AD-A172 336

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OER/APR ADMINISTRATION:
A GUIDE FOR UNIT LEVEL MONITORS

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─── STUDENT REPORT ───

OER/APR ADMINISTRATION:
A GUIDE FOR UNIT LEVEL MONITORS

MAJOR MARIO K. DIPRIMO   85-0675
"insights into tomorrow"

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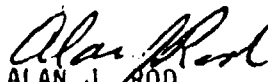
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ALAN J. ROD
Deputy Director
Public Affairs

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Strength Through Knowledge

REPORT NUMBER 85-0675

TITLE OER/APR ADMINISTRATION: A GUIDE FOR UNIT LEVEL
MONITORS

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Submitted to the faculty in partial fulfillment of
requirements for graduation.

AIR COMMAND AND STAFF COLLEGE
AIR UNIVERSITY
MAXWELL AFB, AL 36112

AD-A172336

REPORT DOCUMENTATION PAGE

1a. REPORT SECURITY CLASSIFICATION UNCLASSIFIED	1b. RESTRICTIVE MARKINGS
2a. SECURITY CLASSIFICATION AUTHORITY	3. DISTRIBUTION/AVAILABILITY OF REPORT
2b. DECLASSIFICATION/DOWNGRADING SCHEDULE	

4. PERFORMING ORGANIZATION REPORT NUMBER(S) 85-0675	5. MONITORING ORGANIZATION REPORT NUMBER(S)

6a. NAME OF PERFORMING ORGANIZATION ACSC/EDCC	6b. OFFICE SYMBOL (If applicable)	7a. NAME OF MONITORING ORGANIZATION

6c. ADDRESS (City, State and ZIP Code) Maxwell AFB AL 36112	7b. ADDRESS (City, State and ZIP Code)

8a. NAME OF FUNDING/SPONSORING ORGANIZATION	8b. OFFICE SYMBOL (If applicable)	9. PROCUREMENT INSTRUMENT IDENTIFICATION NUMBER

8c. ADDRESS (City, State and ZIP Code)	10. SOURCE OF FUNDING NOS.			
	PROGRAM ELEMENT NO.	PROJECT NO.	TASK NO.	WORK UNIT NO.

11. TITLE *(Include Security Classification)*
OER/APR ADMINISTRATION: A GUIDE

12. PERSONAL AUTHOR(S)
DiPrimo, Mario K., Major, USAF

13a. TYPE OF REPORT	13b. TIME COVERED FROM _____ TO _____	14. DATE OF REPORT (Yr., Mo., Day) 1985 April	15. PAGE COUNT 77

16. SUPPLEMENTARY NOTATION
ITEM 11: FOR UNIT LEVEL MONITORS

17. COSATI CODES			18. SUBJECT TERMS (Continue on reverse if necessary and identify by block number)
FIELD	GROUP	SUB. GR.	

19. ABSTRACT *(Continue on reverse if necessary and identify by block number)*

Presents a general overview of Air Force performance reporting responsibilities and procedures as an aid to unit level OER/APR monitors. Provides direction in the areas of OER/APR program administration and suspense tracking requirements. Expands upon guidance contained in applicable regulations on preparing personnel actions and associated forms. Offers guidance on the use of computer management products and the preparation of higher headquarters indorsements. Provides references to more detailed information after gaining a general overview from this handbook.

20. DISTRIBUTION/AVAILABILITY OF ABSTRACT UNCLASSIFIED/UNLIMITED ☐ SAME AS RPT ☒ DTIC USERS ☐	21. ABSTRACT SECURITY CLASSIFICATION UNCLASSIFIED

22a. NAME OF RESPONSIBLE INDIVIDUAL ACSC/EDCC Maxwell AFB AL 36112	22b. TELEPHONE NUMBER (Include Area Code) (205) 293-2483	22c. OFFICE SYMBOL

DD FORM 1473, 83 APR   EDITION OF 1 JAN 73 IS OBSOLETE

PREFACE

The purpose of this handbook is to provide assigned Officer Effectiveness Report (OER)/Airman Performance Report (APR) monitors with the basic information necessary to establish effective controls on unit level OER/APR programs and suspense tracking systems and to provide guidance on submission of higher headquarters OER/APR indorsements. Major areas which will be covered include:

- OER/APR program responsibilities and suspense requirements.

- Determination of typical closeout dates and periods of supervision pertaining to annual, semiannual, and change of reporting official reports (extended active duty personnel only).

- Use of AF Form 2095, Assignment/Personnel Action, in successful administration of a unit OER/APR program.

- Explanation of computer-generated base-level Personnel Data System OER/APR management products.

- Explanation of a supplemental manual system for tracking OER/APR information and suspenses which can serve as a backup for computer-generated information and as a reliable data base for projecting suspenses caused by short notice personnel turnover or organizational realignments.

- Examples of effective higher headquarters indorsements.

This handbook will include and, hopefully, clarify information contained in the Air Force's performance reporting regulations (AFR 36-10, Officer Evaluations; and AFR 39-62, Non-commissioned Officer and Airman Performance Reports), as well as procedures contained in AFR 30-130, Vol I, Base Level Military Personnel Users' Guide. It is not intended to replace comprehensive guidance contained in those regulations. It is intended to address typical procedures for administering OER/APR programs at the squadron or division level pertaining to extended active duty (EAD) personnel only. Unusual requirements or reports directed by other than typical circumstances are beyond the scope of this work and should be determined by reference to specific rules contained in AFR 36-10, AFR 39-62, or through

CONTINUED

consultation with Base, MAJCOM, or Air Force personnel offices responsible for the content of performance reporting regulations.

This document may be published as a 323d Flying Training Wing handbook after review by 323 ABG/DP and approval by 323 FTW/CC.

The author wishes to formally recognize the tremendous aid provided by Mrs. Rosemary V. DiPrimo, who acted as typist, proofreader, graphic design artist, and number one critic in the production of this handbook.

ABOUT THE AUTHOR

Major DiPrimo is a 1974 graduate of the United States Air Force Academy and received his masters degree in Political Science from Auburn University in 1985. He is a senior navigator with over 2,000 hours in C-130E and T-43A aircraft. From 1977 through 1979 in addition to normal flying duties, he served as the OER and APR monitor for an airlift squadron of over 250 personnel. From 1980 through 1981, he served as Squadron Executive Officer for a 300 member Flying Training Squadron and in 1982 became the Air Base Group Executive Officer at Mather Air Force Base, California. His expertise in the administration of unit OER and APR programs is based on working experience gained through application of the system at wing, base and squadron organizational levels.

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GLOSSARY

ABG - Air Base Group

AFSC - Air Force Specialty Code

APR - Airman Performance Report

CBPO - Consolidated Base Personnel Office

COD - Closeout Date

DO - Deputy Commander for Operations

DPMQE - Consolidated Base Personnel Office OER/APR Section

IAW - In Accordance With

LOE - Letter of Evaluation

MPC - Manpower and Personnel Center

OER - Officer Effectiveness Report

OSC - Organization Structure Code

PCA - Permanent Change of Assignment

PCS - Permanent Change of Station

PDS - Personnel Data System

RIP - Report on Individual Personnel

SSAN - Social Security Account Number

TDY - Temporary Duty

UPRG - Unit Personnel Record Group

Chapter One

WHAT'S THE PROBLEM?

The overall purpose of the Air Force's performance evaluation system is to provide the Air Force with information on the performance and potential of its people for use in making personnel management decisions, such as promotions, assignments, augmentations, reenlistments, school selections, retraining, and separations. It is also intended to provide individuals with information on their performance and potential as viewed by their evaluators.

There is virtually no other document that can have a greater impact, pro or con, on the future of individual Air Force members than these reports. As commanders, supervisors, and administrative specialists charged with making the system work, we have an obligation to insure that when important career decisions are made concerning our people, those decisions are based on a complete and up-to-date picture of their performance and potential.

A great deal of emphasis is placed on the quality and timely preparation of performance evaluations at all levels of command. This is understandable because of the utility we attach to these reports and because they must stand alone in place of the individual on most occasions when official actions are contemplated. In effect, they serve to plead the individual's case. As such, they reflect not only on the ratee, but also on the rater, for an entire career. Nobody wants to meet a promotion board and not have the most up-to-date OER or APR "sitting on top" in order to help board members make the right decision. All too often, however, reports which should be part of the record for board or other important considerations are received and processed too late to be included and considered.

In calendar year 1983, 102,890 OERs and 521,046 APRs were processed by Consolidated Base Personnel Offices and the Manpower and Personnel Center to become integral parts of the overall record on all Air Force personnel. Out of these, 28,878 or 28% of all OERs and 35,230 or 7% of all APRs were received late despite guidance contained in applicable regulations. There were, no doubt, many reasons for this considerable number of late reports. Administrative oversights at the unit

level, hold ups caused by raters who were performing temporary
duties (TDV), and bottlenecks in the offices of additional
raters and indorsers are all often cited causes. It would also
probably be fair to say that a majority of those individuals
whose reports were considered administratively late were not
personally affected by the tardiness in any adverse way.
Nonetheless, it is also statistically probable that the careers
of at least some individuals were hurt simply because the system
broke down at some point in its attempt to provide decision-
makers with the most current performance information available.

Chapter Two

RESPONSIBILITIES AND SUSPENSES

In order to better understand what needs to be done to correct the problem of late and poor quality performance reports, a brief review of the flow of the system and typical suspense requirements is in order.

AFRs 36-10 and 39-62 establish the basic suspense criteria associated with performance reports. The ultimate goal is to get a quality report written, updated in the Personnel Data System (PDS), and into the Unit Personnel Record Group (UPRG) as part of the official record. A unit level OER/APR monitor has fulfilled his/her part of the suspense bargain when a completed OER or APR is turned in to the CBPO OER/APR unit (DPMQE) for processing. Basically, in the case of APRs, the unit commander insures that reports are received by the CBPO no later than 45 days after the closeout date of the report (with the exception of referral reports). OERs are also the unit commander's responsibility but are due to the CBPO 30 days after the report closeout date.

The above dates are all well and good, but the regulations also state that the CBPO suspense should be driven by local requirements and experience. The suspense should be realistic in terms of time allowed evaluators as well as time allowed the CBPO for administrative processing. In practice, this stipulation means that almost all CBPOs require reports prior to the 45 or 30 day criteria established in the regulations. This is due in large part to the processing required by the CBPO and because reports often must be forwarded to intermediate levels of command for indorsement. Nevertheless, both AFRs 36-10 and 39-62 go on to specify that in no case will the CBPO suspense for a completed report be less than 15 calendar days after the closeout date of the report.

What does all that mean to a monitor at the squadron or division level? It's different at every base, but the bottom line is that you will always have at least until the 15th day after a report closes out to get the report to the CBPO. In some cases, when completing a report on an individual who will not be receiving any additional indorsements beyond the basic organizational level (e.g., the squadron commander), a monitor

may not be required to turn the report in until some date closer to the 30th or 45th day (check with DPMQE at your local CBPO). If the report requires indorsement of the vice wing commander, wing commander, or any indorser who is not located at the base (e.g., general officers), the CBPO will no doubt require that it be submitted no later than the 15th day after closeout.

One might think that all this would be enough to keep straight, but remember, the unit level is almost at the bottom of the sliding suspense pyramid. Even though the CBPO will not come looking for a report until 15 days after the closeout date, the unit's own higher levels of command may. Quite often, the squadrons and divisions which make up a group or deputate on a base will be required to turn in reports soliciting the group or deputy commander's indorsement to their respective command sections in advance of the basic CBPO criteria. The following example should help illustrate:

- You are the OER/APR monitor for a flying squadron under the Deputy Commander for Operations (DO) at Goodfly AFB.

- A captain in your squadron has a report coming due that will close out on 15 October.

- The established CBPO suspense is 14 November (30 days after the closeout date, by regulation).

- But, the Squadron Commander wants this captain's report to go either to the Wing Commander or off base to a general officer to be indorsed.

- The CBPO has a local policy that all reports going to the Wing Commander or higher must be completed with all lower level indorsements and submitted to DPMQE no later than 15 days after closeout (this is when CBPO will be expecting it).

- Your DO has a policy that all reports originating within his squadrons and which either require his indorsement as the additional rater or will ultimately be sent to the Wing Commander or higher must be completed and in his office for review no later than five days after closeout date.

- After the DO reviews the report and/or indorses it if appropriate, his office administrative personnel turn the report in to the CBPO no later than the CBPO's suspense (15 days after closeout).

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In this hypothetical case, as in many similar cases, a squadron level monitor is really not concerned with any suspenses beyond the first one. All he/she really cares about is getting the report to the DO by the DO's suspense (five days after close-out). If it gets to the DO on time, the monitor has fulfilled his/her part of the bargain and the report should go on its merry bureaucratic way.

Since the CBPO has no idea where the units intend to send reports for indorsement, it is always assumed that reports will be sent off base. Therefore, most CBPOs will require that all OERs and APRs be in their hands by 15 days after the closeout date (whether the reports come from the squadron level or from the group or deputy commander). Since these local suspenses vary from base to base, the OER/APR monitor must find out what the house rules are. For reports completed with all indorsements when they leave the unit's hands, check with the CBPO OER/APR section for suspense policy. For those reports requiring indorsements beyond the squadron/division (i.e., the DO, the Air Base Group Commander or higher), check with the administrative people who monitor the DO or ABG program to find out what's expected.

Now that we understand the basic ground rules (more or less), let's examine who exactly is charged with specific responsibilities under the Air Force's performance reporting programs.

- Commanders at all levels are charged with insuring reports are accurate, impartial, and accomplished on time.

- Evaluators are charged with insuring that reports being prepared by them are fair, objective, and reach the offices of record within specified time limits.

- CBPO Chiefs are charged with providing technical assistance to evaluators and establishing procedures to obtain completed reports from designated indorsers so that required data inputs are met.

