

HQ USAF/SG

**OPR/EPR
GUIDE**

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON, DC

MEMORANDUM TO ALL HQ USAF/SG

FROM: AF/SG

SUBJECT: Requirements for Generating Officer and Enlisted Performance Reports

As supervisors of Air Force personnel, one of our most important jobs is ensuring we accurately document the performance of our people in the written word. Since Air Force members are promoted and chosen for special duties mainly from what is written in their performance reports, these documents are of paramount importance to their career. This administrative guide is compiled from the experiences of recent promotion board members, senior raters, current commanders and senior enlisted advisors. As such, this guide is designed to assist raters with sound OPR/EPR writing methods proven competitive in today's Air Force environment.

A well-written Officer Performance Report (OPR) or Enlisted Performance Report (EPR) is composed of a number of critical parts, and should paint a quantitative and qualitative picture assessing the ratee's performance. Our goal is to provide raters with the appropriate tools to take care of our people. This guide is meant to augment the following guidance and tools currently available: AFI 36-2406, *Officer and Enlisted Evaluation Systems*, AFI 36-2404, *Guide to USAF Officer Evaluation System (OES)*. If you have any comments on the use of this guide or questions on generating performance reports, please contact the SGE Staff at DSN: 297-4444 or (202) 767-4444.

//Signed//

JAMES G. ROUDEBUSH
Major General, USAF, MC, CFS
Deputy Surgeon General

Performance Report Requirements

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

Who requires one?

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

When are the performance reports required to be written?

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

Referral Performance Reports

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

1. Section I Ratee Identification Data

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

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

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

1.3. GRADE: Again all CAPITAL letters are used here.

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

1.5. REPORT PERIOD: Use the dates listed on the RIP (if they do differ, contact the appropriate orderly room for clarification/correction)

1.6. NO. DAYS OF SUPERVISION: Ensure the number of days are correct on the RIP. If this is not the case, please contact the appropriate orderly room for clarification/correction.

1.7. REASON FOR REPORT: It will most likely be one of three different reasons: Annual, CRO (which signifies change of reporting official) or Directed by HQ USAF.

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

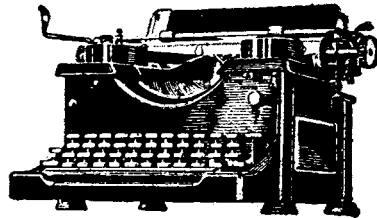
1.9. PASCODE: Use the PASCODE from the RIP (again only CAPITAL letters are used).

2. Unit Mission Description (Section II) (OPR AF Form 707A/B, Jun 00)

2.1 The unit mission description is a preapproved statement of the units mission that has been pre-approved by the SG office.

2.2. If your unit (element's) mission description no longer reflects its true mission, please contact your unit's senior officer to have them request a change to the official mission description from the Surgeon General's office.

2.3 If changes to the unit mission description are approved, the approval date must be before the close out date of the report or the previous unit mission description must be used.



3. Job Description (Section III) (Section III -AF Form 707A/B OPRs; Section II – AF Form 910/911 EPRs)

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

3.1 Duty Title is typed in all CAPITAL letters and must match job title on PC-III or MILPERS RIP or shell, if the duty title has changed, the change must be entered into MILMOD system and a new RIP generated. To accomplish this, contact the appropriate orderly room. Such newly generated RIPs must always accompany the completed report. The duty title must be completely spelled out (do not use abbreviations or acronyms); do not use a generic title. This area must accurately reflect duties and should show progression over time.

3.2 Key Duties - Do not use bullet format for this section. Use sentence format only for describing the key duties, responsibilities and tasks--remember to describe major tasks. Use language understood by the entire Air Force. IMPORTANT: Excessive empty (white) space sends a negative message.

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

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

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

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

3.4 ADDITIONAL DUTIES: Other "official" responsibilities of significance outside of primary duties--do not list additional duties unless focused toward the mission.

