



**Headquarters**

**Eighteenth Air Force**

**Writing Guide**

15 May 08

## THE BASICS

This guide contains 18 AF policies and guidance. Please take time to familiarize yourself with AFI 36-2406 and AFI 36-2903 since the guide will only stress certain items from the AFI or any previously released MPFMs

- The PRF, OPR, and EPR forms are tools supervisors use to convey performance & potential
- **Review OPR shells, PRF notices, and DQHBs carefully**
  - All data should match the document you are submitting
  - MilPDS or other source documents must be added to your package if information differs
- **18 AF suspense dates**
  - OPRs are due to 18 AF NLT 15 days after close-out
  - The only decorations that are processed to 18 AF are DSMs and LOMs
    - LOMs are due NLT 30 days prior to presentation date\*
    - DMSs are due NLT 45 days prior to presentation date
  - \* Suspense could be earlier if an exception to policy is required
  - PRF suspense dates vary by board, by year and most importantly, by the 18 AF/CC TDY schedule. Therefore, we cannot provide a set date on when PRFs are due. Personnel Matters try and provide suspense dates as early as possible to allow ample time for wing processing
- **Some questions to ask:**
  - Are the bottom-line recommendations consistent between the Rater and Additional Rater blocks?
  - Is the push on the OPR consistent with the commander's Fact Sheet?
  - Are recommendations consistent w/previous reports? If not, rationale must be explained on Fact Sheet.
  - Are the PME and future job recommendations consistent with previous reports?
- **Stratification:**
  - Include the population size when assigning a rank order
  - If desiring a stratification from the 18 AF/CC, provide back up support from functional or appropriate level award win/nomination; state this on the fact sheet
  - Do not put stratifications in 18 AF/CC block of an OPR - discuss on Fact Sheet
  - If member received a stratification on last OPR from 18 AF/CC, do not automatically include the stratification on a pending OPR; request stratification on Fact Sheet
- **Punctuation: (OPRs will not be returned for correction for the items below UNLESS there's another major error that needs to be fixed)**
  - Do not use periods in bullets on OPRs (job description is in bullet format)
  - Do use periods in bullets on PRFs (job description is in paragraph format)
  - Use commas to separate parts of a series
  - Use semi-colons to separate different thoughts, traits
  - Use colons and ellipses if appropriate
  - Do not use a comma immediately preceding an ampersand (example, "car, &"); only use the ampersand
- **Abbreviations:**
  - Only abbreviate combat, command, leader, leadership, and Airman/Airmen when absolutely necessary
  - Do not spell out common acronyms, i.e., Ops, DO, Mx, Wg, Gp, or Sq (exception: you can spell out if standardized throughout entire document)
  - Command use:
    - CC, CCs, 4x CC avoid cdr, cmdr, cmd

- Cmd when referencing the MAJCOM/NAF
- Multiple occurrences “#x or x# event” (e.g., 4x OEF/OIF deployments or CGOQ x4)
- Use symbols when possible vs writing out (i.e., # vs number, \$ vs dollars, % vs percent, & vs and)
- Be consistent throughout your document when using abbreviations
- Symbols are not authorized in decoration citations

➤ **Leadership Development Programs**

- Specific Leadership Development Programs are authorized to be mentioned if member has been selected to attend or attended during the rating period

➤ **Fact Sheets:**

- Handwritten comments by the Wg/CC
- Purpose: Push note, strengths, rank order, etc
- Should correspond to PRF/OPR/EPR push

➤ **PME Recommendation**

- With PME, recommendation “in-residence” is assumed; don’t waste space by writing it out
- Evaluators will not make specific school recommendations. If the member has been selected for a school, the rater **will not** state the specific school to which the member is headed. Using the term “joint” in conjunction with the school recommendation is also not authorized
  - **Authorized:** (examples only - “Send to SDE now,” “ready for SDE,” “on the way to SDE;”)
  - “On the way to SDE” can only be used if the member has been selected
  - **Not Authorized:** (examples only - “send to ICAF/AWC now,” “on the way to NWC” or “select for Jt SDE”)