Most reports come due based upon information contained in the Personnel Data System. In these cases, CBPOs will generate a notice, commonly called a RIP or shell, containing administrative information and suspenses relative to the report and forward it to the rater prior to the reports due date (see Figure 2-1 for example of an APR shell). On the other hand, many reports are necessitated by events which are not known to or controlled by the CBPO. e.g., rater changes at the unit level caused by internal realignments and or short notice intra-base

movements caused by raters and ratees assuming new duties or positions. Since these are unknown actions as far as the CBPO is concerned and many take place with little warning, a computer notice that a report is due (a shell) will probably not be sent out by the CBPO. In any case, the excuse, "I was never notified by the CBPO that a report was due", attempts to lay blame at the wrong doorstep. CBPO personnel are certainly there to help, and they will gladly assist in determining when reports are due. But, evaluators and especially commanders have primary responsibility for the quality and timely submission of performance reports. Commanders must, therefore, acquaint themselves with suspense criteria and develop unit systems that insure timely reporting on all personnel.

Timeliness and quality go hand-in-hand. A system that anticipates report closeout dates allows time to find and correct errors of fact and administration which are the natural consequences of haste. By thinking ahead, the OER/APR monitor can make many problems simply disappear.

The unit OER/APR monitor is the key to success in any overall effort to insure reports are professional, high quality products, which are always submitted on time. No other additional duty is likely to be as important or appreciated as much as the time a monitor spends understanding, caring for, and fine-tuning the unit's performance reporting program.

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PREPARED 84 NOV 23 18:36    REPORT ON INDIVIDUAL PERSONNEL (PA)

              AIRMAN PERFORMANCE REPORT NOTICE

TO:   323 AIR BASE          GP          (DPMPO)
      MATHER           AFB (ATC) CA 95655 (MEOJFJYQ)

ATTN:  SMSGT NICHOLS/NCOIC BASE OJT

SUBJECT:  AIRMAN PERFORMANCE REPORT NOTICE

1.  RECORDS INDICATE YOU ARE THE RATER FOR
SSG JACOBS, JANE R.                    OFF SYM:  DPMPO

2.  THE FOLLOWING INFORMATION TO BE USED IN THE COMPLETION
OF THE AF FORM 910.  DATA IS AS REFLECTED IN COMPUTER FILE.
ABBREVIATIONS SHOULD BE EXPANDED FOR CLARITY.

   A. SECTION 1

      ITEM 1:  JACOBS, JANE R.

      ITEM 2:  XXX-XX-XXXX

      ITEM 3:  SSG

      ITEM 4:   75172 (DAFSC)

      ITEM 5:  323 AIR BASE            GP
               MATHER                  AFB CA

      ITEM 6:  MEOJFJYQ

      ITEM 7:  FROM:  17APR84 THRU:  14NOV84

      ITEM 8:  212  DAYS (SUPERVISION BEGAN:  17APR84)

      ITEM 9:  CRO

   B. SECTION II

      OJT MANAGER

3.  NO LETTERS OF EVALUATION ATTACHED.


REASON SHELL PRODUCED:   CRO
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Figure 2-1

"NO PRINT"

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Chapter Three

DETERMINING CLOSEOUT DATES AND DAYS OF SUPERVISION

An individual charged by the commander with responsibility for the unit OER/APR program should be familiar with the various forms used to document performance. There are really only five that an OER/APR monitor works with consistently:

1. AF Form 707 (Officer Effectiveness Report) used for all officers' reports.

2. AF Form 909 (Airman Performance Report) used for reports on Airman Basic through Senior Airman.

3. AF Form 910 (TSgt, SSgt, Sgt Performance Report).

4. AF Form 911 (CMSgt, SMSgt, MSgt Performance Report).

5. AF Form 77 (Supplemental Evaluation Sheet) used primarily as the single form for recording mandatory and optional Letters of Evaluation (LOEs) on both officers and enlisted personnel.

** Detailed instructions for completing these forms are contained in AFR 36-10, atch 1, and AFR 39-62, chap 4.

Writing an OER, APR, or LOE is an art and science in itself. It's, therefore, beyond the scope of this guide. For a monitor, the primary concerns are quality control of the finished products turned in by unit raters (i.e., grammer, punctuation, and format), and, first and foremost, control of unit suspenses. In reality, this entails knowing precisely when every report on every individual in the unit is due and what suspenses apply to those reports. With this information in hand, a monitor is capable of notifying all of the raters in the unit of upcoming reports on their people and of establishing his/her own unit suspenses for these reports so that they can be signed, sealed, and delivered on time.

Chapters Five and Six of this handbook will provide more information on products and systems which are available to help monitors track all of these reports. Before going further however, it is important to understand the basic criteria that determine when reports are due and those requirements that must be fulfilled before a report can be written.

There are a number of reasons why reports are written and numerous circumstances in which special or unusual reports are required. All of these rules are contained in the tables of AFRs 36-10 and 39-62 (see figures 3-1, and 3-2A and B of this guide for examples). Even though these various rules can be confusing, the vast majority of reports a unit is responsible for preparing will generally fall into one of four categories:

1. Annual OERs and APRs (annual reports).

2. OERs or APRs due because a member's reporting official changes (Change of Reporting Official, also known as CRO, reports).

3. Semiannual OERs (semiannual reports; used for lieutenants mainly, but some chaplains and legal officers are also included).

4. Letters of Evaluation (LOEs).

R U L E	A	B	C	D
	If ratee is	and	and period of supervision has been at least	then report is written with reason entered as
1	a legal officer or a chaplain of any grade (AFSCs 88XX and 89XX) with less than 3 years active service as a legal officer or as a chaplain, or any lieutenant with less than 3 years TAFCS	6 months has passed since closeout date of last OER or TR	120 calendar days	semiannual.
2	a colonel thru lieutenant not described by rule 1 (see note 1)	1 year has passed since closeout date of last OER or TR		annual.
3	a colonel thru lieutenant (see note 1)	rater changes (see note 2), or attendance at formal training of 8 weeks or more is scheduled	120 calendar days (60 calendar days if more than 1 year has passed since ratee's last report)	change of rater (CRO) (see note 3).
4	a colonel selected for brigadier general (see note 4)	promotion occurs	120 calendar days	promotion to general.
5	a colonel thru lieutenant	determination of the appropriateness of action under AFR 35-32, 36-2, 36-3, or 36-12 is needed, or ratee's performance or conduct is unsatisfactory or marginal and a special report is appropriate	120 calendar days (60 calendar days if entering or completing a period of observation on the control roster)	directed by (MAJCOM, wing, base, squadron, and so on) commander.
6		special report is directed by HQ USAF (see note 5)	as directed	directed by HQ USAF.
7		ratee has been declared missing in action (MIA), captured, or interned (see note 6)		
8		a referral LOE has been written or an LOE would contain referral comments if written (see note 7)	60 calendar days	

NOTES: 1. If an officer selected for promotion to brigadier general comes due for a report for any reason between the time selection is announced and assumption of the grade, the report is written with reason for report as promotion to general.

2. Do not confuse change of rater with change of supervisor. All changes of rater must be documented by an AF Form 2095 or other source document as prescribed by AFM 30-130, volume II, chapter 3.

3. CRO includes separation from EAD.

4. No report is required under this rule if the officer has previously received a report as a brigadier general selectee

5. Authority to direct reports under this rule is retained by HQ AFMPC/MPCYO. Special reports covering outstanding performance of duty are not permitted under this rule. If special reports are required on certain officers for selection board use, HQ AFMPC/MPCAJB fur-

nishes their names to the MAJCOMs, along with appropriate suspense dates.

6. Reports for periods of missing in action, captured, or interned status of less than 15 calendar days are not prepared. If status of ratee remains in one of these categories for 15 calendar days or more, a report is prepared under this rule without regard to the number of days supervision. The report is closed on the day the ratee was placed in missing in action, captured, or interned status. Reports for periods during which the ratee was in missing in action, captured, or interned status are as directed by HQ AFMPC/MPCYO.

7. If the current rater does not consider the referral comments in an optional LOE to be serious enough to warrant permanent recording, an OER will not be prepared. This also applies to LOEs written under table 6-1, rules 4, 5, and 12 when the LOE covers less than 60 days

Figure 2-1. Extract of Table 2-1, AFR 2-16

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WHEN TO SUBMIT APRs ON AIRMEN ON EAD

R U L E	A	B	C
	If	and the period of supervision has been at least	then the reason for report is
1	ratee has not had an APR for at least 1 year	120 calendar days (see note 1)	annual.
2	an APR is needed in connection with placement on or removal from the control roster under AFR 35-32 (see note 2)	60 calendar days or such shorter period as authorized by HQ USAF (see note 3)	directed by (MAJCOM, wing, base, squadron, and so on) commander.
3	ratee's performance or conduct is unsatisfactory or marginal and a special report is appropriate	120 calendar days or such shorter period as authorized by HQ USAF (see note 4)	
4	ratee is a prior-service enlistee or officer returning to EAD (see note 5)	120 calendar days (see note 6)	directed by HQ USAF
5	a report is required in connection with AFR 39-10 discharge action (see note 2)	60 calendar days (see note 7)	
6	a report is required in connection with probation and rehabilitation under AFR 39-10	60 calendar days (see note 8)	
7	ratee is mobilized or is a member of a mobilized ANG or USAFR unit	120 calendar days (see note 9)	
8	ratee is placed in Reporting Identifier 99006	120 calendar days (see note 10)	
9	ratee has been declared missing in action (MIA), captured, or interned (see note 11)	as directed	
10	ratee departs TDY for formal training for a period of 120 calendar days or more (see notes 12 and 13)	120 calendar days (see note 14)	
11	ratee departs to participate in Airman Education and Commissioning Program (AECP), Officer Training School (OTS), Airman Scholarship and Commissioning Program (ASCP), or Bootstrap (see notes 12 and 15)		
12	a special report has been directed by HQ USAF	as directed	
13	ratee departs TDY (other than for school) for a period of 120 calendar days or more (see notes 12, 16, and 17)	120 calendar days (see notes 18 and 19)	change of rater (CRO) (see notes 2 and 20).
14	ratee returns from TDY (other than for school) of a period of 120 calendar days or more (see note 16)		
15	rater changes as a result of a PCS move or an AF Form 2095 (see notes 21 and 22)		
16	a referral LOE has been written or an LOE would contain referral comments if written (see paragraph 3-11e)	60 calendar days or such shorter period as authorized by HQ USAF	directed by HQ USAF.

(See notes on next page)

Figure 3-2 A   (Extract of Table 5-1, AFR 39-62)

NOTES 1 The closeout date of the report is 1 year from the "from" date or as soon thereafter as the 120 calendar day period of supervision has been met. (paragraph 4-2c(1)). For example, from 31 Dec 82 through 30 Dec 83.

2 If the APR is already a matter of record and the event or circumstance which lead to the report being prepared changes or no longer exists, no action is required. The APR is considered a valid report and remains in the ratee's UPRG. EXCEPTION: Referral APRs, prepared as a result of an assignment, will be updated in PDS and filed in the ratee's UPRG regardless of whether or not the report was a matter of record at the time an assignment was cancelled or delayed.

3. Reports under AFR 35-32 are optional. Closeout date of a report prepared with placement on the control roster is the day before the effective date of placement on the control roster. Closeout date of a report prepared with removal from the control roster is the day before the effective date of removal.

4. Referral APRs do not require HQ USAF approval if period of supervision is 60 or more calendar days.

5. APR is not prepared under this rule if ratee has an EAD or non-EAD USAFR APR closing within 120 calendar days before the date the ratee reentered EAD or the ratee is a non-EAD USAFR member who entered EAD under 10 U.S.C. 678. In these cases, the ratee will be projected for an "annual" APR according to rule 1. Rule 4 also includes enlisted personnel returning to EAD after less than 91 day break who have not had an APR close within 120 calendar days before the date the ratee reentered EAD.

6. The closeout date of the report is 120 calendar days after the current date of enlistment (DOE), or as soon thereafter as the 120 calendar day period of supervision has been met.

7. The closeout date of the report is the day before the date the discharge is initiated. The discharge case is considered initiated when the commander has dispatched the written notice of the proposed action to the airman.

8. The closeout date is the day the ratee completes the 90th day of probation and rehabilitation or as soon thereafter as the 60 calendar day period of supervision has been met. The next APR under this rule will be prepared 90 calendar days after the closeout date of the previous report or as soon thereafter as the 60 calendar day period of supervision has been met.

9. The closeout date of the report is 120 calendar days after the date the ratee was ordered to EAD, or as soon thereafter as the 120 calendar day period of supervision has been met. APR is not prepared under this rule if the ratee was mobilized directly from the participating non-EAD USAFR and received APRs while in that status. In these cases, the ratee will be projected for an "annual" APR according to rule 1.

10. The closeout date of the report is the day before the date the ratee was placed in Reporting Identifier 99006.

11. Reports for periods of missing in action, captured, or interned status of less than 15 calendar days are not prepared. If status of ratee remains in one of these categories for 15 calendar days or more, a report is prepared as directed by HQ AFMPC/MPCYO.

12. AF Form 2095s must be prepared assigning a new rater for those individuals the departing rater rates. AF Form 2095 is not required if rater and ratee go TDY together or rater is participating in Bootstrap and period of Bootstrap is less than 120 calendar days.

13. A ratee departing TDY for formal training for the purpose of retraining will receive an APR under this rule regardless of the length of the school.

14. The closeout date of the report is the day before the date of departure of the ratee.

15. APR on ratee participating in Bootstrap is not prepared if period of Bootstrap is less than 120 calendar days.

16. CRO report is not prepared on the departing ratee unless AF Form 2095 is prepared changing the rater.

17. The decision to prepare an AF Form 2095 assigning an individual departing TDY a rater at the TDY installation rests with the home station commander. If prepared, the AF Form 2095 will be initiated by the TDY station and completed by the home station. The ratee's servicing CBPO DPMQE will update DIN QAF (APR-SUPV-SSAN-NAME) with the first nine letters of the TDY rater's last name. On return from TDY, the home station commander will initiate an AF Form 2095 assigning the ratee a new rater.