4. Mission Impact Statements (Section IV)

(front of OPRs, AF Form 707A or B)

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

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

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

Examples of Mission Impact Bullets

Before

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

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

After

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

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

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

(Note acronyms were defined in Key Duties block)

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

Very competitive CGO report: impact has quantitative and qualified facts

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

5. Basics of Bulletology

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

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

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

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

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

5.3. **Use SINGLE bullets--NO Wraparounds:**

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

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

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

5.5. **Define ALL acronyms and abbreviations first before using them:**

- The best place to define these is preferably in the unit mission description, key duties, tasks and responsibilities, or even in the duty title blocks. All acronyms and abbreviations must be defined unless they are approved for use by SG as commonly known (*see Appendix I*)
- Once an acronym is defined, use only the acronym from that point on in the report

5.6. **White space** is universally perceived as **not good**--it definitely highlights that bullet (normally it should never be more than 5 to 6 blank spaces unless some massive, absolutely stupendous achievement is being focused on):

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

5.7. **Put impact in some kind of measurable terms:**

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

5.8. **Level of impact is also very important:**

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

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

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

5.10. **Quantification:**

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

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

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

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

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

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

6.1. Section VI - Rater Overall Assessment (first assessment block on EPRs)--use methods described in Chapter 5. Basics of Bulletology to formulate the example bullets.

- You have nine lines total: first line is an “attention grabber,” seven lines of examples and the ninth line for “closure/recommendation(s)”
- Write about performance and potential; show more depth, describe what kind of officer, NCO or SNCO this person is (for instance, how they get things done, how do they build teams, savvy, poise under pressure etc.).
- This section may be used to provide insights into how the officer accomplished Section IV, and how the marks in Section V (officer) or VI (enlisted) were earned. Don't forget to use the vital three parts to bullet development in writing the seven lines of example bullets
- Use bullet format and avoid “buzz words”; use action verbs up front. *Do not repeat or even appear to repeat statements from the impact on mission accomplishment block on the front (officers).*
- Include all new examples of ratee's performance. Front-side bullets may be expanded upon but **do not** repeat verbatim!
- Rater's assessment should emphasize the individual's leadership and management qualities while using impact statements from Section IV as support
- Use active (not passive) voice
- **Do not use cliches**, i.e., Topnotch or the phrases “...continue to challenge,” “...demonstrated readiness,” “...impacts mission,” “Record does not reflect his true capabilities,” “my go-to guy” all are not strong statements
- Do not use “techno-speak.” --language that is not easily understood. End reports with assignments, PME, AFIT and/or Augmentation-like type of recommendation for officers. Include recommendation(s) for AFIT, PME or GME where deserved; all boards view omission of PME (on officers) and assignment recommendation as a clear negative signal
- Recommendation for PME must be consistent with grade and next eligible PME see last item 5.4.1 of this section for specific recommendations. Specify next job recommended--especially if significant. You must indicate where the ratee should go next, i.e., what assignments will he or she be suited for in the future? If you believe this person is a future commander, you must tell the board so
- EPRs need to have a promotion statement as part of the last line of each assessment block (CMSgts need next assignment recommendation demonstrating progression in level of responsibility)

6.2. **Section VII (or senior endorser for SNCO EPRs):** Typically the first section read by board members (often the only section they have time to read!)

- Use the best material (i.e., that with highest, most far reaching results) in this section! Write this section first
- Information from section VI also applies here except: Format: attention grabber...body...strong closure... recommendation. (5 lines; 1st line is an “*attention grabber*,” three lines of examples, and fifth line for “*closure/recommendations(s)*”

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

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

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

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

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

6.4. **Basic rules for top and bottom lines** of all blocks on the backside of performance reports