➤ **Prohibited Statements**

- Do not use the word “**senior**” on any officer PRF/OPR except for Colonels and Col selects or if allowed according to the AFI--otherwise it’s considered an implied promotion statement
- Do not make **broad statements** outside scope of evaluator’s responsibility or knowledge--you cannot say Lt Col Jones is the best ARS/CC in the Air Force (unless he/she has won an award stating such fact)
- Do not use “**top 1%**” unless it is fully qualified with another statement such as “I’ve known” or in my organization” -- it’s ok to stratify, but you must qualify it in terms of which you are able to speak
- Do not use **grades higher than the ratee holds** -- you cannot say “Lt Col Smith performs like a Colonel” or “Colonel Adams is filling a general’s billet”
- **Assignment and PME recommendations on reports that are inconsistent with a ratee’s current grade**
  - Recommend an officer for assignment/position and resident PME that reflect his/her potential and are grade appropriate
- Advanced Academic Education – AFMS officers are authorized to list educational statements
- When preparing PRFs, senior raters may only comment on officially recognized extraordinary achievements **documented in the AF IMT 475** (i.e. ACSC DG, ROTC DG, or maintaining a 4.0 GPA)

➤ **TACC must be referenced as 618 TACC (no exceptions)**

## OFFICER PERFORMANCE REPORT GUIDANCE

- **OPRs 18 AF/CC is required to review and sign**
  - All Lt Col and Col OPRs (for wings without a General Officer in the chain)
  - OPRs must have the 18 AF/CC SRID (1LPCT)
- **Suspense Dates**
  - OPRs are due to 18 AF NLT 15 days after close-out
- **OPR packages must be emailed to:**
  - [18AF.PERS.MATTERS@SCOTT.AF.MIL](mailto:18AF.PERS.MATTERS@SCOTT.AF.MIL)
- **OPR email packages should contain the following attachments:**
  - OPRs IMT with correct naming convention (AF707NELSOND2022080526) ALL CAPS
  - Breakdown (AF707 lastname firstnameinitial lastfourofSSAN closeoutdateofOPR) ALL CAPS
  - Fact Sheet handwritten and signed by Wing Commander
  - Current SURF
  - Copies of member's last two OPRs
  - LOE (mandatory LOEs member received during the last two reporting periods)
  - OPR notification shell
- **Referral OPRs**
  - Referral OPRs for Lt Cols and Cols must be forwarded to 18 AF **PRIOR** to the OPR being referred to the member if the 18 AF/CC is the first General Officer in the chain. The 18 AF/CC wants the 18 AF/JA to review the OPR to ensure legal sufficiency. If the OPR is referred to the member first without 18 AF/JA's review, and then the OPR is determined to be legally insufficient, the entire process must start over. For exceptions to this guidance, please contact 18 AF
- **Signature Blocks**
  - The 18 AF/CC signature must be included in all areas of an OPR in which he/she must sign
  - If the 18 AF/CC is the **rater**, the Additional Rater Assessment comment area is blank but the Reviewer comments will have the following comments:
    - Additional Rater Section: No comments required but 18 AF/CC signature block required
    - Reviewer Section: Comment section should state THE RATER IS ALSO THE REVIEWER in ALL CAPS with no period at end and 18 AF/CC signature is required
  - If the 18 AF/CC is the **additional rater**, the Reviewer comments will have the following comment:
    - Reviewer Section: Comment section should state THE ADDITIONAL RATER IS ALSO THE REVIEWER in ALL CAPS with no period at end and 18 AF/CC signature is required
- **Using the terms "troop" and "Airmen"**
  - Use "troops" when discussing personnel from multiple branches of service (i.e. airlifted troops to AOR)
  - Use "Airmen" when discussing AF personnel only
- **Deducting supervision days**
  - Deduct supervision days if ratee/rater were TDY or absent for periods of 30 days during reporting period
- **Using info from mandatory LOEs**
  - Do not include information in the OPR addressed in mandatory LOE

# DECORATIONS

## ➤ Suspense Dates

- LOMs for Retirement Purposes: 30 days prior to desired presentation date
- LOMs for PCS: 30 days prior to desired presentation date. PLEASE NOTE: If an exception to policy letter is submitted, decoration is due to 18 AF/CSEP by no later than 45 days prior to presentation date. Requests for exception to policy need to be processed through 18 AF/CC and AMC/CC. Final approval authority is SecAF
- For DSM and Airman's Medal information, please contact 18 AF/CSEP, DSN: 779-8333

## ➤ 18 AF Package Requirements

- LOMs for Retirement Purposes:

Requirements for award of the LOM for retirement is that the member be in the grade of Colonel or higher. (Note: Retirement LOMs are authorized for some Chief Master Sergeants meeting specific position requirements.) Retirement LOMs need the citation only. Limiting factors, such as time in position, may be waived as strong consideration is given to the member's entire career. A maximum of four LOMs (the fourth being at retirement) are authorized. The retirement decoration should be no less than a decoration previously awarded.