18. The minimum period of supervision is reduced to 60 calendar days if it has been over a year since the ratee's last APR, or since EAD date for ratees who have not received an APR since EAD (reentry on EAD for prior-service personnel). The closeout date of the report is the day before the date of departure if the CRO APR is the result of a PCS move.

19. See paragraph 4-2f to determine the closeout date for CRO APRs.

20. Do not confuse change of rater with change of supervisor. All changes of rater must be documented by an AF Form 2095 or other source document as prescribed by AFM 30-130, volume II, chapter 3.

21. Rater may also be changed by other source documents as prescribed by AFM 30-130, volume II, chapter 3. CRO report is not prepared if either the rater or ratee moves but the ratee remains under the supervision of the rater. The move may be from one section to another in the same unit, PCS, PCA, or unofficial "loan" from one unit to another.

22. An APR is also prepared under this rule if the ratee is being discharged and is concurrently entering non-EAD participating USAFR status. If supervision is less than 120 calendar days a CRO LOE is not prepared.

Figure 5-2 B   (Extract of notes from Table 5-1, AFR 39-62)

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Two related concepts must be understood before examining the four basic types of reports in detail.

Days of Supervision

This is a term which is used to define the precise number of days that an individual ratee has been supervised by his/her immediate supervisor. It begins when the ratee is put under the supervisor by formal AF Form 2095 or other personnel action and ends either on the day when the ratee's next OER/APR closes out or the reporting official changes (e.g., when a subsequent 2095 changes the ratee to a different rater). Normally, to be eligible for an OER or APR, a ratee must be under the direct supervision of his/her 2095 appointed supervisor for a minimum of 120 days. In practice, this means that while everyone should get a report written on them at least annually, the minimum time required under a rater before a report can legally be written is usually no less than 120 days.

Period of the Report

Period of the Report begins on the day following the close-out day of an individual's last report and ends on the closeout day of his/her next report.

An example will help illustrate these two processes:

- SSgt Jakes is a new arrival in your unit. He arrived at the base and processed through CBPO on 1 June. His last APR from his last base closed out on 1 May 1984.

- CBPO completes an initial 2095 assigning him to your unit which puts him under the supervision of MSgt Edwards effective 1 June 1984 per your instructions.

- The next APR SSgt Jakes should get is an annual APR with a closeout date of 1 May 1985 as long as he remains under MSgt Edwards throughout the entire period.

- One of the few ways he could get a report sooner than 1 May 1985 would be for you to use a 2095 to change his reporting official sometime after he had been under MSgt Edwards for at least 120 days.

- On 30 September 1985, (122 days after he went under MSgt Edwards), you are told to change SSgt Jakes reporting official to a new rater effective 1 October 1985.

- You prepare the 2095 as above and because SSgt Jakes
  had been under Edwards for 122 days (2 more than the
  minimum 120), you realize that MSgt Edwards will
  have to write an APR on SSgt Jakes.

Timing for the days of supervision began on 1 June, 1984. Timing
stopped at 122 days when you changed SSgt Jakes to his new rater.
A report became due on that day because the minimum 120 day
criteria had been met.

                        Period of Report
                           5 Months
       |——|

2 May 84   30 Sep 84

                    Period of Supervision
                         122 Days
           |—————————————————————————————————|

    1 Jun 84   30 Sep 84
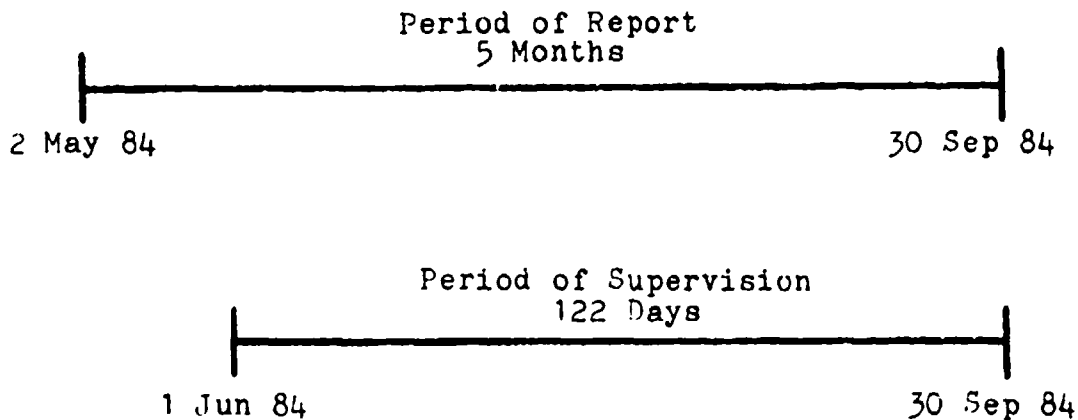
     If SSgt Jakes had remained under MSgt Edwards instead of
being switched, no report would have been required until 1 May,
1985 (1 year from the closeout of his last APR) and the time he
would have been under MSgt Edwards would have run from 1 June,
1984 (when he arrived) to 1 May, 1985 (the anniversary of his
last APR); a total 335 days of supervision.

                        Period of Report
                          12 Months
       |——|

2 May 84   1 May 85

                    Days of Supervision
                         335 Days
           |—————————————————————————————————|

    1 Jun 84   1 May 85
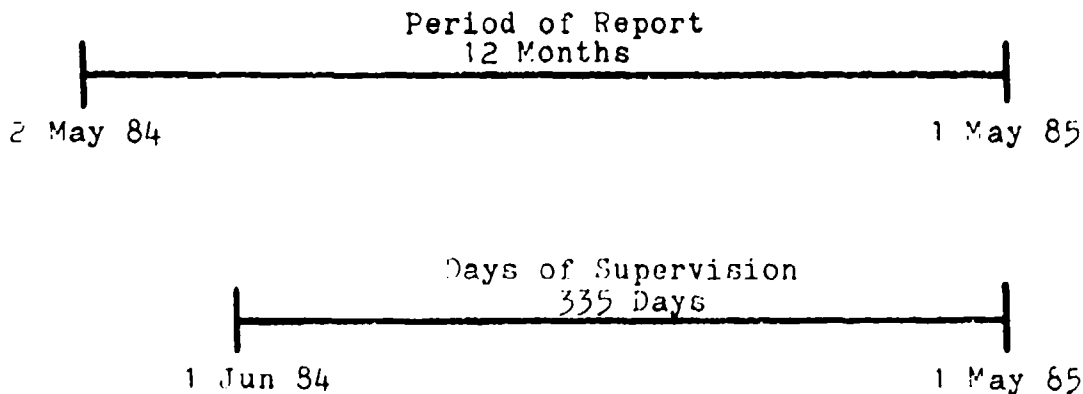
As these examples illustrate, "days of supervision" and "period of report" are similar concepts, but in reality, totally different things. It is possible for both to be identical, but it seldom happens. One such case can occur when an individual has been in an organization for years under the same reporting official. In such a situation, each year when the ratee's report closes out a new "period of report" and "days of supervision" begins; so, the following year when a report becomes due it just so happens that the "period of report" covers 12 months exactly and the "days of supervision" under a single rater covers 365 days exactly (except in leap years).

With this understanding of "days of supervision" and "period of report", it's time to get back to a discussion of the four general categories of reports.

ANNUAL OERs AND APRs (ANNUAL REPORTS)

With the exceptions of lieutenants with less than three years commissioned service and chaplains and legal officers of any grade with less than three years as chaplains or legal officers, all officers and enlisted Air Force personnel are supposed to get at least one OER/APR annually (an annual report). It is possible to get more than one if a member's rater changes frequently, but under normal circumstances one is enough. The only requirement that has to be met before an annual report is written is that the member have at least 120 days supervision under his/her present supervisor. In this case, as previously noted, the report would still cover the entire period since the anniversary of the last report.

CHANGE OF REPORTING OFFICIAL OERs/APRs (CRO REPORTS)

Anytime a member has been under the same rater for at least 120 days and the rater changes, the member (including lieutenants, etc.) must get a CRO report covering the period under the old rater. In this case, the CRO report establishes a new starting point on the effective date of the change and the next report would be due one year from the closeout date of the CRO report, provided no other reporting official changes occur at a later time. Reporting official changes can occur due to internal squadron realignments documented on AF Forms 2095, or they can occur because either the member or the member's rater moves PCS or PCA (permanent change of station; permanent change of assignment).

SEMIANNUAL OERs

The only Air Force personnel who are required to get reports

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semiannually are lieutenants with less than three years of commissioned service and certain chaplains and legal officers. For them, all of the same rules apply concerning "days of supervision", etc. The only difference is that instead of being required to get one annual report per year, they are required to get two semiannual reports per year.

LETTERS OF EVALUATION (LOEs)

For both officers and enlisted personnel, LOEs are used to document performance in those cases when an individual is placed under a rater for at least 60 days but less than 120 days. In effect, this means any time a member is under someone's supervision between 60 and 119 days, it is mandatory that the rater complete an LOE documenting the member's performance. Optional LOEs can also be used at anytime when a member performs significant additional duties for someone other than his/her 2095 assigned rater. LOEs are really just "gap-fillers" in documenting performance and do not have the same significance as OERs and APRs.

To wrap up this section a short review is in order.

- Most OERs and all APRs are required annually on the anniversary of the last OER/APR, providing at least 120 days supervision has been attained.

- Semiannua. OERs on lieutenants are required each six months providing at least 120 days supervision was attained for each period.

- CRO reports (OERs and APRs) are required anytime a rater changes and at least 120 days supervision has been attained.

- LOEs are required anytime a rater changes and at least 60 days but less than 120 days supervision has been attained.

- No report is ever required if a rater changes and less than 60 days supervision has been attained.

USING THE JULIAN DATE CALENDAR

A convenient and perhaps indispensable aid to any OER/APR monitor is familiarity with the usage of a Julian Date Calendar. These calendars assign a number to each day in a normal 365 day year and a separate calendar is available for leap years (see figures 3-3 and 3-4). A simple example illustrates how these

calendars are useful in determining days of supervision.

- SSgt Jakes went under MSgt Edwards supervision on 1 June 1984.

- On 1 October 1984, Jakes is moved to a new rater. How many days was Jakes supervised by Edwards?

Since 1984 is a leap year, Figure 3-4 must be used (Julian Date Calendar for leap years).

- 1 June 1984 (Jake's 1st day under Edwards) is day 153 on the calendar.

- 30 September 1984 is Jake's last day under Edwards (he changes to a new rater on 1 October). 30 September is day 274 on the calendar.

- Subtracting 153 from 274 leaves 121 days.

It would appear that Jakes was under Edwards for 121 days; but, anytime you subtract one whole number from another in this manner, one day is lost in the computation (e.g., 10-1=9, but since day 1 is also a day of supervision it must also be counted; 1-2-3-4-5-6-7-8-9-10=10 days of supervision not 9).

- Instead of 121 days, Jakes was under Edwards for 122 days from 1Jun84 (day 153) thru 30Sep84 (day 274).

- Without thinking about the mathematical theory involved every time you use the Julian Date Calendar, all you really need to remember is to add one day to any subtraction operation you perform in order to come up with days of supervision.

- The problem then boils down to:

$$(274-153=121)+1=122 \text{ days}$$

Day	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Day
1	001	032	060	091	121	152	182	213	244	274	305	335	1
2	002	033	061	092	122	153	183	214	245	275	306	336	2
3	003	034	062	093	123	154	184	215	246	276	307	337	3
4	004	035	063	094	124	155	185	216	247	277	308	338	4
5	005	036	064	095	125	156	186	217	248	278	309	339	5
6	006	037	065	096	126	157	187	218	249	279	310	340	6
7	007	038	066	097	127	158	188	219	250	280	311	341	7
8	008	039	067	098	128	159	189	220	251	281	312	342	8
9	009	040	068	099	129	160	190	221	252	282	313	343	9
10	010	041	069	100	130	161	191	222	253	283	314	344	10
11	011	042	070	101	131	162	192	223	254	284	315	345	11
12	012	043	071	102	132	163	193	224	255	285	316	346	12
13	013	044	072	103	133	164	194	225	256	286	317	347	13
14	014	045	073	104	134	165	195	226	257	287	318	348	14
15	015	046	074	105	135	166	196	227	258	288	319	349	15
16	016	047	075	106	136	167	197	228	259	289	320	350	16
17	017	048	076	107	137	168	198	229	260	290	321	351	17
18	018	049	077	108	138	169	199	230	261	291	322	352	18
19	019	050	078	109	139	170	200	231	262	292	323	353	19
20	020	051	079	110	140	171	201	232	263	293	324	354	20
21	021	052	080	111	141	172	202	233	264	294	325	355	21
22	022	053	081	112	142	173	203	234	265	295	326	356	22
23	023	054	082	113	143	174	204	235	266	296	327	357	23
24	024	055	083	114	144	175	205	236	267	297	328	358	24
25	025	056	084	115	145	176	206	237	268	298	329	359	25
26	026	057	085	116	146	177	207	238	269	299	330	360	26
27	027	058	086	117	147	178	208	239	270	300	331	361	27
28	028	059	087	118	148	179	209	240	271	301	332	362	28
29	029		088	119	149	180	210	241	272	302	333	363	29
30	030		089	120	150	181	211	242	273	303	334	364	30
31	031		090		151		212	243		304		365	31

Figure 3-3

JULIAN DATE CALENDAR   FOR LEAP YEARS ONLY

Day	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Day
1	001	032	061	092	122	153	183	214	245	275	306	336	1
2	002	033	062	093	123	154	184	215	246	276	307	337	2
3	003	034	063	094	124	155	185	216	247	277	308	338	3
4	004	035	064	095	125	156	186	217	248	278	309	339	4
5	005	036	065	096	126	157	187	218	249	279	310	340	5
6	006	037	066	097	127	158	188	219	250	280	311	341	6
7	007	038	067	098	128	159	189	220	251	281	312	342	7
8	008	039	068	099	129	160	190	221	252	282	313	343	8
9	009	040	069	100	130	161	191	222	253	283	314	344	9
10	010	041	070	101	131	162	192	223	254	284	315	345	10
11	011	042	071	102	132	163	193	224	255	285	316	346	11
12	012	043	072	103	133	164	194	225	256	286	317	347	12
13	013	044	073	104	134	165	195	226	257	287	318	348	13
14	014	045	074	105	135	166	196	227	258	288	319	349	14
15	015	046	075	106	136	167	197	228	259	289	320	350	15
16	016	047	076	107	137	168	198	229	260	290	321	351	16
17	017	048	077	108	138	169	199	230	261	291	322	352	17
18	018	049	078	109	139	170	200	231	262	292	323	353	18
19	019	050	079	110	140	171	201	232	263	293	324	354	19
20	020	051	080	111	141	172	202	233	264	294	325	355	20
21	021	052	081	112	142	173	203	234	265	295	326	356	21
22	022	053	082	113	143	174	204	235	266	296	327	357	22
23	023	054	083	114	144	175	205	236	267	297	328	358	23
24	024	055	084	115	145	176	206	237	268	298	329	359	24
25	025	056	085	116	146	177	207	238	269	299	330	360	25
26	026	057	086	117	147	178	208	239	270	300	331	361	26
27	027	058	087	118	148	179	209	240	271	301	332	362	27
28	028	059	088	119	149	180	210	241	272	302	333	363	28
29	029	060	089	120	150	181	211	242	273	303	334	364	29
30	030		090	121	151	182	212	243	274	304	335	365	30
31	031		091		152		213	244		305		366	31

Figure 5-4   (USE IN 1984, 1988, 1992, etc.)