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

6.5 **OPR Backside Bullets--last lines**

6.5.1. **Stratification:**

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

6.5.2. Recommendations:

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

Table 1., Appropriate PME Recommendations

Rank	PME Status	PME Recommendation
2Lt/2Lt	NA	SOS
1Lt	NA	SOS
Capt	Enrolled in correspondence	SOS
Capt	Selected for SOS in residence	SOS
Capt	Attending SOS in residence	ACSC/ISS
Capt	Completed SOS in residence	ACSC/ISS
Maj	Enrolled in ACSC in correspondence/seminar	ACSC/ISS
Maj	Completed ACSC in correspondence/seminar	ACSC/ISS
Maj	Selected for ACSC in residence	ACSC/ISS
Maj	Completed ACSC in residence	AWC/SSS
Maj	Above eligibility window for ACSC	AWC/SSS
Lt Col	Enrolled in AWC in correspondence/seminar	AWC/SSS
Lt Col	Completed AWC in correspondence/seminar	AWC/SSS
Lt Col	Selected for AWC in residence	AWC/SSS
Lt Col	Completed AWC in residence	JSSS/ICAF/NWC
Lt Col	Selected for Col	JSSS/ICAF/NWC
Col	Completed AWC (any method)	JSSS/ICAF/NWC
Col	Above the eligibility window for SSS selection	Teach SSS/ICAF/NWC

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

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

Examples

Strong Last Lines

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

Strong Negative Message Last Line

- Meets acceptable levels of performance
--

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

6.6.1. **Stratification** is a plus for senior rater endorsement if favorable (e.g., #1 of 50 MSgts or my best SNCO of eight!)

- Again, if using top X% the denominator to calculate that % MUST be within the person signing that block's scope (credibility factor). Can't say top 1% when only 20 reside under that rater's purview (the best here would be top 1/10 = 10%), it is better to say best of 10!
- Watch out for rating someone #1 when he/she is the only one.
- Can't have two #1's in same arena--if division has 14 fabulous SNCOs, only one is #1 of 14 in division, where as the other may be the #1 of 4 within a program under that division (can drop down to next level to still allow for positive stratification)

6.6.2. **Recommendations**

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

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

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

Examples of strong last lines

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

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

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

7. Mediocre Performance Reports

This topic is provided to help raters and reviewers identify reports whose word picture may be unintentionally mediocre or provide some ideas when a rater is left with having to provide a rating on a mediocre performer. Furthermore, senior raters need to be appraised of any referral reports. There are many ways to express mediocrity in the verbal picture; however, if any bullet contains derogatory or negative language, it becomes an automatic referral report. ***Any SG report utilizing or containing bullet types suggested below, require the rater to submit a written note or letter to the senior rater informing them that the report is written as intended.***

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

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

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

- Rater must provide a note with the report for CC or Senior Rater review

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

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

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

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

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

8. Mechanics

(excerpts taken from *Tongue and Quill* [T&Q])

8.1. **Acronyms:** If it isn't a commonly used acronym it must be spelled out the first time. *The best place for defining acronyms are in the non-bullet areas (unit mission description, duty title and key duties, tasks and responsibilities blocks).* Examples of those acronyms that must be spelled out the first time used are PCO, MHS, HSI, JCAHO and NSI. If there is no room for a definition or to spell it out, consider truncating the spelling (e.g., using just "Joint Commission" instead of Joint Commission on the Accreditation of Healthcare Organizations) *See Appendix 1* for approved acronyms that do not need to be defined. Acronyms once defined need to be used (do not define an acronym and then not use it again).

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

8.3 **Information on the top of the Report must match what is listed on the official PC-III RIP** (duty title, PASCODE, etc)

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

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

8.4.1. **Specific Senior Rater Preferences.** For separating thoughts or transitioning within bullets:

- AFMOA/CC requires use of only ellipsis for transitioning thoughts and ideas within a bullet do not use em dash or semicolons
- HQ USAF/SGN requires use of em dash or semicolons, do not use the ellipsis in these reports. Also, do not use slashes in SGN bound reports to condense two or more items in a bullet, instead use a comma or connecting word such as "and" to separate these items

8.5. **Hyphenation rules:** (*see Appendices 2, 3, and 4 for lists of hyphenated and words that are not hyphenated*) T&Q Chapter on Hyphen pp 241-245.