- Décor 6 (signed by recommending official/commander)
  - Member's last two OPRs
  - SURF (if you can't pull a SURF, we can pull one here)
  - Recommendation letter signed by your wing commander
  - Citation for the Legion of Merit (2 copies -- one with SSAN and one without SSAN--forward word doc for citation in the event it needs to be changed). Inclusive dates starts with the DAS.
- LOMs for Permanent Change of Station: Member must be performing duty as a wing commander/vice commander or a group commander; must have been filling this position for at least 18 months. (An exception to policy letter may be prepared and forwarded if member has less than 18 months in the position.)
  - Décor 6 (signed by recommending official/commander)
  - Member's last two OPRs
  - SURF (if you can't pull a SURF, we can pull one here)
  - Narrative - bullet or narrative format, at least 3/4 page long, signed by member's commander.
  - An indorsement letter signed by Wg/CC recommending approval of decoration. If the narrative is signed by the Wing Commander, no letter is required
  - Citation for the Legion of Merit (2 copies -- one with SSAN and one without SSAN--forward word doc for citation in the event it needs to be changed)
- General Comments: If the member was awarded another decoration (Bronze Star, etc.) during the period covered by this decoration, you will need to forward a copy of that citation and ensure this LOM does not include information for which the member has already been recognized.

## Promotion Recommendation Forms

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

### ➤ **Suspense Dates**

- See "the basics"

### ➤ **Bullet Structure: WHAT/HOW/IMPACT or RESULT**

- Use an impact lead-in followed by an "I"; close 1st PRF line & last PRF line "I!"
  - Don't use exclamation points in the middle of bullets.
- 1st Line: Leadership Line! Designed to get the reviewer's attention and leave a favorable impression
- Middle Lines: Facts
- Last Line: Hard-hitting! Summary and recommendation.
  - Focus on leadership, next job, school & promotion
  - No stratification on bottom line - discuss on rack and stack letter or push note

### ➤ **Writing Tips**

- Strat standardization...must show level (i.e. 1/4 Flt Chiefs, 1/20 Div Chiefs, 1/4 Maj's, 1/20 ofcrs)
- No strats on line 9...Wg/CC needs to lobby for strat in his/her push note or Rack & Stack letter
- Do not leave line 9 blank because your commander is requesting a strat on line 9...complete line 9 with a strong, well-written push line JUST IN CASE the 18 AF/CC does not stratify the member
- Stratify in PRFs – "My #3 of 42 FGOs," "#1 of 32 Sq/CC on Scott" to highlight and identify your top performers; just don't place the strat in the bottom line
- Use hard-hitting facts, then quote from previous OPRs (e.g., succeeded where others failed--"saved \$100K")
- Always use #1 not "number one"
- Use quotes from chain of command (e.g., Wg/CC says "Easily top 1% of 175 majors in my wing")
- Avoid vague comments in PRF (e.g., top 1% officer)
- Only abbreviate when it's understandable by all and standardized (e.g., ofcr, Sq, Flt, Gp, CGOQ x3, \$12M)
- It is very important to include individual awards (e.g., Leo Marquez, FGO yr, etc.)
- Recommend appropriate level PME
- All PRFs must have nine lines except those who 2 or more APZ; they can any number of lines
- No laundry list of #1s...try and put #1 strats on one line (an example of a laundry list is beginning every line on a PRF as #1)
- Ensure duty titles match PRF notice or DQHB. Duty title must match what's on the DQHB even if member will be changing jobs later. Once the member changes jobs and the duty information has been updated in MilPDS, call us with new job title, job description, and unit mission description and we'll make the change
- Unit of assignment must match what's on the PRF notice
- Unit Mission Description must match what's on file at 18 AF. Wing UMDs are approved by 18 AF/CC. Minor changes to the wing's UMD can be adjusted as necessary (i.e., changes in number of aircraft, tenant units, beneficiaries, base population, annual operating budget, outpatient visits, and most all

other items in which the numbers can change quite often)