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Chapter Four

THE AF FORM 2095

It should be readily apparent that a good OER/APR monitor has to be intimately familiar with personnel actions that are taking place or planned within the unit. The best of all possible worlds occurs when the OER/APR monitor is also responsible for all unit personnel actions; quite often though, this is not the case.

The accuracy of any OER or APR is dependent on the timely update of numerous classification and assignment actions on individual personnel. All OERs and APRs contain personal information on ratees ranging from social security numbers and duty titles to Air Force specialty codes (AFSCs) and assigned raters. If any of this information is inaccurate or not current within the Personnel Data System (PDS) at the time an OER or APR closes out, the OER or APR will probably end up reflecting erroneous information which will subsequently become part of the individual's permanent record.

The OER/APR monitor must track the currency of all information contained in the PDS on his/her people and make sure that incorrect information is updated when the need arises. The vehicle for updating the majority of personal information contained on an OER or APR is the AF Form 2095, Assignment/ Personnel Action.

The AF Form 2095 is used to request, announce, effect, and record personnel actions relating to initial duty assignment actions, normal duty assignment changes within organizations of assignment, intra-base assignments, and other personnel actions relating to duty assignment changes (e.g., rater changes, designation of special experience identifiers, and entry into on-the-job training at the time of initial duty assignment). If changes to an individual's AFSCs as reflected on an OER or APR are necessary due to upgrade, etc., these changes can only be documented on the AF Form 2096, Classification/On-the-Job Training Action. But, unless an OER/APR monitor is also responsible for all unit personnel actions, his/her familiarity with personnel action forms will probably begin and end with the AF Form 2095 because the two areas of changing information which he/she will be most concerned with are duty title changes and

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rater changes.

Detailed procedures for completion and processing of AF
Forms 2095 are contained in Chapter Five of AFR 30-130, Volume I,
and Chapter Three of Volume II. The following example and
explanation outline the steps required to prepare and submit a
2095 designed to change the duty title and rater for an
individual ratee.

ASSIGNMENT/PERSONNEL ACTION		PERSONNEL ACTION NO A- 3051 ①

TO (Organization) ② 323 ABG /DPME	FROM (Organization and Office Symbol) ③ 323 FTW/DOT

SECTION I INDIVIDUAL IDENTIFICATION

NAME (Last, First, Middle Initial) ④ LEONARD, JAMES T.	GRADE CAPT	SSAN XXX-XX-XXXX	UNIT

SECTION II PERSONNEL DATA CHANGES

ASSIGNMENT INFORMATION

CAFSC FROM _____ TO _____ EFF _____
DATE DEPARTED LAST DUTY STN _____
DATE ARRIVED STATION _____
NUMBER DAYS ENROUTE TDY _____
ASSIGNMENT AVAILABILITY CODES
1ST _____ DOA _____
2ND _____ DOA _____
ASSIGNMENT LIMITATION CODES
1ST _____ DOA _____
2ND _____ DOA _____
DIRECTED DUTY AFSC _____ REASON _____
DDA·TVL·RESTRICT·EXP DATE _____
FUNCTIONAL CATEGORY _____
OVERSEAS INFORMATION
STRD _____ ODSD _____ DEROS _____
AAC STATUS _____ REASON UNACC _____
TOUR STATUS _____ TOUR LENGTH _____
TOUR START DT _____ TOUR STOP DT _____
DATE ARRIVED/DEPARTED CONUS _____
DUTY ASSIGNMENT INFORMATION
⑤ DAFSC N/C EFF DATE 21 Jan 85
OFFICE SYMBOL DOTN DUTY PH 3648
POSITION NR N/C OSC N/C
CMD LVL Wing/Base DUTY TITLE Chief, Aircrew Training Branch

OJT INFORMATION
EFFECTIVE _____
ENTER/CONTINUE AFSC _____ TS COD! _____
WITHDRAW AFSC _____ TS CODE _____
SPECIAL EXPERIENCE IDENTIFIER(S)
AIRMEN
CAFSC SEI _____ GENERAL SEI _____
DESIGNATE SEI _____ WITH ( ) AFSC _____
DESIGNATE SEI _____ WITH ( ) AFSC _____
WITHDRAW SEI _____ FROM ( ) AFSC _____
EFFECTIVE _____ REASON _____
MISCELLANEOUS INFORMATION
ADSCD _____ REASON _____
OFFICER·PROJ CLASN UPGRADE DT _____
DLA ENT _____ IMM AREA _____
CLINICAL EXAM CODE _____
REASON FOR ESTB. EXT. CURTAILMENT OF OFFICER _____
DOS _____
RESERVE INFORMATION
MSL OVERAGE CODE _____
MSL OVERAGE CODE EXP DATE _____
AIR RESERVE FORCE SECTION ID _____
TECHNICIAN·ART ID _____
ART POSITION NUMBER _____

MEMBER'S RATER IS (Grade, Last Name, SSAN, Date supervision begins) Maj Stackchase, XXX-XX-XXXX, 1 Feb 85	MEMBER RATES (RATEE) (Grade, Last Name, SSAN, Date supervision begins) SSgt Cripen, XXX-XX-XXXX, 14 Feb 85 SSgt Rice, XXX-XX-XXXX, 14 Feb 85

DATE ⑥ 15 Jan85	TYPED NAME, GRADE, TITLE, DUTY PHONE SUPERVISOR/REQUESTING OFFICIAL James R. McCain, Captain, USAF OER/APR/2095 monitor, 323 FTW/DOT	SIGNATURE James B. McCain

SECTION III CONCURRENCE OF MEMBER

⑦ DATE	☐ DO ☐ DO NOT CONCUR ☐ SELF INITIATED	SIGNATURE

SECTION IV INTRA-BASE ASSIGNMENT ACTIONS

⑧ RNL TD/EFF DT	ASGN ACTION NO.	ASGN FROM	ASGN TO

SECTION V REMARKS

⑨ OER required; COD 31 Jan 85

SECTION VI ACTION BY COMMANDER OR AUTHORIZED REPRESENTATIVE

☒ APPROVED ☐ DISAPPROVED ☐ RECOMMEND APPROVAL/DISAPPROVAL	DATE 15 Jan 85

⑩ FOR THE COMMANDER	TYPED NAME, GRADE AND TITLE Claude C. Rainey, Lt Col, USAF Chief, Training Division	SIGNATURE Claude C. Rainey

SECTION VII ACTION BY PERSONNEL OFFICIAL

☒ APPROVED ☐ DISAPPROVED ☐ INDORSED	DATE 30 Jan 85

⑪ FOR THE COMMANDER	TYPED NAME, GRADE, AND TITLE John J. Saxon, MSgt, USAF NCOIC Manning Control Unit	HEADQUARTERS 323 ABG/DPMUM SIGNATURE John J. Saxon

SECTION VIII UNIT/CBPO COORDINATION RECORD

DPME	1. DPM UM	2. DPM PC	3. DPM QE	4. DPM ME	5. DPM	6. DPM	7. DPM	UNIT
⑫ PBD 020	FJK 021	BFC D20	LOC 021	TUK 020				5/015 452/MKD

AF FORM 2095 PREVIOUS EDITION WILL BE USED

AF FORM 10 COPY

Figure 4-1 SAMPLE AF FORM 2095 (COMPLETED)

The example shown in figure 4-1 is a completed 2095 which changes Capt Leonard's duty title to Chief, Aircrew Training Branch, assigns Capt Leonard to Maj Stackchase as a reporting official effective 1 February 1985, and assigns SSgt Cripen and SSgt Rice to Capt Leonard as their reporting official on 14 February 1985. As a completed action, this is the way the 2095 would appear after it has been processed by the CBPO and returned to the unit. The unit's receipt of the completed form with personnel action number assigned at the top of the page and the approval and signature of the NCOIC of Manning Control at the bottom, along with the completed CBPO coordination record, notifies the unit that the new information has been updated in the Personnel Data System and all interested CBPO offices are aware of the changes and have updated their respective files.

Before going in to a line by line explanation of inputs to the form, some specific observations are worth noting concerning the different effective dates for the changes contained on the form. The form was obviously initiated at the unit of assignment on 15 January 1985 (the date on which the requesting official and commander's representative signed). This is prior to the effective date of Captain Leonard's change to his new duty assignment—21 January 1985. That makes sense since an efficient OER/APR monitor would want to get Captain Leonard's new information into the system prior to his assuming the new duties. The reason that Captain Leonard isn't going to be supervised by his new rater (Maj Stackchase) until 1 February, and isn't going to himself supervise his new ratees (SSgt Cripen and SSgt Rice) until 14 February probably has more to do with performance reporting requirements than anything else. Since this is an internally generated division action, consideration must be given to getting appropriate OERs and APRs written and turned in before the changes are set in concrete by formal 2095 action. A probable scenario, no doubt, would go something like this:

- The old Wing Chief of Aircrew Training Branch (Capt Figmo) gets orders to go PCS to Germany with a departure date from the base of 15 March 1985.

- The Wing Training Division Chief puts out the word to the squadron commanders that he is looking for a new Chief of Aircrew Training.

- Capt Leonard, a bright, hard-charging officer is selected from one of the squadrons to fill the position.

- Since Captain Leonard will require an OER from his old squadron rater (whom he has been under for more than 120 days), it is decided early in January to prepare an OER on Capt Leonard with a closeout

date of 31 January 1985 so as to allow sufficient time to prepare and process the report. Thus, Leonard cannot be put under Stackchase until 1 February 1985.

- Sergeants Cripen and Rice have worked in Aircrew Training for Capt Figmo for the last two years and have both received notice from the CBPO that they have change of reporting official (CRO) APRs due on 13 February 1985. (IAW AFR 39-62, CRO reports on Cripen and Rice were projected by CBPO upon notification of Capt Figmo's reassignment. By regulation, the closeout date of reports caused by PCS reassignment is usually 30 days prior to the rater's departure date. In this case, 30 days prior to Figmo's 15 March departure date is 13 February).

- Since Cripen and Rice will be working in the near future for Captain Leonard, they must be put under Leonard's supervision by formal 2095 action. It really makes no sense to complicate matters by doing this in advance of the closeout date of their projected APRs which are already being worked in the system. So, the easiest and perfectly acceptable course is to place them under Captain Leonard's _formal_ supervision by 2095 on 14 February (the day after their reports close out from Captain Figmo) even though they will be informally working for Captain Leonard starting on 21 January (the day Captain Leonard assumes the duty title and position of Chief of Aircrew Training).

The point to be made by this example is that there is no reason to "shoot yourself in the foot" when submitting a 2095 that changes reporting officials. The system is designed to be flexible enough to avoid unnecessary pain, anguish, and paperwork. By knowing the system, planning ahead, and using common sense, an effective OER/APR monitor can align dates on a 2095 so that all reporting requirements are met and unnecessary paperwork and short suspenses are avoided.

DETAILED 2095 PREPARATION INSTRUCTIONS
IAW CHAPTER FIVE, AFR 30-130
VOLUME 1, TABLE 5-4
(Refer to Figure 4-1 numbered items)

1. _Personnel Action Number_ - Assigned by the CBPO administration section.

2. <u>Address Element "To"</u> - The organization of the servicing CBPO.

3. <u>Address Element "From"</u> - The organization and office symbol of the person initiating the data change.

4. <u>Individual Identification</u> - Enter member's last name, first name, middle initial, Sr., Jr., II, or III, when applicable; grade, SSAN (use of service/component suffixes and prefixes to denote airman and officer personnel respectively, is not required).

   - The "unit" block was designed for CBPO use. When form is initiated by unit personnel, leave "unit" block blank.

   - Name and grade <u>will</u> be in capital letters.

   - Exercise extreme care when recording basic identification, <u>especially SSANs</u>!

