment in the bullet well

Example 7

- Best from start...professor, board-certified fellow, top flight officer, now assistant to AF Associate Chief
- Led AF's optometry readiness...developed "Deployable Optometric Team"; proven in Honduras/Peru/AK
- Earned "Best Practice" for "Standby No-Show" program from HSI--dropped costs 17% and saved \$50K
- AF's "Top Doc in low vision care"--also, first to bring low vision training to the AF optometry residency
- "Best QI/RM coordinator Lackland's Optometry Department ever had"--used as group and wing model
- "Outstanding clinician"; exceeded all national Health Maintenance Organization optometric benchmarks
- Named HSI "Outstanding Performer"--vital to Brooks' "Accreditation with Commendation" by JCAHO
- Requested to supervise residents first year after commissioning; led Alamo Tri-Service Optometric Society
- Driven leader, mentor, clinician and educator; ready for command, a must for SSS and definitely promote!

APPENDIX 1: Accepted acronyms (these do not need to be defined before using):

ACC	AMC	CSAF	FDA
ACSC	ANG	DEERS	GPS
AETC	AU	DoD	ICAF
AF	AWC	DOC	IG
AFI	CC	DOE	IPT
AFIT	CGO	DOT	JSF
AFMS	CGOC	EPA	ISS
AF SG	CHAMPUS	EPR	JSSS
AFRES	CONUS	FAA	ALTHA
MAJCOM	OCONUS	PFW	TRICARE
NASA	OIC	PRF	USAF
NATO	OMB	R&D	USCG
NBC	OPR	SECAF	USAFE
NCO	OSD	SECDEF	USAFA
NCOIC	OTS	SNCO	VA
NWC	PACAF	SOS	WESTPAC
OASD (HA)	PACOM	SSS	

APPENDIX 2. Commonly used performance report words that are hyphenated

adv = adverb; v = verb; n = noun; adj. = adjective)

20-member	fill-in	real-time (adj)
28-person	first-class (adj)	rock-solid (adj)
10-year	first-ever (adj)	self-starter
40 person	first-rate (adj.,n, adj)	short-notice (adj.)
base-level (adj)	follow-up (n, adj)	single-handedly (n, adj., adv.)
bio-warfare (MPF)	fund-raiser (n)	sought-after (adj.)
bird-dogged (ing) n	fund-raising (n)	stand-down (n)
bird-dog (v)	go-ahead (adj, n)	stand-in (n)
<i>by name (when used as an adj</i>	go-getter (n)	stand-up (n, adj.)
<i>before the modifier,</i>	go-getting (n)	state-of-the-art (adj.)
<i>e.g., by name request) by not when</i>	go-to	take-charge (adj.)
<i>used as requested by name (after the</i>	hands-off (adj)	three-star
<i>modifier)</i>	hard-charging (adj)	top-notch (adj.)
can-do (adj)	jump-start	Tri-Service (<i>hyphenate and capitalize</i>
clear-cut (adj/n/v)	kick-start	<i>when it's the name</i>
co-occur	light-year (n)	<i>of a program, office, or</i>
co-officiate (adj)	long-term (adj)	<i>representing all three military</i>
cost-effectiveness (n)	man-day (n)	<i>branches, etc. Do not capitalize</i>
cost-efficient (adj)	man-hour (n)	<i>or hyphenate when used in</i>
cross-functional	multi-industry	<i>generic terms, i.e., triservice)</i>
dual-hatted	multi-institutional	up-front (adj.)
E-mail	on-line (adj., adv.)	world-class (adj.)
eight-member	on-site (adj., adv.)	x-ray (n, adv)
far-term	razor-sharp	

Appendices 2, 3 and 4 are compiled from T&Q and Webster's New World Dictionary

APPENDIX 3. Commonly used performance report words that are one word (not hyphenated)