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

- When you abbreviate a unit of measure, omit the hyphen: 24 gal tank (remember it must be a defined or approved abbreviation)

- When expressing the numbers 21 through 99 in words and in adjective compounds with a numerical first element: Twenty-one people; Eighty-nine; 3-year-old child; 10-minute delay
- To indicated two or more related compound words having a common base (suspended hyphen) 12- to 15-page document; 3-, 5-, and 7-level technicians; long- and short-term money rates (T&Q p 242)

8.5.2. **Use a hyphen with words and phrases that are combined to form a unit modifier immediately preceding the word modified** (except with an adverb ending in *ly*). *Do not hyphenate these phrases when they follow the noun.* Examples: an up-to-date report; \$500-a-week salary; decision-making process; red-face man; X-ray equipment; the X-ray showed; the author is well known; on the basis of first come, first served; a completely balanced meal. (T&Q p 242-3)

8.5.3. **Use a hyphen when two or more proper names are combined to form a one-thought modifier and when two adjectives are joined by the word and or:** Montgomery-Atlanta-Washington flight; black-and-white terms; yes-or no answer; life-and-death situation; cause-and-effect hypothesis; go-no-go decision. (T&Q p 242)

8.5.4. **Use a hyphen when spelling the word solid creates a homonym:** re-cover (cover again); re-count (create again); un-ionized (substance);re-sign (sign again); co-op (cooperative); re-creation (create again); pre-position (position again); re-mark (mark again); multi-ply (as in fabric). (T&Q p 242)

8.5.5. **Use a hyphen to avoid doubling a vowel when the last letter of the prefix “anti,” “multi” and “semi” is the same as the first letter of the word.** Also, use a hyphen when the second element is a capitalized word or number: anti-inflammatory; anti-Nazi; multi-industry, semi-icing; semi-Americanized; pre-1914; post World War II; ultra-German. (T&Q p 242)

8.5.6. **All words are hyphenated when used as an adjective compound:** all-inclusive background; all-out war; all-powerful leader. (T&Q p 242)

8.5.7 **When not to use a hyphen:** (T&Q p 243)

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

8.5.8. **Generally do not use a hyphen in a unit modifier to set off some prefixes and suffixes:** (T&Q p 243)

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

8.5.9 Note there are some EXCEPTIONS:

8.5.9.1 **Best, better, full, high, ill, least, lesser, little, low, lower, middle and upper compounds are hyphenated when used as an adjective before a noun:** ill-advised action; lesser-regarded man; full-length; upper-crust officer; high-level water; best-loved leader; little-understood man; least-desirable book; better-prepared officer; middle-class neighborhood (T&Q p 243)

8.5.9.2 **Drop the hyphen when used following the noun:** the dress is full length; she is of the upper crust; water is at the high level; the book was best loved; the man was little understood; the man was little understood; the man was least desirable; the man was better prepared; he lives with the middle class (T&Q p 243)

8.5.9.3. **Ex (meaning former) words** are discouraged in formal writing; former is preferred. However, when you use ex in this context, use a hyphen: ex-governor; ex-AU commander; ex-convict (T&Q p 243)

8.5.9.4 **Cross and half words are usually hyphenated**; however, some are not; check your dictionary and, if not listed, hyphenate: cross-pollination; half-dollar; halfback; crosswalk; cross section; half sister. (T&Q p 243)

8.5.9.6 **Elect words are hyphenated, except when they consist of two or more words:** Mayor-elect; president-elect; county assessor elect. (T&Q p 243)

8.5.9.7 **Fold words are usually one word, except when used with numerals:** Tenfold; twofold; 25-fold. (T&Q p 243)

8.5.9.8 **Like words are usually one word, except when the first element is a proper name, words of three or more syllables, compound words and to avoid tripling a consonant:** Gridlike; lifelike; Grecian-like; mystery-like; squeeze-bottle-like; wall-like. (T&Q p 244)

8.5.9.9. **Mid, Post and Pre words are usually one word except when the second element begins with a capital letter or is a number:** Midstream; postgame; preeminent; mid-June; mid-1948; post-Gothic; post-1900s; pre-Civil War; pre-1700s. (T&Q p 244)