- Major changes or complete rewrite of your wing's UMD still requires 18 AF/CC approval
- If Wg/CC recommends a UMD change, process request through 18 AF/Personnel Matters. UMDs below the wing are approved by the wing commander/stand alone group
- Limit referenced items on SURF...the Senior Rater is not authorized to use a SURF while reviewing PRFs
- Bullets must be from filed OPRs, a "draft OPR" or an approved decoration; if using bullets from a draft OPR, the draft must be at 18 AF for processing
- PRF bullets must match OPR bullet verbatim or with minor tweaking (e.g., "#1 in Squadron morale" doesn't equate to "#1 Sq/CC" or "Top 1% of 100 CGOs" doesn't get changed to "#1 CGO" simply because 1% of 100 is 1). The meaning cannot be changed to reflect what you think the rater meant when he/she wrote the bullet
- No "observed" bullets on lines 1-8 of PRF

➤ **Prohibited Statements**

- See "the Basics"

➤ **PRF Verification**

- Verify mission description
- Duty title must be in all CAPS (for standardization across 18 AF)
- Verify that the latest OPR is included in cross-reference material
- Promotion zone block checked and accurate (N/A for active duty Col to BG PRFs)
- Board ID included/accurate (N/A for active duty Col to BG PRFs)
- Senior Rater ID included and accurate
- Verify signature block is accurate

➤ **PRF Folder Order**

- |   |                          |
|---|--------------------------|
| • <u><b>Left Side</b></u>   | <u><b>Right Side</b></u> |
| • DQHB  | PRF                      |
| • PRF Notice  |                          |
| • Copy of OPRs/ROP (only send OPRs with "referenced" bullets)                   |                          |
| • PRF Cross-reference Sheet   |                          |
| • Attached Disk Pocket with disk containing saved PRF and cross reference sheet |                          |
| ○ Naming Convention for PRF: last name, first name, MI., PRF-YR                 |                          |
| ○ No naming convention for cross-reference sheet                                |                          |

➤ **Narrative Only (N-O) PRF**

- PRFs must arrive our location NLT 60 days prior to member's departure date
- Packages need to include PRF and cross-reference materials
- Forward completed PRF (on correct form) to 18 AF
- The original N-O PRF signed by 18 AF/CC will be Federal Expressed back to the execs for appropriate distribution (original N-O PRF will go to the MPF and the member gets a copy)

## 18 AF/CC Used Abbreviations/Acronyms

Our guidance is to use abbreviations that make sense to the reader (audience) and only use abbreviations when necessary – using them on a frequent basis weakens the understanding and impact of the report and using AMC-specific abbreviations serves to confuse non-AMC promotion board members, thus also potentially weakening the impact of the report. For reports that go to 18 AF this is your most restricted list. There are many other words which can be abbreviated but these are the words that we see most often. You can abbreviate other words as long as your bullet is still understood. Upper case RODEO, GWOT, OEF/OIF, OPLAN, proper exercise/operation names, i.e., Operation IRAQI FREEDOM.

& - and (use sparingly)	medevac - medical evacuation
/ - use sparingly and only if unable to use “and” or &	mgmt - management
< - less than (i.e., <24 hrs)	mo - month (mos - months)
> - greater than (i.e., >24 hrs)	msn - mission
2x (event) - twice	Msn/CC - mission commander
AC - aircraft commander	multinat'l - multinational
acft - aircraft	multisvc - multiservice
afld - airfield	mx - maintenance (Mx if proper name)
alft - airlift	nat'l - national (capitalize if proper name)
avg - average	nom - nomination
awd - award (capitalize informal award name)	O-3 - Captain (O-4, O-5, O-6, etc..)
B - billion (i.e., \$1B)	ofcr - officer
bd - board	ops - operations (Ops - for proper name)
Br - branch	pax - passengers
brfs - briefs	prsnl - personnel
btwn - between	pgm - program
CC - command	pkg - package
CC'd - commanded	pln - plan (plng – planning, plnr – planner)
cgo- cargo	plt - pilot
Ch - chief	pop - population
cklst - checklist	prac - practice
Cmd - MAJCOM/NAF	prep - preparation
cmte - committee	Pres - President
cntl - control	proj - project
cntrl - central	pubs - publications
coord - coordinate	qtr - quarter
coord'd - coordinated	qtrly - quarterly
crs - course	rcvrs - receivers
ctr - center	rdy - ready
Dep - Deputy	res - resolution
dept - department	resp - response
Div - division (as in Div Chief)	rqmts - requirements
emer - emergency	rwy - runway (rwys - runways)
eqpmt - equipment	sel - select
eval - evaluation	Spec Ops - special Operations
flt – flight,	spt - support
Flt - Flight (as in Flt Safety)	Sq - squadron
ft - feet	sr - senior
Gp - group	stan - standardization
gnd - ground	std - standard
grad - graduate	surg – surgery, surgeon, surgical,
gov't - government	svc - service (svs - services squadron)
hi-vis - high visibility	svgs- savings
hrs - hours	sys - system
ID'd - identified	tac - tactical
indoc - indoctrination	tech - technical
insp - inspection	thru - through
int'l - international (capitalize if proper name)	tgt - target
Jt - Joint (as in Joint assignment (capitalize the “J”))	tm - team
K - thousands (10K = 10,000)	tng - training
Lt - Lieutenant	tnkr - tanker
ldr - leader (spelled out preferred)	Wg - wing
ldrshp - leadership (spelled out preferred)	wk - week (wkly - weekly)
M - million (\$4M)	wx - weather, (Wx if proper name)
max - maximum	w/ - with (no space i.e., w/leadership)
mbr - member	yr - year
med - medical	