Baselevel	hardworking	proactive (adj.)
Baseline (n)	Intranet	psychosocial (adj.,adv.)
Basewide	Internet	rightsized
Battlestaff	linchpin (n)	setup (n)
Battelab (<i>do not capitalize when used in generic terms</i>)	multidirectional	shortcoming (n)
Battlelab (<i>capitalize when referring to a specific battlelab i.e. Battle Management) Battlelab (Hurlburt Field) or Force Protection Battlelab (Lackland AFB)</i>)	multidisciplinary	showstopper (ing) (n, adj.)
cardholder (n)	multifaceted	spearhead (n, v)
caregiver (n)	multifunctional	standby (n, adj, adv)
caretaker (n)	multilevel	standout (n)
cleanup (n,adj.)	multi-phased	teamwork (n)
coauthor	multitalented	TRICARE
cochair	nationwide (adv.)	trilateral (adj.)
codevelop	nonappropriated	troubleshooter (n)
codirector	noncommissioned	topnotcher (n)
comaker	nonhazardous	turnaround (n)
comanage	nonlethal (<i>when used in generic terms but not in the Joint Non-lethal Weapons Directorate</i>)	turnover (n,adj) and/or hyphenate when it's part of a name
database (n)	offset (n,v,adv. Adj.)	unparalleled (adj.)
downtime (n)	onboard (adj.)	unprecedented (adj)
frontline (n, adj)	outside (adv., adj. ,n,)	warfighter
groundbreaking (adj.)	overtime (n, adv.)	wartime (n)
handpicked (v)	pacesetter (n)	website
homepage	peacetime (n)	worldwide (adj., adv.)
	pinpoint(ed) (n, adj, v)	workforce (n)
	policymakers	workload (n)
	postexercise	workplace (n)

Appendices 2, 3 and 4 are compiled from T&Q and Webster's New World Dictionary

APPENDIX 4. Words that should be two (or more) words:

10 months	first class (n)	stand up (v, adj.)
clean up (v)	follow up (v)	start up
bar code (n)	game plan (n)	state-of-the-art
bird dog (n)	home run (n)	time frame (n)
buy in/buy off	jump start (n)	turn around (v)
buy out (v)	kick started	turn over (v)
buy time	lead time (n)	up front (adv.)
clean up (v)	on call	work centers
decision makers	point man (n)	world wide web
distance learning <i>(in generic terms but program manager it's part of a title)</i>	program manager	WWW
esprit de corps (n)	real time (n)	the web
hand in hand (adj.)	stand in (v)	web page
fill in (v)	stand out (v)	
health care		

Appendices 2, 3 and 4 are compiled from T&Q and Webster's New World Dictionary

APPENDIX 5. Hints and Examples (courtesy 59 MDW Guide):

Instead of...	Say...
improved	revamped, rescued
started	pioneered, initiated
made	created, built
led	spearheaded, piloted
saved (\$)	recaptured, recouped
received (award)	captured, garnered
spoke	briefed, presented

Use active voice, not passive

- 👉 “smooth transition was achieved”
- 👍 “achieved smooth transition”
- 👉 “patient’s life was saved”
- 👍 “saved patient’s life”
- 👉 “ten students were taught”
- 👍 “educated 10 students”

Don’t overdo it...more than 1 is too many
“solely and independently” -> “independently”
“actively & enthusiastically” -> enthusiastically
Normally, with a strong verb, you won’t need an adverb
Use only if it really adds value to the verb

Use to explain how a task was accomplished:

enthusiastically	strategically	single-handedly
expertly	proactively	flawlessly
independently	shrewdly	

Like adverbs, use adjectives *only if they add value*

Use to describe the worker

- dynamic talented
- decisive motivated
- versatile proactive
- high-output expedient
- inexhaustible expert

Use to describe the situation/task

- wall-to-wall (patients)
- complex, state-of-the-art, high-tech (equipment)
- lifesaving
- near-death, critical
- inspection-validated (results)
- eye-catching
- monumental
- many, countless, myriad, numerous, or #

Use “lead ins” sparingly, takes up space – describes the individual...should be followed by a fact or accomplishment to support it:

hard charger	leader of the pack	quality champion	community advocate
tip of the spear	pacesetter	visionary	trailblazer
point man	shining star	head and shoulders above peers	

“Phenomenal” – overused and disliked by 59 MDW/CC

APPENDIX 6. Promotion Recommendation Form - AF Form 709 (courtesy 59 MDW Guide):

This section provides guidance for processing the Promotion Recommendation Form (PRF) (AF Form 709) for Lt Cols and below. The PRF is used to assess an officer's performance-based leadership potential and used for the senior rater to communicate a promotion recommendation to the Central Selection Board (CSB). It is clearly the single most important document in the officer's selection folder. PRFs are NOT a permanent part of the ratee's record. PRFs are given to the member ~30 days prior to the CSB and are removed from the officer's personnel folder 30 days after the CSB. As such, the standard for formatting is slightly different. The PRF is based on OPRs, training reports and decorations, which all serve as source documents should any questions emerge about what's contained in the PRF. Guidelines for abbreviations and punctuation are less strenuous for PRFs due to their transient nature. Please refer to AFI 36-2406 for additional PRF guidance.