8.5.9.10. **Non words are usually one word except when the second element begins with a capital letter or consists of more than one word:** Nonattribution; noncommissioned officer; nonsurgical; non-Latin-speaking people; non-civil-service position; non-European. (T&Q p 244)

8.5.9.11. **Over and under words** are usually one word except when the compound contains the word “the”: overdone steak; understaffed office; overbusy employee; over-the-counter drug; under-the-table-kick. (T&Q p 244)

8.5.10 **Self as a prefix is joined to the root word by a hyphen. When self is the root word or is used as a suffix, do not use a hyphen:** self-made; self-respect; self-explanatory; selfish; selfless; selfsame; herself; itself; himself. (T&Q p 244)

8.5.11. *Vice compounds are hyphenated except when used to show a single office or title:* A vice-president; vice-presidential candidate; the vice-counsel; vice-consulate's office; vice admiral; vice-admiralty; vice-chancellor; vice-chancellorship; viceroy. (T&Q p 244)

8.5.12. *Well compounds are hyphenated when used as an adjective before a noun; drop the hyphen when used following the noun. Well used as a compound noun is always hyphenated:* well-made suit; well-known author; the well-being of the family; consider her well-being; the well-bred dogs; the suit was well made; author is well known; the dogs were well bred. (T&Q p 244)

8.5.13. *Wide words are usual one word except when long and cumbersome or when it follows the noun:* worldwide; university-wide; the virus is university wide, Department of Defense wide (DoD wide). (T&Q p 244)

8.6 **Capitalization Rules:** (excerpts taken from T&Q Chapter on Capitalization, pg 263-273)

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

- Gave budget presentation to chief of staff...2,100 people attended and lauded the event -- Garnered top support for divisional \$15M plus up...approved for inclusion in 2003 budget

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

8.6.1. **Capitalize the following: The first word of all bullets or sentences.** (T&Q p 264)

8.6.1.1 **All proper names** (official name of a person, place or thing) 311th Human Systems Wing; agent Orange; Air Staff Flying Training Squadron; Congressional Medal; US Constitution. (T&Q p 265)

8.6.1.2. **A common noun or adjective that forms an essential part of a proper name, but not a common noun used alone as a substitute for the name of a place or thing.** (T&Q p 265)

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

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

Operation NORTHERN WATCH
Exercise WINTEX
Operation ENDURING FREEDOM
Exercise GLOBAL SHIELD

8.6.1.4. **Names of government bodies, employees, national and international regions or documents**--capitalize except when used in a general sense. Full and shortened names of national and international organizations, movements and alliances and members of political parties: Democratic Party; Republican; Federalist; Russian Federation; Supreme Soviet. (T&Q p 267)

8.6.1.5 Full and shortened names of US national governmental and military bodies: (T&Q p 267)

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

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

8.6.1.6 Full titles of government employees: US President; Congressman Shelby; Navy officer; Service component command chaplain; the Bush Administration; British prime minister; US Senate; Senator Jones; Secretary of State; the Administration. (T&Q p 267)

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

8.6.1.7 Full titles of departments, directorates and similar organizations: Department of Labor; Center for Strategic Studies; Air War College; Directorate of Data Processing; Special Plans Division; Squadron Officer School. (T&Q p 267)

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

Medicare Act; Warfare Studies Phase; Civil Rights Act; Veterans Affairs; Iron Curtain; The New Frontier; The War on Terror. (T&Q p 268)

8.6.1.9 Military rank when it is used with a proper name: Colonel Jerry M. Drennan; Brig Gen Murray but do not capitalize it when it stands alone: the colonel; 30 majors and 26 lieutenants; a staff sergeant in the Air Force. (T&Q p 269)

8.6.1.10. Specific names of medals and awards: Medal of Honor; Purple Heart; Distinguished Flying Cross; Legion of Merit; Silver Star; Bronze Star; AF Achievement Medal. (T&Q p 269)

8.6.1.11. The full names of state and local bodies and organizations: Virginia Assembly; Montgomery County Board of Health. (T&Q p 269)