5. <u>Duty Assignment Information</u> - When requesting changes in DAFSC, effective date, office symbol, duty phone, position number, Organization Structure Code (OSC), command level, duty title, member's reporting official, or member rates block, complete the appropriate blocks and enter "N/C" in all other blocks.

   - When a change to the position number is processed, the OSC block must be completed.

   - <u>Duty Titles</u> entered must be constructed in accordance with AFR 30-130, Volume II, Chapter Four, and must not exceed a total of 31 characters in length.

   - <u>Effective date</u> denotes the day on which new DAFSC, office symbol, duty phone, position number, OSC, command level of assignment, or duty title will take effect.

   - <u>Member's rater is</u> specifies the member's new rating official, SSAN, and the effective date of the member's supervision under the new rater.

   - <u>Member rates</u> - in this block enter the rank, last name, SSAN, and effective date of supervision of all new ratees who will be rated by the member. Remain within the block when possible; otherwise, continue applicable data in "remarks", section V.

6. <u>Supervisor/requesting official</u> who initiates the data

changes will date and authenticate Section II.

7. Section III - Member concerned must indicate concurrence/
    nonconcurrence and sign for duty AFSC changes other than
    normal upgrade actions. This section is not required for
    routine assignment information, duty title, or reporting
    official changes.

8. Section IV - Used to effect intracommand and intercommand
    assignment actions between units located on the same base
    and which do not involve PCS funds. (N/A for this example.
    However, if this job change required a PCA it would be
    documented here.)

9. Section V (Remarks Section) - Used to record additional
    data changes relating to this action. Also, use the
    Remarks Section for continuation of data when there is
    insufficient space to record data changes in other appro-
    priate blocks on the form. In the case of the example
    action, the remark "OER required; COD 31 Jan 85" is a
    simple advisory being sent to the CBPO OER/APR unit. It
    lets them know that the unit realizes that by submitting
    this 2095 changing Leonard's reporting official, he unit
    is causing an OER to become due on Capt Leonard with a
    closeout date of 31 Jan 85. This is not a required entry.

10. Section VI - Will be completed by the unit commander or
    authorized representative (commissioned or warrant officer,
    civilian in grade GS-7 or above, and NCOs in grade MSgt or
    above). This authority may be delegated to grade Sgt when
    unit authorizations do not allow the above grades.

11. Section VII - The CBPO chief may designate any person who
    is assigned for duty with the CBPO as the authorized
    representative to sign this section.

12. Section VIII - Since the 2095 is processed by the CBPO, the
    functional activity blocks will be sequentially completed
    under Unit/CBPO Coordination Record. Coordination in CBPO
    sections is signified by recording of individual initials
    and the Julian date.

UNIT PROCEDURES FOR PROCESSING AF FORMS 2095

Each unit should establish a central point, such as the unit
orderly room or OER/APR/2095 monitor, to monitor the submission
of personnel action forms to its servicing CBPO. This monitor is
responsible for insuring each form is properly prepared, authen-
ticated, and forwarded to the servicing CBPO/DPME (Administrative
Section) in a timely manner. The monitor will initial and date

the "UNIT" block in Section VIII, remove the last copy of the form (<u>and the exposed carbon insert</u>) and retain the copy in suspense pending receipt of the completed 2095 (with action number, approval, and coordination filled in) from the servicing CBPO. <u>DO</u> <u>NOT</u> <u>REMOVE</u> any other copies or carbon paper inserts from the carbon set.

One last caution is in order. Particular care must be exercised when completing any personnel action form because so many events can be set in motion by the submitted information. Having an action rescinded is possible, but not a pleasant experience. Before submitting and 2095, double check all effective dates and, above all, make sure that the consequences of the dates being used are understood. There is nothing more personally frustrating or devastating to a monitor's professional credibility than to submit an action and find out weeks later that an OER or APR became due and is now <u>late</u>. Such are the things that make an OER/APR monitor's life miserable and inevitably raise the blood pressure of commanders. Double check everything before a form is sent on its merry way; especially SSANs. It's not uncommon to prepare a 2095 and intend to put an individual under one rater and inadvertently pull the wrong SSAN for that rater from some roster. Since the Personnel Data System uses SSANs to identify people, it will not notice the mistake. The first indication that something is wrong may not occur until the monthly computer-generated OER/APR roster arrives and the OER/APR monitor notices that Sgt X is under Captain Y instead of Lt Colonel Z as had been intended. Even though the monitor used Lt Colonel Z's name on the 2095, he/she mistakenly typed in Captain Y's SSAN. The old adage is still true -- "An ounce of prevention is worth a pound of cure."

Chapter Five

COMPUTER-GENERATED MANAGEMENT PRODUCTS

Creating an effective unit OER/APR program is a big job whether the unit is a small division made up of ten people or a large squadron of 250 or more members. Regardless of the number of assigned personnel, a good monitor must be intimately familiar with numerous OER/APR reporting requirements, administrative techniques, special or unusual reporting criteria, suspense requirements, and report writing techniques. Perhaps, one of the most challenging aspects of the job is simply keeping track of who needs what kind of report and when. There is no substitute for personal expertise and dedication, but several computer-generated management products are produced monthly by the CBPO and distributed to units in an effort to help commanders and monitors with the task of managing unit OER/APR programs.

The format that these products come in may vary somewhat from one base to the next, but they all provide up-to-date listings of information contained in the Air Force Personnel Data System (PDS). Personnel action forms such as the AF Form 2095 and 2096 are the vehicles used to record changes, update, and generally keep information in the PDS current. From this constantly changing data base, computer-generated rosters are periodically extracted and forwarded to base-level units in order to provide a "snap-shot" of relevant OER/APR information on each assigned Air Force member. With these products in hand, a unit monitor can project when all OERs and APRs are going to be due on his/her people. As comprehensive listings, they are also excellent tools for determining when it is necessary to submit a personnel action form to update or change old or erroneous information.

The three computer products most likely to be used by a unit level monitor are the Unit OER Roster, Unit APR Roster, and Unit Supervisor/Ratee Information Roster.

THE UNIT OER ROSTER

The unit OER roster is a monthly product that lists all assigned officers alphabetically. Figure 5-1 is an example followed by an explanation of the major headings.

OER ROSTER

Figure 5-1 — PERSONAL DATA — PRIVACY ACT OF 1974

(1)/(2) NAME/SSN	(3) GR (4)	(5) LASTOER PROJOER	(6)	(7) RATER SUPV-DT (8)	(9) DOSCGR	(10) DAFSC (11) PAFSC	(12) DAS (13) DOS	(14) TAFMSD (15) TAFCSD	(16) DEPT-DT/RSH (17) DUTY TITLE
DESS DAVID ? XXXXXXXXX	CPT	83FEB22 84JAN01	C	XXXXXXXXX 83FEB23	750823	2295D 2295D	780120 840131	710526 710823	840131 PCS WBAIRSPACE OFF
... RICHARD L XXXXXXXXX	COL	83MAR31 84MAR31	A	XXXXXXXX 83APR01	830101	4096 4096	810123 920331	580617 620323	WBDEP CMDR,MAINT
REAM DENNIS F XXXXXXXXX	MAJ	83MAR31 83OCT24	C	XXXXXXXX 83APR01	800914	K1235C K1235C	820620 888888	700218 700518	UNFLT CMDR
PERRIN WILLIE C XXXXXXXXX	CPT	83SEP10 84SEP10	A	XXXXXXXX 83SEP11	830503	9756 9756	801126 001130	801103 801103	HPCLIN NURSE
PERROT JOSEPH JR XXXXXXXXX	MAJ	83MAY06 84MAY06	A	XXXXXXXX 83AUG01	730127	7046 7016	820813 840630	620629 620925	WB CHIEF ADMIN
BERT THOMAS D XXXXXXXXX	MAJ	83JUN20 84JUN20	A	XXXXXXXX 83JUN21	820601	2295D 2295D	801009 888888	700630 700630	WB CHIEF ~M ERCH
PEWEL JOHN ? XXXXXXXXX	COL	83MAY10 84MAY10	A	XXXXXXXX 83JUN27	810326	0061 0061	830627 940630	640603 640603	WBVICE CMDR 320 BW
PT... ROGER A XXXXXXXXX	1LT	82OCT05 83OCT06	A	XXXXXXXX 82NOV10	820116	6724 6724	800404 840115	770729 800116	831203 PCS WB CHIEF FINAN BR
PITTS LANE S XXXXXXXXX	1LT	83SEP12 84SEP12	A	XXXXXXXX 83SEP13	830204	1575C 1575C	820510 860827	801027 810204	UNELEC WAR OFF

PERSONAL DATA — PRIVACY ACT OF 1974   Figure 5-1

OER ROSTER HEADING EXPLANATION
(refer to Figure 5-1)

1. **NAME**

2. **SSAN** - Social Security Account Number with suffix (FR= regular; FV=reserve).

3. **GRADE**

4. **LAST OER** - Date that the last OER closed out on this individual.

5. **PROJ OER** - Projected OER; date that the next OER should closeout on this individual if nothing changes; i.e., as long as the member does not retire, PCS, or separate beforehand, or as long as the member's rater remains the same, this is the date that the individual's next OER will be due. In most cases, this date will be one year from the closeout date of the last OER. If, however, the Personnel Data System is aware of an action pending on the member such as PCS, retirement, or separation, or the PCS, retirement, or separation of the member's rater, the system will automatically project a change of reporting official OER based on that information.

6. **R** - Reason for the next projected OER ("A"=annual; "C"= change of reporting official).

7. **RATER** - The social security account number of the member's present rater as reflected in the Personnel Data System.

8. **SUPV-DT** - Supervision Date; date on which member was placed under present rater. This date automatically updates each time an OER closes out since, with the closeout of each OER, the period of supervision starts over. In a case where a member has been under the same rater for several years, this SUPV-DT will not tell you when the member was originally placed under that rater, only that the member has been under the rater's supervision since the member's last OER closed out.

9. **DOR CGR** - Date of rank, current grade; the date on which the member assumed his/her present rank.

10. **DAFSC** - Duty Air Force Specialty Code.

11. **PAFSC** - Primary Air Force Specialty Code.

12. **DAS** - Date Assigned Station; the date on which the member formally signed into the base and processed through the CBPO.

13. DOS - Date of Separation; if the member has an established separation date, it will print out. If no date is established, this date is indefinite and is signified by "888888."

14. TAFMSD - Total Active Federal Military Service Date; this date is established by the Air Force personnel system and may reflect prior enlisted service in the Air Force, or prior service in another branch (e.g., Army, Navy, Marines).

15. TAFCSD - Total Active Federal Commissioned Service Date; again, this is established by the personnel system and reflects the start date for active service as a commissioned officer.

16. DEPT-DT/RSN - Departure Date/Reason; if a date is displayed in this block, the Personnel Data System is aware of a pending action on the member such as retirement, separation, or permanent change of station. If established, the projected date of the member's departure from his/her current base of assignment will print out along with the reason (PCS=Permanent Change of Station; RET=Retirement; SEP= Separation).

17. DUTY TITLE - The current duty title of the member as reflected in the Personnel Data System.

The OER roster is an invaluable source of up-to-date information especially useful in projecting when reports on assigned personnel will come due. One should notice that anytime the "Reason Code" for a projected OER is "A" (annual), the projected OER block will show a date one year from the closeout of the last OER. In those cases where the Reason Code prints out a "C" (change of reporting official), the projected OER block will show a date other than one year from last report closeout. As previously noted, a "C" will print out here because either the member or his/her rater is projected to depart due to PCS, separation, or retirement and a report is required because the member will have at least 120 days supervision under the rater by the time of the projected departure. One other reason can cause a "C" to print out and a report to be projected in advance of the normal annual requirement. This occurs when a 2095-type personnel action is generated and submitted to the CBPO which changes a member's reporting official.

In the case of Captain David T. Bent (refer to Figure 5-1), it is apparent that Captain Bent's last OER closed out on 22 Feb 83 but his next projected OER is 1 Jan 84, and a "C" has printed out in the "Reason Code" block. This is because Captain Bent is PCSing on 31 Jan 84 (see DEPT-DT/RSN column). The

computer projects a "CRO" report for 1 Jan 84, because AFR 36-10 directs that a CRO report is due 30 days prior to a member's departure if the member will have at least 120 days supervision under his/her present rater.

In the case of Major Dennis R. Bern, a "C" is also printing out but no DEPT-DT/RSN is showing. This is a case where Major Bern's unit has submitted a 2095 changing his reporting official effective 25 Oct 83. Major Bern has also been under his old rater since 1 Apr 83 (see SUPV-DT block). The period of the report for this CRO OER is 1 Apr 83 through 24 Oct 83 and Major Bern has been under his old rater for the entire time (greater than 120 days). By submitting the 2095 putting Major Bern under a new rater, his unit has caused an OER to become due and the Personnel Data System has picked up on the fact that an OER is required (hopefully, so has Major Bern's unit).

One other example contained in the OER roster is worth mentioning. In the case of 1/Lt Roger A. Bine, a PCS departure date of 3 Dec 83 is printing out in the DEPT-DT/RSN block but the system is still projecting an "A" (annual) OER as his next required OER. This is because it just so happens that Lt Bine's annual OER will close out on 6 Oct 83. Therefore, he will get his normal annual report on 6 Oct 83; and since there is less than 60 days remaining until he departs PCS (if he indeed leaves on 3 Dec 83), no other reports will be required (not even an LOF).

THE UNIT APR ROSTER

The unit APR roster is another monthly product which lists all assigned enlisted personnel alphabetically. Information contained in this roster is basically the same as that contained in the OER roster, but in a slightly different format. Figure 5-2 is an example followed by an explanation of major headings.