Fundamentals

- Writing a good PRF starts with writing a good OPR! CSB members are mostly Line of the Air Force (LAF), so when writing a PRF; keep your audience in mind!
- Review all OPRs, decorations, and training reports prior to writing a PRF. Look for all past stratifications and awards first to see consistency in performance evaluation
- Next, begin reviewing all past OPRs for accomplishments directly related to accomplishing the AF mission. Mark those that are potential fodder for the PRF
 - Consider performance-based leadership potential, the assessed capability of an officer to serve in the next higher grade as demonstrated by performance in his or her current position and in past jobs or positions
 - Consider the level of duty performance, demonstrated expertise in a multitude of skills important to the Air Force officer (e.g., leadership, team building, decision-making, communication, organizational skills, etc.), and the willingness to go beyond what is specifically required of the job
- Then using the format below, begin writing the PRF
 - Paint a picture using action words to convey the message
 - Rarely use bullets in whole from OPRs...rather, look at similar accomplishments throughout the career and summarize the information. If the person has consistently done exceptionally well on TJC/HSI/ORIs, lump all the inspections together with the overall impact. If they have won CGO of the Qtr four times, then state CGOQ X4; if they been on multiple humanitarian missions, lump together by location and state impacts to the people of that country
- Always use numbers and abbreviations (as long as they are well understood)

Who Assesses Potential?

The senior rater is solely responsible for awarding promotion recommendations and completing PRFs. He or she has personal knowledge, or access to knowledge, of both the officer's most recent and cumulative performance. Additionally, the member should be aware of when he/she is meeting a board and proactively supply the rater with information on their career accomplishments.

Individual Member Responsibilities

- Be familiar with timeframe for upcoming promotion board
- Review personnel records at AFPC for completion
- Provide draft of PRF to the rater
- Download all OPRs from ARMS
- Review Duty Qualification History Brief for accuracy; take corrective action if needed

PRF BULLET PLACEMENT

You've only got 9 lines to paint a picture of someone's entire career and show the future potential of the officer to the CSB. This is a suggested format and one that is widely used at the 59 MDW.

Section IV	PROMOTION RECOMMENDATION		
	Line 1	Laudatory comment and past stratifications. If there are not enough stratifications, then start off with leadership, job summary	Strongest
	Line 2	Strats/Awards Cont'd if needed or begin accomplishment/impact on mission	Strongest
	Line 3	Impact on Mission Bullets: Bullets can be in chronological order OR from strongest to weakest to strongest on line 8. Try never to duplicate bullets in whole from the OPRs, rather look for like accomplishments/jobs and combine info for impact	Strongest of Mission
	Line 4		
	Line 5		"Weakest" of Mission
	Line 6		
	Line 7		
	Line 8		Strongest of Mission
	Line 9	4 Parts Overall Strat, Job Push, PME Push, Promotion Recommendation	Push-Line

APPENDIX 7. Spelling Guide (courtesy 59 MDW Guide):

This is only a guide. It is not all-inclusive, nor is it the final word.

The Dictionary we use: ISBN 0-375-42566-7 Random House Webster's Unabridged Dictionary

AF Rank abbreviations, per
Tongue & Quill p. 312:

1st Lt
2d Lt
Capt
Maj
Lt Col
Col
Brig Gen
Maj Gen

A

a must-select for
above-water (mod)
access-to-care
add on
add-on (mod)
aeromedical evacuation
air base
airmanship
airstrike
ankle-deep (mod)
around-the-clock
awe-inspired (mod)
awesome

B

backbreaker
backdate
backdown
base-wide
battlefield
battle staff
bed down
bedridden
bedside
bianything (used as a prefix)
blood-thinning
bold-spirited (mod)
boldface
book-taught (mod)
bootstrap
boresight
bottleneck
brainchild
brainwash
Brig Gen
broadband (mod)
broadcast
broadminded
broken-down (mod)
built-in (mod)
built-up (mod)
bull's-eye (mod)
burn-in (mod)
by-name

C

callback
can-do (attitude)
cannot
cardiopulmonary
catchall
cease-fire
centermost
Cesarean, Caesarean, Caesarian, Cesarian
checklist
circumanything (used as prefix)
citywide
Civil Service
clean-cut (mod)
clear-sighted (mod)
Coalition (capitalized)
coanything (used as a prefix)
continuity of care
combat-capable
combat-ready
coworker
contraanything (used as a prefix)
combat-ready (mod)
cradle-to-grave
crewmember
critically ill (no hyphen)
cross-training
custom-built (mod)
custom-made (mod)
cutback (mod)
cutting-edge (modifier)