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

8.6.1.12. Titles when being used with a proper name or in place of a specific proper name:

The Commandant of ACSC; the Commander of the 311 HSW; the Chief of the Neuropsychiatry Branch; Squadron Leader David Bye of the Royal Air Force. (T&Q p 270)

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

8.6.1.13. The names of departments within an organization: Employee Relations; EEO and Staffing; Directorate of Education and Curriculum. (T&Q p 270)

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

8.6.1.14. **The proper names of colleges, universities, organizations, committees and agencies:** University of Alabama; National Labor Relations Board; Veterans Administration 42d Air Base Wing; Air Command and Staff College; Committee on Foreign Affairs; the National Security Agency. (T&Q p 270)

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

8.6.1.15. **Academic degrees and course titles and subjects:** Capitalize the names of specific course titles: American History 201; EDL 609, Personnel Admin; Psychology of Career Adjustment; Leadership and Command course. (T&Q p 271)

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

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

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

8.7. **Abbreviated forms of wings, groups and squadrons use of "th, st and d":** When writing out the names of these in their entirety, add the "th, st or d" with the number. When using the abbreviated form of a numbered organization do not use the "th, st or d" with the number: (T&Q p 277)

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

8.8 **Use of Apostrophes:** (T&Q p 225-6)

8.8.1. **To create possessive forms of certain nouns and abbreviations used as nouns.** Add 's to nouns that do not end with and s. Add only the apostrophe to nouns that end in s or with an s sound, and to the words like force, appearance, righteousness and conscience: (T&Q p 225)

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

8.8.2. **To show possession of compound nouns, add 's or ' to the final word:** Secretary-treasurer's report; attorney general's book; mother-in-law's car; mothers-in-law's car; eyewitness' comment. (T&Q p 225)

8.8.3. **To form plurals of certain letters and abbreviations:** Some use apostrophes others don't: Dotting the I's; OPRs, EPRs, TRs; 1960s; S's; A's, I's, U's, bldgs: Bs, 1s, the three Rs; B-52s; six the's; AF Forms 707A. (T&Q p 226)

8.9. **Use of Commas:** (T&Q p 231-5)

8.9.1. **Use commas with the coordinating conjunctions and, but, or or nor when joining two or more independent clauses.** Example: The art of war is constantly developing, but twentieth-century technology has so speeded up the change the military strtegist now must run to keep pace. (T&Q p 231)

8.9.2. **To separate three or more words in a series, *excluding* the word before the final and, or nor (open punctuation).** (T&Q p 231) Example:

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

8.9.3. ***With parallel adjectives that modify the same noun.*** If the adjectives are independent of each other, if the order can be reversed or if and can stand between the words, the adjectives are parallel and should be separated by a comma. However, if the first adjective modifies the idea expressed by the combination of the second adjective and the noun, do not use a comma: A hard, cold winter; a long, hot summer (the summer was long and hot); a heavy winter overcoat (winter modifies overcoat; heavy modifies winter overcoat) a traditional political institution (political modifies institution; traditional modifies political Institution). (T&Q p 231)

8.9.4 ***To set off the title, position or organization after a person's name*** (or name equivalent): The Commander, 377th Air Base Wing... (T&Q p 232)

8.9.5. ***To set off explanatory dates, addresses, place names and words identifying a title or position following a person's name:*** (T&Q p 233)

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

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

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

8.9.6. ***With titles following personal names*** (Jr. and Sr. are set off by commas; 2d, 3d, II, and III are not): Daniel Wesley Morris, Sr.; Henry Ford II; Joseph C. Guillot, Esq; Lee Walker 3d; *in text.* (T&Q p 233)

8.9.7. ***When names are reversed:*** Brown, Willie, Jr.; George, Chris; Fray, Abigail; Guillot, Joseph C., Esq; Johnson, Karl, III; Magyar, Karl; Morris, Daniel Wesley, Sr.; Roth, Brenda. (T&Q p 235)

8.9.8. ***With academic degrees:*** Irene Tyner, EdD; Karl Johnson III, MBA; *in text:* Irene Tyner, EdD (T&Q p 235)

8.10. **Numbers:** See item Quantitation paragraph 5.10 for specific examples

- Numbers less than 10 are spelled out
- For numbers of 10 or greater, use figures
- For a series of numbers in a sentence or bullet where one of the numbers is 10 or greater, use figures for all the numbers

9. General OPR/EPR Guidance

9.1 **Error Free Reports.** OPRs should have no typographical errors: no whiteouts and must be ERROR FREE!