APR ROSTER

						PROJ-DT	SUPV-SSAN	DT-SUPV-BGN	DAS	DOD	TAF:SD
①				⑤		⑦	⑧	⑩	⑪	⑯	⑰
②	SSAN ③	④			⑥	DF/RAT	LOSS-DT	LOSS-RSN	PAFSC	DAFSC	CAFSC
							⑨		⑮	⑬	⑭

... 18 00:10

DPCJ-RSN
LAST APR DT/RAT

DAS
XXXXXXXX   84APR11/9   85APR11   84APR12   XXXXXXXX   830CT02   87JUN16   83JUN17
C-15? FLAS? MEA: MEMBER   43152E   43132E   43132E

...J ... S J R   A
XXXXXXXX   84AUG02/9   85AUG02   84AUG03   XXXXXXXX   79NOV14   86DEC04   73APR06
...C QUALITY CONTROL SECTION   81170   81170   81170

... TCE?   A
XXXXXXXX   84MAY30/9   85MAY30   84MAY31   XXXXXXXX   82SEP17   86MAY31   82JUN01
...RATICS SPECIALIST   27132   27132   27132

...N ...AYL E   A
XXXXXXXX   84MAR25/9   85MAR25   84MAR26   XXXXXXXX   83AUG11   88APR30   62SEP12
...BING TECHNICIAN   55275   55275   55275

...ON EDWARD C   A
XXXXXXXX   83NOV02/9   84NOV02   83NOV03   XXXXXXXX   80JAN03   87AUG31   72AUG21
...S AND AV SYS TECH   84NOV10   PCS   32170K   32170K   32170K

...N GARY W   A
XXXXXXXX   84AUG10/9   85AUG10   84AUG11   XXXXXXXX   810CT16   88NOV23   72MAY17
...IC ...RANCE TECH ADMIN   42371   42371   42371

...SN ...CHAEL   A
XXXXXXXX   84JUN19/9   85JUN19   84JUN20   XXXXXXXX   83SEP30   87MAR30   79JUL30
A...ONICS COM? SPECL   32850   32850   32850

**** ...-...: PERSONAL DATA REQUIRES SAFEGUARDING IAW AFR 300-13, AFR 12-35, PL 93-579

Figure 5-2

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APR ROSTER HEADING EXPLANATION
(refer to Figure 5-2)

1. **NAME**

2. **GR** - Grade; this is a numerical identifier which designates pay grade. 39=E9=CMSgt; 38=E8=SMSgt; 37=E7=MSgt, etc.

3. **SSAN**

4. **DUTY TITLE** - As currently held in the Personnel Data System.

5. **PROJ-RSN** - Reason for next projected APR ("A"=annual; "C"= change of reporting official).

6. **LAST APR DATE/RAT** - Date on which last APR closed out and the numerical rating which was received on that APR.

7. **PROJ-DT** - Date of next projected APR. Computed in the same manner as PROJ-DT on OER roster.

8. **SUPV-SSAN** - The social security account number of the member's present rater as reflected in the Personnel Data System.

9. **LOSS-DT** - If the date of a projected action (PCS, separation, retirement) is known to the system it will print out here (same as DEPT-DT on OER roster).

10. **LOSS-RSN** - Reason (PCS, sep, ret) for projected loss if indeed a loss is projected.

11. **DT-SUPV-BGN** - Date on which member was placed under present rater's supervision. Same rules apply as those explained under OER roster "SUPV-DT".

12. **PAFSC** - Primary Air Force Specialty Code.

13. **DAFSC** - Duty Air Force Specialty Code.

14. **CAFSC** - Control Air Force Specialty Code.

15. **DAS** - Date Assigned Station (same as OER roster).

16. **DOS** - Date of Separation; termination date for current enlistment.

17. **TAFMSD** - Total Active Federal Military Service Date (same as OER roster).

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THE UNIT SUPERVISOR/RATEE INFORMATION ROSTER

This final computer-generated roster is a summary product which lists all unit raters alphabetically and prints out information on each individual rater's rank, SSAN, effective date of duty in his/her current position, and duty title. It then lists under each individual rater, all of the unit ratees who that particular rater supervises along with information concerning upcoming OERs or APRs on each member supervised by the rater. Like the OER and APR rosters, this is also a monthly product. Figure 5-3 is an example of the roster followed by an explanation of major headings.

PREPARED 84 FEB 23 06:02   UNIT SUPERVISOR/RATEE INFO ROSTER

①GRADE	②NAME	③SSAN	④EDOD	⑤DUTY TITLE							
⑥GRADE	⑦NAME			⑧SSAN	⑨DT-SUPV	⑩NEXT RPT	⑪RSN	⑫OFF-SYM			
SMS	ALLEN ROY D	XXXXXXXXX	83JAN20	AIRCRAFT PROPULSION SUPT							
	MSG BROWN DAVID K			XXXXXXXXX	83NOV03	84NOV02	A	VAFP			
	SSG TREE DANIEL			XXXXXXXXX	83OCT19	84OCT18	A	VAFP			
SMS	FLOOD JOHN J	XXXXXXXXX	83FEB11	AEROSPACE GROUND EQUIP SYS SUPT							
	MSG PANE JAMES A			XXXXXXXXX	83APR25	84APR24	A	MAFG			
SMS	HEDGE JANE S	XXXXXXXXX	83SEP12	FIELD MAINT SUPERINTENDENT							
	MSG GAMES RONALD R			XXXXXXXXX	83DEC02	83DEC01	C	MAF			
	TSG HABERN GARY V			XXXXXXXXX	83DEC31	84DEC30	A	MAFAV			
	TSG BURR CHARLES			XXXXXXXXX	83MAY20	84MAY19	A	VAFS			
							A	MAFFE			
MSG	ROSER DAVID W	XXXXXXXXX		JET ENGINE SUPVR							
	TSG TIME JOHN K			XXXXXXXXX	83SEP14	84APR18	A	VAFP			
	SSG OSTER ALBERT B			XXXXXXXXX	83MAY27	84MAY26	A	MAFP			
MSG	FANE JAMES H	XXXXXXXXX	82JAN13	ASST FAB SEC CHIEF							
	TSG CONEE CHARLES F JR			XXXXXXXXX	83MAY26	84MAY25	A	MAFFS			
	SSG LAND MIKE D			XXXXXXXXX	83OCT16	84OCT15	A	MAFFS			
MSG	HORTON LYLE F	XXXXXXXXX	81SEP02	NCOIC AGE SECTION							
	SSG WHITE FRANK JR			XXXXXXXXX	83AUG06	84AUG05	A	MAFG			
	SGT GRAY TYLER W			XXXXXXXXX	83JUL01	84JUN30	A	VAFG			
TSG	HAPERN GARY V	XXXXXXXXX	83DEC31	TECHNICAL ORDER MONITOR							
	SSG BLACK WILLIAM S			XXXXXXXXX	83MAR01	84FEB28	A	VAFAX			
TSG	RLUME JOHN JR	XXXXXXXXX	83AUG11	ARFRAME REPAIR SPECIALIST							
	AMN COLE THOMAS J			XXXXXXXXX	84JAN31	84JAN30	C	LGTO			

Figure 5-3

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Best Available Copy

UNIT SUPERVISOR/RATEE INFORMATION ROSTER
HEADING EXPLANATION
(refer to Figure 5-3)

1. <u>GRADE</u> - Rater's grade.

2. <u>NAME</u> - Rater's name.

3. <u>SSAN</u> - Rater's Social Security Account Number.

4. <u>EDOD</u> - Effective Date Of Duty; the effective date on which the rater assumed his/her present duties as a supervisor with his/her present duty title.

5. <u>DUTY TITLE</u> - Rater's duty title.

6. <u>GRADE</u> - Grade of ratee.

7. <u>NAME</u> - Name of ratee.

8. <u>SSAN</u> - Social Security Account Number of ratee.

9. <u>DT-SUPV</u> - Effective date on which individual ratee came under the supervision of the rater.

10. <u>NEXT-RPT</u> - The closeout date of the next OER or APR projected to be due on the ratee given that he/she will remain under the present rater's supervision.

11. <u>RSN</u> - Reason code for next projected OER or APR ("A"=annual; "C"=change of reporting official).

12. <u>OFF-SYM</u> - Office symbol of the rater or ratee.

While these computer-generated OER/APR management rosters are a tremendous source of information and excellent planning guides, they are only as good as the information that is presently contained in the Personnel Data System. As new assignment, separation, and retirement information surfaces and as duty titles, raters, and AFSCs are changed via 2095 action, the information is constantly being updated. When a roster is received, it is probably only current for that particular point in time. It may even contain unknown errors or perhaps outdated information that the unit has been meaning to correct but hasn't quite gotten around to yet. There is also a certain amount of lead time necessary before unit-submitted 2095 changes will appear as updates in the rosters. If you submit a 2095 changing someone's duty title on the 15th of the month, don't expect the roster that comes out on the 17th to reflect the new information; it probably won't show up until next month's set of products.

Chapter Six

A MANUAL TRACKING SYSTEM

As much help as computer-generated OER/APR management products can be, they should really only form the starting point for an effective unit level OER/APR program. If no OERs or APRs were ever necessary beyond annual, semiannual, or change of reporting official reports caused by PCS, separation, or retirement, the computer products generated by the Personnel Data System would probably be sufficient to track and manage work at the squadron or division level. Unfortunately, such is not the case. In any unit, realignments of personnel and changes of duty information are frequent. As people progress, they change jobs within a squadron or wing, have to write reports on people they will no longer be supervising, and pick up responsibility for the supervision of new people. These short notice personnel turnovers and organizational realignments can play havoc with the best laid plans of even the most conscientious unit OER/APR monitor. Whether a monitor is responsible for a squadron of 300 people or a division of ten, it is a good idea to have some kind of backup manual system and data base to help in the tracking of suspenses and reporting information.

This chapter will describe just such a system which has worked well for the author in the past. Although it involves a certain amount of extra work, it proved to be a godsend on numerous occasions while working in one squadron of 250 personnel and another of 60. It is by no means the only system of its kind that a monitor might find useful. The key is to pick something that's personally understandable, efficient, and that will get the job done.

This system involves the use of the computer-generated management products already discussed, a supply of 5"x7" index cards, a vertical 5"x7" index card file, monthly grease board calendars, and a few grease pencils and colored acetate strips.

The heart of the system is a file of vertically displayed 5"x7" index cards (one for each member assigned to a unit) which contain relevant OER/APR data on each individual (see Figure 6-1).

RATER	SSAN	EFF DATE	NOTES	
LAST REPORT	FROM	NEXT REPORT	INDORSEMENTS	
NAME	RANK	AFSC	SSAN	TYPE	COD

Figure 6-1

Before proceeding, one caution must be emphasized. These cards, once filled in, contain personal information as defined by the Privacy Act of 1974, just like the OER and APR computer rosters they are drawn from. They must, therefore, be safeguarded to preclude disclosure to unauthorized personnel.

To begin, a card must be completed on each person assigned to the unit. The best sources for the information needed to fill out the cards are the monthly computer-generated OER and APR rosters which are forwarded to the unit by the CBPO. When starting up the system or, once it is in place, to add a new member of the unit to the system, it is generally only necessary to extract applicable OER/APR information from the rosters and transfer it to the cards.

To facilitate explanation, the sample card in Figure 6-2 is divided into three sections and corresponding blocks are numbered for reference.

RATER	SSAN	EFF DATE	NOTES
⑪	⑫	⑬	⑭
	(SECTION III)		

LAST REPORT	FROM	NEXT REPORT	INDORSEMENTS
	(SECTION II)		
⑦	⑧	⑨	⑩

NAME	RANK	AFSC	SSAN	TYPE	COD
①	②	③ (SECTION I)	④	⑤	⑥

Figure 6-2

FILLING OUT THE CARDS

With the OER/APR computer roster in hand, begin completing Section I with basic identification information on the member.

Block 1 - <u>Name</u> - "Reynolds, Joseph W."

Block 2 - <u>Rank</u> - "TSgt"

Block 3 - <u>AFSC</u> - "70250B"; normally, duty AFSC is enough, but if desired, primary AFSC and control AFSC (for enlisted personnel) can be included.

Block 4 - <u>SSAN</u> - "FR 123-45-6789"

Block 5 - Leave blank for now; we'll return to this later.

Block 6 - Leave blank for now; we'll return to this later.

- - - - - - - - - - - - - -

Section II contains information relating to the member's OER or APR history as well as when his/her next report is due.

Block 7 - Last Report - "(APR) 21MAR80" - Refer to the appropriate computer roster and write in the closeout date of the last OER, APR, or training report received by the member.

Block 8 - From - "Maj Greene" - In the "From" block write in the name/rank of the rater who wrote the member's last OER or APR. In the case of filling out a card on a new squadron member, the name of the rater who wrote the last OER/APR received is really unimportant to you, if received from another unit, so just write in "last unit."

Block 9 - Next Report - "(APR) 21MAR81" - In this block write in the projected date for the member's next OER or APR as extracted from the computer roster.

Block 10 - Indorsements - "DO/WgCMDR" - This block is really only "nice-to-know" information. If you are aware of what level of indorsements the ratee received on his/her last OER or APR, recording this information may prove to be useful historical information.

- - - - - - - - - - - - - -

Section III contains information on the member's present rater and any notes which you may wish to record for future use.

Block 11 - Rater - "Maj Hamilton"

Block 12 - SSAN - "987-65-4321FR" - Record the SSAN of the member's present rater as reflected in the appropriate OER or APR computer roster.

Block 13 - EFF DATE - "22MAR80" - Record the effective date of supervision of the member under his/her present rater. This information is also found on the appropriate OER or APR computer roster.

Block 14 - Notes - This section is for your informal use.