## COMMON ACRONYMS – (do not need to spell out)

ACC	Air Combat Command	JTF	Joint Task Force
AEF	Air Expeditionary Force	MAJCOM	Major Command
AETC	Air Education and Training Command	MPF	Military Personnel Flight
AF	Air Force	NAF	Numbered Air Force
AFI	Air Force Instruction	NATO	North Atlantic Treaty Alliance
AFMC	Air Force Materiel Command	NCO	Noncommissioned Officer
AFPC	Air Force Personnel Center	NCOA	Noncommissioned Officer Academy
AFR	Air Force Reserve	OEF	Operation ENDURING FREEDOM
AFRC	Air Force Reserve Command	OIF	Operation IRAQI FREEDOM
AFROTC	Air Force Reserve Officer Training Corps	OEF/OIF	Use this order if using together
AFSC	Air Force Specialty Code	OJT	On-the-Job Training
AFSOC	Air Force Special Operations Command	OPR	Officer Performance Report
AFSPC	Air Force Space Command	OPSEC	Operations Security
AMC	Air Mobility Command	OSD	Office of the Secretary of Defense
ANG	Air National Guard	PACAF	Pacific Air Forces
ARPC	Air Reserve Personnel Center	PCA	Permanent Change of Assignment
BPZ	Below Promotion Zone	PC-III	Personnel Concepts III
BTZ	Below the Zone	PCS	Permanent Change of Station
CCAF	Community College of the Air Force	PFE	Promotion Fitness Examination
CGO	Company grade officer	PME	Professional Military Education
CGOQ	Company grade officer of the quarter	PRP	Personnel Reliability Program
CGOY	Company grade officer of the year	RC	Reserve Component
CJCS	Chairman, Joint Chiefs of Staff	RNLTD	Report No Later Than Date
COMSEC	Communications Security	SAF	Air Force Secretariat
CONUS	Continental United States	SDE	Senior Developmental Education
DoD	Department of Defense	SECAF	Secretary of the Air Force
DRU	Direct Reporting Unit	SECDEF	Secretary of Defense
EPR	Enlisted Performance Report	SNCO	Senior Noncommissioned Officer
FGO	Field grade officer	SNCOA	Senior NCO Academy
FOA	Field Operating Agency	STEP	Stripes for Exceptional Performers
FOIA	Freedom of Information Act	TDY	Temporary Duty
FOUO	For Official Use Only	UCMJ	Uniform Code of Military Justice
GWOT	Global War on Terrorism	UIF	Unfavorable Information File
HQ	Headquarters	US	United States
HHQ	Higher headquarters	USAF	United States Air Force
HCI	Health Commission Inspection	USAFA	United States Air Force Academy
HSI	Health Services Inspection	USAFE	United States Air Forces in Europe
IG	Inspector General	WAPS	Weighted Airman Promotion System
IDE	Intermediate Developmental Education		
JCAHO	Joint Commission on the Accreditation of Healthcare Organizations		
JCS	Joint Chiefs of Staff		
JFC	Joint Forces Commander		