D

data base or database (be consistent)
Day One (both words cap)
deanything (used as a prefix)
decentralize
decision-making (mod)
deployment-ready
diaanything (used as a prefix)
double-duty (mod)
downtime
duoanything (used as a prefix)

E

element leader
end-of-life
end-of-fiscal-year
en route
ensure
error-free
esprit de corps
evenhanded
ever-present (mod)
ever-ready (mod)

F

fill-in (mod)
fire-and-forget officer
first aid (or first-aid station)
first-class (mod)
first-ever
first-rate (mod)
first-term

fixed-wing (mod)
flight line
fly-by-night
follow-on
follow-up (modifier, act of following up)
free-for-all
free-minded
free-spoken (mod)
full-page
full-strength (mod)
fully qualified
fund raiser

G

geoanything (used as a prefix)
go-anything (used as a prefix)
go-between
go-getter
groundwork
groundbreaking
gunshot

H

hand-tailored (mod)
handmade
hand off or hand-off
handpicked
hand-selected
handwritten
hard-and-fast (mod)
hard-hit (mod)
hard-pressed (mod)
hard-won (mod)
hardworking
head-injury
head-on (mod)
healthcare
high-acuity
high-interest (mod)
high-quality (modifier)
high-risk
high-speed (mod)
high-tech
high-utilizer
higher headquarters
highest-volume
highflier
highflying (mod)
hit-and-miss (mod)
holdout
hyperanything (used as a prefix)

I

inbound
in-depth (mod)
in-flight (mod)
infraanything (used as a prefix)
in-garrison (mod)
in-house
inpatient
in-service (mod)
intel
interanything (used as a prefix)

J

jet-powered (mod)

K

keystone

L

land-based (mod)

last-minute

licensed vocational nurse (no caps)

lifesaver

lifesaving

life-support

life-threatening

linchpin

long-awaited (mod)

long-term

long-playing

M

management-style

man-hour(s)

midanything (used as a prefix)

mindset

mission-ready

mix-up

monoanything (used as a prefix)

multiananything (used as a prefix)

multifaceted

multinational

multiservice

multitalented

multi-talented

must-have

N

nationwide

near-miss

near-real time

neck-breaking (mod)

needle-sharp (mod)

neanything (used as a prefix)

never-ending (mod)

nonanything (used as a prefix)

nonduty

nonstop

nonverbal

O

offcenter (mod)

offset

off duty

old-fashioned (mod)

omnanything (used as a prefix)

onboard

once-over

one-sided (mod)

one-time (mod)

ongoing

on target (on-target if mod)

on time (on-time if mod)

on-duty

on-time (mod)
one by one
one-room
on-scene
open-minded
out-and-out (mod)
out-of-date (mod)
outanything (used as a prefix)
outpatient
over-the-shoulder

P

payback
per diem
photoanything (used as a prefix)
pinpointed
polyanything (used as a prefix)
postanything (used as a prefix)
postgraduate
postsurgical
preanything (used as a prefix)
predeployment
proanything (used as a prefix)
problem-solver
protoanything (used as a prefix)

Q

Quality (when referring to the AF
Quality Program)
quick-turn

R

ramrod
razor-sharp (mod)
razorback
razor edge
readiness-driven
real-time (mod)
real-world (mod)
recurrence
reestablish
role model

S

same-day (mod)
scope of care
self-anything
self-assured
semiaanything (used as a prefix)
sendoff
sharp-looking (mod)
sharp-witted (mod)
shift leader or shiftleader
short-notice (mod)
single-minded (mod)
single-out
single-handedly
sought-after (mod)
spot-on (mod)
standby
standout
state-of-the-art technique or the technique was state of the art
subanything (used as a prefix)

subspecialty
sure-fire (mod)

T

takeoff
teleanything (used as a prefix)
thought-provoking (mod)
thought-out (mod)
throwaway
timesaving
time-sensitive (mod)
topflight (mod)
topmost
topnotch
top-quality
top-tier
touch-and-go
transanything (used as a prefix)
triananything (used as a prefix)
triple-screen (obstetrical term)
tri-service
trouble-free (mod)
troubleshoot
turnaround
turn-key or turnkey

U

unanything (used as a prefix)
upbeat
user-friendly

V

W

warfighter or warfighting
warm-up
wartime
web-based
website
weigh-in
wing-wide or wingwide
workday
workhorse
work load
world-class
worldwide
write-up

X

Y

Z

Zone masters