- - - - - - - - - - - - -

RATER	SSAN	EFF DATE	NOTES
Maj Hamilton	987-65-4321FR	22MAR80	

LAST REPORT	FROM	NEXT REPORT	INDORSEMENTS
(APR) 21MAR80	Major Greene	(APR) 21MAR81	DO/WgCMDR

NAME	RANK	AFSC	SSAN	TYPE	COD
Reynolds, Joseph W.	TSgt	70250B	FR123456789		

Figure 6-3

With the card filled out as is, we can see that TSgt Joseph W. Reynolds, AFSC 70250B, SSAN FR123-45-6789, received an APR from Major Greene on 21 March 1980 that was indorsed by the DO and Wing Commander. After his last APR closed out, he was put under Major Hamilton's supervision (SSAN 987-65-4321FR) effective 22MAR80. According to the APR roster his next scheduled APR is his normal annual report which will be written by his new rater (Major Hamilton) and will close out on 21 March 1981 (one year from his last APR).

So far, there really isn't any more information on the card than was readily available on the computer roster. Nonetheless, suppose that the commander just informed you that he wants TSgt Reynolds to start working for Maj Clinton effective 2 August 1980. That's still a month or so away, but you realize that since Reynolds will have been under Maj Hamilton for more than 120 days by 1 August 1980, Maj Hamilton will have to write a CRO APR on Reynolds. No problem, you simply make the proper annotations on the card and begin planning to get Reynolds that APR on 1 August.

Now, we return to blocks 5 and 6 on the card. If you hadn't

known that Reynolds was to be moved to a new rater you would have completed block 5 by writing in "APR-ANN" and block 6 by writing in 21MAR81, because as far as you or anyone else knew, Reynold's next APR would be his regularly scheduled annual report on 21MAR81. However, with the new information you now have from the commander, you will fill out blocks 5 and 6 as follows:

Block 5 - TYPE - "APR-CRO"

Block 6 - COD - "1AUG80"

You would next prepare a 2095 changing Reynold's rater to Maj Clinton effective 2 August 1980, check your work thoroughly, and send it in to the CBPO so the Personnel Data System can be updated. Once processed through CBPO, an APR shell notifying you that a CRO APR is due on TSgt Reynolds will be generated and the next issue of the computer APR roster will reflect the new change. You needn't wait for all that to happen though, because you are well aware that everyone better get busy now and start preparing Reynold's APR.

TSgt Reynold's card would now look like Figure 6-4 after posting the new information.

RATER	SSAN	EFF DATE	NOTES
Maj Hamilton	987-65-4321FR	22MAR80	
Maj Clinton	432-15-6897FR	2AUG80	(2095 submitted 15JUN80)

LAST REPORT	FROM	NEXT REPORT	INDORSEMENTS
APR (21MAR80)	Major Greene	(APR) 1AUG80	DO/WgCMDR

NAME	RANK	AFSC	SSAN	TYPE	COD
Reynolds,Joseph W.	TSgt	70250B	FR123456789	APR-CRO	1 AUG 80

Figure 6-4

After the APR is written, quality controlled, final typed, and forwarded to the appropriate higher headquarters for indorsement or to the CBPO (if no higher headquarters indorsements are sought), you update his card once more and reproject when his next APR will be due. After all that, Reynold's card will look like Figure 6-5.

RATER	SSAN	EFF DATE	NOTES
Maj Hamilton	987-65-4321FR	22MAR80	
Maj Clinton	432-15-6897FR	2AUG80	(2095 submitted 15JUN80)

LAST REPORT	FROM	NEXT REPORT	INDORSEMENTS
APR (21MAR80)	Maj Greene	(APR) 1AUG80	DO/WgCMDR
APR (1AUG80)	Maj Hamilton	(APR) 1AUG81	DO/WgCMDR

NAME	RANK	AFSC	SSAN	TYPE	COD
Reynolds,Joseph W.	TSgt	70250B	FR123456789	APR-ANN	1 AUG 81

Figure 6-5

TSgt Reynold's CRO APR from Maj Hamilton closed out on 1 August 1980, he was placed under Maj Clinton on 2 August 1980, and you project that his next APR will be an annual report on 1 August 1981 as long as Major Clinton and TSgt Reynolds stay put.

It should be apparent that once a system like this is started in a unit, each 5"x7" card becomes a comprehensive history of OER/APR actions on every individual in the unit. If the member is assigned to the unit for 10 years, you could pull the card(s) and determine every rater he/she has ever been under, as well as when every OER, APR, LOE, or training report was written on the individual. This system, like any other, requires quite a bit of "care and feeding," but if you keep it up-to-date, it will keep you out of trouble and way ahead of the "power curve."

Once cards are filled out on everyone in the unit, the best way to display them for quick reference is in a 5"x7" index card vertical file. The individual pockets of the file will hold the cards so that just the identification information on an individual and the COD of his/her next report is visible (see Figure 6-6).

APLE,CHARLES C.	TSgt	6516	XXXXXXXX	APR-ANN	1MAR81
BAKER,BOB B.	CAPT	1545	XXXXXXXX	OER-ANN	15FEB81
CHARLES,LYLE W.	AMN	7025	XXXXXXXX	APR-CRO	10APR81
DELTA,KEN Y.	MAJ	2295Y	XXXXXXXX	OER-ANN	16AUG81
ECHO,DAVID B.	MSgt	6542	XXXXXXXX	APR-ANN	10JAN82
FOX,THERESA M.	LtCOL	8916	XXXXXXXX	OER-CRO	18AUG81
GOLF,MICHAEL T.	CAPT	2245	XXXXXXXX	LOE	10JUL81
HOTEL,SAM R.	SSgt	1149	XXXXXXXX	APR-ANN	7AUG81
INDIA,BRETT P.	AMN	1262	XXXXXXXX	APR-CRO	26MAR81
JULE,ALBERT N.	MSgt	8618	XXXXXXXX	LOE	10SEP81

Figure 6-6   5"x7" Vertical Card File

In this way, you can simply look down the right hand column
of the file to determine when the next report on every one of
your people is going to close out.

Another helpful yet simple device involves color coding the cards depending on the type of upcoming actions. By cutting a sheet of red, blue, green, and yellow acetate into $\frac{1}{2}$ inch by 2 inch strips, you can label cards according to the following system:

Red —   Report due within two months; look for shell from CBPO and notify rater.

Blue —   Report due within one month; rater notified; shell received from CBPO.

Green — Report completed and submitted; update card with current information and reproject next report.

Yellow — Personnel action required, or some sort of follow-up required (i.e., 2095 needs to be cut changing duty titles, AFSCs, or reporting official; or card needs to be updated with current information).

THE MONTHLY SUSPENSE CALENDAR

An additional step that makes the whole system come together is use of a monthly suspense calendar that can display upcoming suspenses.

With your cards up-to-date, once a month go through them to determine which reports will be coming due within the next two months. Simply look down the right side of the card file and pull out all red tagged cards (report due within two months). Once extracted, post the name of the member, type of report, and closeout date on the calendar. Next, determine the appropriate suspense for each upcoming report. Remember, if it's only going to the CBPO, you'll probably have at least 15 days after the closeout to get it there. If it's going to your deputy commander's office for indorsement or off base to a general officer, you may need to get it to the DO or equivalent level by five days after the closeout or whatever local policy is established. Finally, you must establish a no later than date by which you expect to have the report from the rater. This allows time for quality control and final typing before it leaves the squadron. For illustration, let's suppose that you always demand completed reports from your unit raters no later than five days prior to the closeout date.

Today is 1 June 1981 and you are going to update your August 1981 calendar with the appropriate suspense dates. Looking at Figure 6-6, you extract all cards that show an August closeout date. You see that you have three reports due in August as follows:

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NAME	REPORT TYPE	COD
Maj Delta, Ken Y.	OER-ANN	16AUG81
LtCol Fox, Theresa M.	OER-CRO	18AUG81
SSgt Hotel, Sam R.	APR-ANN	7AUG81

After checking with each individual's rater, you learn that Maj Delta's OER will be going to the Wing Commander as the highest indorser, LtCol Fox's OER will be sent off base to a general officer, and SSgt Hotel's APR is not going any further than your own squadron commander. This means Maj Delta's OER needs to be in the DO's office for review by 21AUG81 (five days after COD); LtCol Fox's needs to be in the DO's office by 23AUG81 (five days after COD); and SSgt Hotel's (since it is not going beyond the squadron) needs to be at the CBPO by 22AUG81 (15 days after COD) for final processing and posting to the Unit Personnel Record Group. Since you still want to have all reports in your hands for final typing by five days prior to the COD, the suspenses you would post to the calendar would consist of the following:

NAME	REPORT	COD	TO DO/CBPO	TO YOU
Delta	OER-A	16AUG	21AUG	11AUG
Fox	OER-C	18AUG	23AUG	13AUG
Hotel	APR-A	7AUG	22AUG	2AUG

(NOTE: All of these suspenses are for illustration only and will vary according to local policies established at different bases.)

After determining these dates, you next post them to the August calendar (see Figure 6-7) and continue monitoring the process so nothing "falls through the crack." From here on out it's a simple matter of getting the reports in from the raters on time, working them into final products, and sending the completed forms to the appropriate agency. (If you really believe all of that is simple, I have a bridge you may be interested in buying.)

AUGUST

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
		1	2 Hotel(APR) due to me	3	4	5
6	7 Hotel (APR) COD	8	9	10	11 Delta (OER) due to me	12
13 Fox (OER) due to me	14	15	16 Delta (OER) COD	17	18 Fox (OER) COD	19
20	21 Delta (OER) due to DO	22 Hotel (APR) due to CRPO	23 Fox (OER) due to DO	24	25	26
27	28	29	30	31		

Figure 6-7   Monthly Suspense Calendar

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NOTIFYING RATERS

One final step helps make the entire process run smoothly. Some raters are conscientious and know when all reports on their people are due, and others are not so conscientious. The OER/APR monitor can make his/her own life much simpler, as well as the lives of unit raters, by sending out notices that reports are coming due. These should be in writing so that no misunderstandings take place. The notices should also specify when the OER/APR monitor expects to see the completed report in his/her office. Figure 6-8 is a sample which can be mass produced on common notepad sheets.

FROM: 452 FTS OER/APR monitor (Capt Fuzz)

SUBJ: Performance Report

  TO: _____ (name of rater)

Squadron records indicate that you are the rater for

_____. (name of ratee) This individual is

due an _____ (OER/APR/LOE) covering the period from

_____ to _____. (period of the report) Reason

for the report is _____. (annual, CRO, etc.)

Please forward a draft report with _____ (number required) suggested indorsements to the unit OER/APR office

no later than _____. (date you want the report)

Please insure that a complete job description is included.

John P. Fuzz, Capt, USAF

OER/APR monitor

452d Flying Training Squadron

Figure 6-8   UNIT REPORT NOTIFICATION LETTER

Like all management systems, the one described in this chapter works only as well as you understand it and make it work. Any system or organizational pattern that helps you get the job done is worthwhile, but only if it does indeed help.

"NO PRINT"

Chapter Seven

HIGHER HEADQUARTERS INDORSEMENTS

One of the toughest jobs most raters face is writing suggested indorsements to be used by higher headquarters (off-base) officials (usually colonels and general officers) when the rater wants to reward one of his/her people for superior performance. In light of the significance of these high-powered indorsements and the importance that commanders at all levels place on getting them for their people, the unit OER/APR monitor may be tasked with polishing up indorsements submitted by raters in a unit, prior to forwarding the OER or APR package to higher headquarters. Many raters are perfectly comfortable when they are writing for themselves, but get a bad case of "ramble-on-adjectives" when writing for a colonel or general officer. The OER/APR monitor can be a great help to unit raters in the "polishing and editing" departments but may be even more valuable if he/she can educate them on what a good, or at least effective, indorsement looks like.

Proposed indorsements should be factual and indicate some aspect of performance, major accomplishment, or special recognition. A generalized, flowery, adjective-ridden poem that could apply to anyone won't get the job done. Indorsements should be specific and acknowledge the three "P's": Performance, Potential, and Promotion. They should cite some specific aspect of performance, point out the ratee's potential, and if the hoped-for outcome is to get the individual promoted, say so.

Since it is all too easy to harp on what should be done without offering any concrete help, the following indorsements are provided as examples of what to look for. All are geared to Air Training Command-type job descriptions and are a compilation of select indorsements reviewed at one time or another by the ATC staff or base-level ATC Wing Commanders. They are grouped according to rank.

SUGGESTED INDORSEMENTS

Technical Sergeant

TSgt _____ has contributed significantly to the sustained high standards of maintenance within the _____. He expertly diagnosed a recent complex nose gear steering problem within our T-39 fleet. He's ready for more challenge and responsibility. Promote to master sergeant.

Master Sergeant

MSgt _____ is a hard-charging professional whose outstanding performance marks him as a top-notch NCO. He developed a contract customer training package that we're going to implement throughout the Command. MSgt _____ is a strong leader and has the potential for much more. Send to Senior NCO Academy and promote early.

MSgt _____ is a superior performer. His Career Advisor Program is one of the Command's best, resulting in a significant improvement to _____'s reenlistment rate. Tremendous potential. Send to Senior NCO Academy and promote now.

Dedicated to excellence, MSgt ____ is one of our top performers. By initiating changes to technical orders and regulations, he has markedly improved ATC's aircraft inspection system. Unlimited potential. Promote to senior master sergeant and send to Senior NCO Academy.

MSgt _____'s personal enthusiasm and dedication to his job are evident. He sets a shining example of professionalism at all times. He expertly established a physical fitness program and orchestrated a dormitory move. His ability and performance are unmatched. Promote to senior master sergeant.

MSgt ____'s job knowledge, leadership, and performance distinguished him as an exceptionally professional NCO. He is a superior electronics technician and has molded flight simulator maintenance crews that are the best trained—and more productive. One of our most capable supervisors/managers. Promote.

MSgt _____'s actions are the mark of a dedicated professional. Through exceptional management, he has produced one of the best Aircraft Quality Control Inspection Branches in Air Training Command. Promote to senior master sergeant.

MSgt ____ leaves a big imprint of success and dedication upon Recruiting Service. He was the only non-recruiter in the recruiting business to receive a STEP promotion this year. Promote again quickly.