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

- All final reports are due to the SG orderly room 5 days after the closeout date.
- AFELM OPR/EPRs draft bullets are to due to AFELM MED DoD/CCS 30 days before close out to allow ample time for quality review.
- Completed, completely reviewed, finalized and signed reports are due to AFELM to be sent to the Senior Rater's desk five duty days after close out.
- Senior raters have made it clear they expect raters to complete an accurate and quality reviewed report within those timelines.

9.3. **Feedback annotation:** The last performance feedback date must be annotated on all OPRs/EPRs. Exceptions to this are listed in AFI 36-2406, *Officer and Enlisted Evaluation Systems* for Colonels and CMSgts which have had their required initial feedback during their last report period and haven't had another since. For these individuals the letters "NA" must be hand typed in the feedback block per AFI 36-2406, Table 3.1, line 17 and Table 3.2, line 18. All others must have a date or the reason for failure to perform the feedback listed.

9.4 Common Mistakes in OPRs/EPRs

- Information on Report does not match the RIP (if the RIP is incorrect, notify your orderly room and use corrected RIP)
- Bullets/sub-bullets incorrectly aligned
- Periods used at the end of a bullet
- Space before and/or after a double dash (--) or continuation periods (...)
- Only one space after colon (:), it should be two spaces
- Inappropriate capitalization
- Uncommon acronyms used but not spelled out
- Numbers less than ten not spelled out
- Acronyms listed but not used
- Incorrect signature block/organization/command/location
- Commas between base or city and state in signature blocks
- No feedback dates
- Implied promotion recommendations in OPRs
- Tri-Service; T and S both not capitalized or no hyphen
- Check for consistency; 20K, twenty thousand, 20,000
- Do not use K or M to annotate thousands or millions for people, places, or things
- "Rater is the Reviewer" or "Additional Rater is the Reviewer" statement in block VII of the OPR
- EPR promotion statements in the first instead of last line of the assessment
- Signed before close out date
- Misspelled words!! Check spelling with computer tools and proof reading

9.5. Helpful hints:

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

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

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

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

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

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

9.5.5 It is usually easier to compose a performance report in MS Word, then copy and pasting the bullets into JetForm. This allows for spacing checks, spell check, and direct access to a thesaurus. To do this open a new document in MS Word, go to File, Page Set up and set the right margin to 0.5” and the left to 0.6”. Use Times New Roman 12pt font and the bullets should fit. The margins can be adjusted for your print driver if needed. By using MS Word, it prevents many of the frustrations and graphical aberration experienced with some JetForm® or equivalent programs. Ensure the most recent version of the performance report is being used.

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

- Are all the bullets and any subbullets aligned properly? (Do all subbullet double dashes start two spaces from right hand margin--use a ruler to check and see if all line up correctly)
- Does the information on the individual match the PC-III or MILPERS RIP/shell?
- Is the correct form or latest version being used (recommend using a new form download from AFPUBS website)?
- Is it the most recent edition of the form?
- Case (upper/lower) correct?
- Complete thoughts or bullets expressed?
- Undefined/uncommon acronyms(s) used?
- Editorial OPR (active versus passive voice, choice of adjective, clarity, etc)?
- Acronyms(s) defined with first use?
- Words correctly capitalized?
- Words/numbers written correctly (i.e., ten vs 10) **be consistent.**
- Proper noun/verb agreements?
- Words correctly hyphenated?
- Words divided correctly?
- Consistency with dollar values (i.e., \$65 million or \$65M)
- Consistent use of percent or %
- Consistent use of -- or ... (not both)

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

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

APPENDIX 2. Commonly used performance report words that are hyphenated

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

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

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

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

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

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

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

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

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