Senior Master Sergeant

SMSgt _____ was the cornerstone of the _____ during a recent change in top management. His strong determination and perseverance allowed the Group to function normally during this transition. He is a superb senior NCO with tremendous potential. Promote and continue to challenge.

SMSgt _____ is an absolutely superior performer. His professional and dedicated approach to improving aircraft engine maintenance practices and procedures has significantly contributed to the _____'s outstanding flying record. He is definitely chief master sergeant material. Promote now!

SMSgt _____ is our key NCO in the acquisition and analysis of maintenance data for the monthly Command Summary and numerous other special studies. He anticipates potential questions and problems and recommends sound solutions. He has molded his section into a dynamic, forward-looking analytical group. He goes the extra mile. Promote.

SMSgt _____ was loaned to this Headquarters to reposture our 99 Prime REEF teams. The results--ATC's 2200 Civil Engineering skilled people were effectively and efficiently used to support existing contingency plans. Promote to chief now.

SMSgt _____'s mission dedication is absolute. The effectiveness of _____'s Physiological Training Unit, despite the loss of several key NCOs without replacement, attests to his leadership ability. Keep him challenged with increased responsibilities and promote to chief master sergeant.

SMSgt _____ is the epitome of Air Force professional non-commissioned officer leadership. The Command's toughest inspection teams cited his enthusiasm and effectiveness as a key member of _____'s strong standardization evaluation team. Already performing as a chief master sergeant--let's promote him at first o orcunity.

SMSgt _____ is a blue-chip performer--the best senior master sergeant in the Medical Center. An outstanding enlisted leader-- responsibile, committed and professional. Exceptional potential for increased responsibility. Promote to chief master sergeant.

Chief Master Sergeant

Chief _____'s leadership and performance in the Simulator Branch have been superior. The sustained high in-commission and utilization rates of the ___ TW Simulator are directly attributable to his professional efforts. The Air Force needs him.

Chief _____'s three-volume instructional systems development training package was adopted for Air Force-wide use. The ATC 95% career development course pass rate vs Air Force 84% rate reflects his management capabilities. He's an outstanding Air Force leader. Give him only the toughest, most responsible senior NCO assignments.

Chief _____ is our top recruiting superintendent. He is the driving force behind the effectiveness of our flight supervisors and recruiters at _____ USAF Recruiting Squadron. His scope of experience would make him valuable at any level of Recruiting Service. He is a thorough, professional, and dynamic leader.

Chief _____ is one of the top performers in ATC. His exceptional leadership and management abilities were key factors in his unit receiving an excellent rating by our Headquarters Stan/Eval inspection team. Outstanding potential. Challenge him with increased responsibilities.

CMSgt _____ has effectively eliminated waste in the ATC ATLAS retrieval system and has preserved the accountability of active duty time for reserve officers. His actions, advice, and initiative have provided a vital service and improved the efficiency of the data system Air Force wide. Select for extended high year of tenure.

Captain

Captain _____'s performance has been absolutely top-notch. He's clearly an outstanding leader and manager--three of his eleven Field Training Detachments were selected as finalists as the best of our 70 detachments. An exceptional officer with solid potential--promote now.

Captain _____ is a top-notch performer all the way. He's been a distinguished graduate from every school he's ever attended--from the Academy to pilot training to graduate programs. He's handled the Exec job at _____ while still holding down his instructor pilot job. An impressive young officer with outstanding potential--promote to Major at the first opportunity.

Captain _____ has met the challenges of command with exceptional poise and confidence. His detachment completed over 2500 hours of incident free flying because of his personal attention to quality training and uncompromising safety standards--one of the best ACC detachments in the Command. Continue to challenge with the tough jobs and groom for early promotion.

Captain _____ is a top-notch officer whose leadership, versatility and talent are highlighted in a superb record of achievement. His outstanding performance at _____ earned high marks from both our ATC Stan/Eval and Inspector General. Superb potential. Keep promoting.

Captain ____ is a top-notch performer at _____. His selection as Squadron Company Grade Officer of the Quarter and Instructor of the Quarter are further testimony of his total dedication and potential. Promote and select for Intermediate Service School.

Captain _____'s performance has been absolutely superior. here is no doubt he has the talent, poise, and exceptional potential for an accelerated career in the Air Force. The _____'s top Captain, he was hand-picked to attend ATC's first Pacesetter Program. Select for ASTRA this time and promote below-the-zone.

Captain ____ is a strong performer and leader at _____. As interim Chief ____, he faced the challenge of fleet expansion, addition of MMICS and a threefold increase in sortie requirement. He excelled across the board--solid potential. Augment without fail and promote.

Captain _____ is one of our top performers. His management of the Squadron's RSU program and contributions to the Squadron's self-inspection program resulted in "Excellent" ratings from both the ATC Stan/Eval and IG teams. His selection as the _____ Instructor of the Year is testimony of his sustained superior performance and tremendous potential. Captain _____ is ready for increased responsibility. Promote now!

Captain ____ is a super officer with unlimited potential. His efforts in running our $20M reimbursement program ensured that ATC received the funding necessary to meet our mission requirements. A "blue chip" professional, he's ready for greater challenges. Promote now.

Captain _____ is one of our "blue chippers"--the best captain in a select organization. We brought him to the Headquarters to direct the Command's Interservice Training Review Organization-- an important position that demands superior performance. He has the potential for much more. Promote to major now and monitor his future assignments.

One of our top performers--an exceptional officer and professional aviator. Outstanding as a T-37 squadron check pilot and Stan/Eval officer, tremendous effort in organizing an ATC check-section conference, ideal role model for our Qualities Enhancement Program--he does it all. Solid potential. Promote early.

Major

A standout officer in ATC...Major _____'s superb leadership and standard of excellence have been a real asset to the _____ Wing. His outstanding performance as Flight Commander says it all...he's got potential for increased responsibility. Promote.

One of Air Training Command's finest officers. Without doubt, Major _____ has demonstrated the ability to handle greater challenges in key leadership positions. I've seen the results of his work firsthand...and, they've always been top drawer. Promote.

Major _____ has done an outstanding job as the Executive Officer to the Deputy Commander for Operations at _____. He has all the potential and experience for greater challenges. No question--an invaluable asset to the Air Force--don't miss him this time. Promote without fail!

Major _____ has a very responsible and demanding job at _____, and I personally know he's doing it with aggressiveness and skill. He's the only Major in ATC holding a Base Civil Engineer position--clearly one of the Command's top O-4s. Outstanding potential for more responsibility--promote early.

Major _____'s performance has been outstanding. He's one of our most talented and productive officers who leads by example and motivates others to their best performance--his CBPO was best in ATC last year. He gets top marks in officership and potential. Promote to lieutenant colonel now.

Major ____ is an outstanding young maintenance officer with strong leadership ability. For that reason he was recently selected to become a member of the ATC Headquarters Logistics staff--a clearly exceptional officer with solid potential for bigger jobs. Promote now.

Major ____ has done a tremendous job on the Y-46 acquisition management team. A key player in the selection of the right aircraft to meet ATC's future pilot training requirements, he continues to keep the program on track. An exceptional officer that we will challenge hard. Ready for early promotion to lieutenant colonel.

Major _____ is smart, aggressive, and one of our top performing staff officers. He's doing an outstanding job running the Command Personnel Assistance Team and providing excellent support to our CBPOs. Excellent potential and ready for increased responsibility--promote to lieutenant colonel now.

An outstanding performer--Major _____ has directed the Operations Division throughout the _____'s conversion to ENJJPT. His management and supervision of the Training Operations Center and its personnel will insure a successful program. He's dedicated, mature and completely capable of handling increased responsibility. Promote.

Major _____ is a top-notch officer--one of our best instructors and supervisors. A strong performer as a Flight Commander in Advanced Navigation training--his efforts in improving the curriculum will insure quality navigators for today's Air Force. A leader who is ready for more. Select for senior service school and promote.

Major _____ has done an outstanding job in the very pivotal role of flight commander. He has been the key player in turning around his squadron's T-38 training practices. His seasoned professionalism and potential should be challenged with tougher assignments. He's ready--promote.

Major _____ has done an outstanding job for ATC. His personal involvement in screening and counselling officer trainees has significantly enhanced the quality of our OTS graduates. No question--a valuable asset to the Air Force--don't miss him this time. Promote for sure!

Major _____ is filling one of our toughest and most demanding jobs and is producing consistently outstanding results. His squadron was the top engineer-producing squadron in Recruiting Service last year--well on the way again this year. Involved, committed, dynamic officer with a big picture focus. Excellent potential for P1% promotion again.

An authority on ___ operations--one of our most talented and productive officers. Leads by example and motivates. Realistic and pragmatic as an evaluator--confirmed by field feedback. Excellent potential. Promote to lieutenant colonel.

Talented, effective, and respected Staff Judge Advocate--totally Blue Suit. Major _____ worked several thorny problems involving local law enforcement agencies. Successful. He has the potential to handle more responsibilities and tougher jobs. Promote to lieutenant colonel.

Lieutenant Colonel

Lt Colonel _____ is an outstanding performer. In ____, I presented him with the well earned ATC Ground Safety Award. His innovative efforts are paying big dividends. He has proven potential to handle the demanding assignments. Promote now!

Lt Colonel _____ is one of our best, and has done a top-notch job as squadron commander at _____. Whether training newly graduated navigators or experienced senior staff officers from all US services and many foreign nations, he and his instructors excel --our IG rated them outstanding. A dedicated officer with solid potential for greater responsibility--promote to colonel now.

Lt Colonel _____'s performance has been outstanding--that's why we're making him deputy base commander at _____. His innovative planning, leadership, and management skills were instrumental in _____ setting the pace for the Command in Student Affairs operations. Excellent potential and ready for increased responsibility--promote to colonel now and select for senior service school.

Lt Colonel ____ is a dynamic and highly experienced manager who has done a superb job working our training and equipment issues for the Consolidated Space Operations Center program. He also led our effort to implement the ATC training support requirements into Space Division program baselines. Select for senior service school and promote to colonel now.

Lt Colonel _____ is an outstanding performer in a tough and demanding job--took a lackluster branch and turned it around in minimum time. Did great work restructuring our communications-electronics officer training. He's ready for more responsibility. Promote now!

Lt Colonel _____ is doing a fantastic job as _____'s Assistant Deputy Commander for Operations. He turns out top quality UPT graduates, is consistently number one on the Command sortie timeline and maintains an outstanding ACE Program. He has met tough leadership challenges with unqualified success and has the potential to handle greater responsibilities--promote to colonel now!

Lt Colonel ____ is an outstanding manager and leader. He has been instrumental in planning and controlling a myriad of school efforts--computers, personnel, budget, readiness, issues, and course development--he does it all right! Give him the tough programs and projects. Great potential for key command positions. Promote him now!

Lt Colonel _____ is responsible for more people, resources, and programs than any other officer on _____ Air Force Base. His squadron supports two operational wings and a Reserve refueling group. He irons out problem areas and keeps an ambitious family housing upgrade program moving. An outstanding engineer and a strong commander. He is colonel material—promote.

Lt Colonel _____ has done excellent work in a tough job. He set up and heads a new division which has made improvements, especially in the data automation area. Improvements will have Command-wide impact—getting the job done better. He is totally involved on the job and a strong supporter of Air Force community affairs. Promote and select for senior service school.

Lt Colonel _____ stands out as a top performer in the tough job of Chief of Aeromedical Services. His quick, efficient response to a recent aircraft disaster was one more example of his capability and dedication to duty. Superior potential. Promote.

Lt Colonel _____ produces. As the ___ FTW's Assistant Deputy Commander for Maintenance, he improved their mission-capable rates. He knows the business—and did a tremendous job spear-heading a working group that wrote the ATC maintenance "bible". He's ready for senior leadership and command. Promote to colonel.

Lt Colonel _____ has done a superb job in one of the most demanding and dynamic jobs in ATC Logistics. A professional—innovative and dedicated. An outstanding logistician who makes the system serve the customer and mission. We made a mistake last year; don't err again—promote now.

Lt Colonel _____ is first-class. He increased the number of cadets in his program, reduced attrition among the engineering cadets, and is producing more and better qualified officers for the Air Force. His detachment earned the AFROTC Superior Performance Award last year. Promote now—I need him as a colonel.

Innovative, experienced, aggressive—solving some tough problems in the areas of IP manning and tech training center quality. Big dividends will come from Lt Colonel _____'s efforts—exceptional planner, analyst, and team player. Excellent potential for greater responsibilities—promote to colonel now.

No doubts—one of our very best. Lt Colonel _____ took a new re-cruiting squadron to top of his recruiting group in the first year. Earned all "excellents" on recent IG evaluation. He's a smart, tough, dynamic leader—promote early to colonel.

Dedicated leader working under severe manning and fiscal
shortages. Still earned kudos from AFC IG evaluations—rare
accomplishment. Lt Colonel _____ is deeply involved in base
activities—proud Air Force Ambassador at civic functions.
Excellent potential. Promote to colonel.

An outstanding leader—responsible, committed and true pro-
fessional—he's been a tremendous help in guiding the Euro-NATO
operation through its first and formative year. Top quality.
Solid potential for greater responsibility—promote to colonel
now.

Senior officer material. Deputy Base Commander of our top-rated
base—deserves high marks for leadership and commitment. Has the
skills to work immediate and tough problems—with outstanding
results. Potential plus. He's ready now—promote to colonel.

Aggressive and dynamic commander—he gives himself fully to the
mission and his people. Runs a tight ship—impressive results
from IG evaluation. Lt Colonel _____ will be one of the Air
Force's future senior leaders—strong candidate for early
promotion.

APPENDIX

This appendix space set aside for
the inclusion of local OER/APR
policies and suspense procedures
which may be inserted individually
by bases or agencies desiring to
reproduce or otherwise use this
handbook.

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