

1 January 1978

Officer Personnel

OFFICER EVALUATIONS

3676
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This regulation establishes Air Force policy regarding officer evaluations. It tells how to prepare, submit, and control AF Form 707, Officer Effectiveness Report; AF Form 475, Education/Training Report; AF Form 706, Colonel Promotion Recommendation Report; AF Form 707a, Special Additional Indorsement to AF Form 707; AF Form 77a, Supplemental Sheet to AF Forms 707, 909, 910, 911, and 475; and AF Form 705, Lt Colonel Promotion Recommendation Report. The regulation concerns all warrant officers and commissioned officers up to and including colonels who are members of the Regular Air Force (RegAF), Air National Guard (ANG), or United States Air Force Reserve. It applies to officers not on extended active duty and to officers on extended active duty. It applies to all commands, agencies, and other activities of the Air Force and ANG in CONUS and overseas. An index of the regulation is provided as attachment 6.

Proposed supplements that affect any military personnel function performed at MAJCOM level or below are processed as prescribed in AFR 5-13. All supplemental directives that alter basic policies or merely reiterate or duplicate the text of this regulation are prohibited. All major command supplemental instructions to this regulation require HQ AFMPC/DPMYO approval before publication. Send published copies of approved supplemental instruction to HQ AFMPC/DPMYO and DPMAO, Randolph AFB TX 78148.

This directive is affected by the Privacy Act of 1974. The Effectiveness/Performance Reporting System is based on 44 U.S.C. 3101, 10 U.S.C. 564, and 10 U.S.C. 8012. This directive advises evaluators of mandatory disclosure of SSANs authorized by Executive Order 9397, 22 November 1943. SSANs are used for research and accountability. Privacy Act statements are not required.

Questions regarding interpretation of any part of this regulation will be resolved at the lowest practical level. Where agreement cannot otherwise be reached, HQ AFMPC/DPMYO will make the final determination.

Authority to waive provisions of this regulation is retained by HQ AFMPC/DPMYO, Randolph AFB TX 78148, unless such authority has been specifically delegated elsewhere in the regulation.

NOTE: This regulation has been written to be easily understood by its primary audience. However, there are certain words that are commonly used in performing the functions described here. These are listed in Chapter 2, titled "Terms Explained." We advise you to review them before reading this document.

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Supersedes AFR 36-10, 15 September 1975. (For summary of revised, deleted, or added material, see signature page.)

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PART ONE

THE USAF OFFICER EVALUATION PROGRAM

Chapter 1

THE RATING PROCESS

1-1. Objective. The officer evaluation system must provide the Air Force with essential information for use in personnel decisions, such as promotions, assignments, and school selections. The system permits better identification of officer quality differences, and assists in identifying and motivating officers for due-course and accelerated promotions.

1-2. Key Elements of the Evaluation System:

a. The Air Force uses a two-pronged approach to ensure differentiation in the rating process. The approach includes AF Form 707 which has a controlled overall evaluation. This means simply that limits are placed on the highest rating and compliance by each reviewer is enforced.

b. To augment the AF Form 707, the Air Force provides for separate promotion potential evaluations at the two most critical promotion decision points—promotion from lieutenant colonel to colonel and from colonel to general. In each case, the promotion evaluation is not disclosed to the officer being evaluated. These reports are designed for use only by promotion selection boards, and are not used in any other personnel action.

1-3. The Basis for Rating. Rating is a three-step process; observation, evaluation, and reporting. First, the performance of the individual must be observed. The observations should be of sufficient breadth and over a sufficiently long period of time so that they are representative of typical performance. Following this, evaluation must be made of the typical performance of the individual being rated against an acceptable standard. Only then should the evaluations be recorded so that they may be available to the agencies having a need for such data.

1-4. Step 1 - Observing. Purposeful observation must form the basis of evaluations. Direct observation of the officer's behavior and performance of duty, including achievements, efficiency, and morale of subordinates should be included. Of course, all kinds of observation are not possible in every case. Sometimes, only the results of work are available, and at other times, only facts obtained from other sources. Evaluators should, however, try to get meaningful information from as many sources as possible. The more accurate the information available to the evaluators the better the evaluations will be.

1-5. Step 2 - Evaluating:

a. The observed manner of performance should be evaluated in relation to each performance factor on the rating form.

b. Disproportionate emphasis should not be given isolated instances of poor or outstanding performance. The significance of the event as well as its frequency of occurrence should be weighed in assessing how it represents performance. However, serious deficiencies in performance must be accurately recorded. For instance, if officers are relieved of their duties for substandard performance, their evaluation reports must reflect this performance.

c. Normally, evaluation should not be influenced by incidents which occurred outside the reporting period. However, if an incident which occurred before the reporting period comes to the attention of an evaluator, it should be included in the report if it adds significant information. Where events which occurred prior to the reporting period are of sufficient importance to be referred to, the evaluator making reference to such events should clearly indicate that the events did occur prior to the period of the report.

d. Evaluators may use abbreviated reports prepared since the closeout date of the ratee's last controlled report to prepare a current controlled report. Other reports in the ratee's file will not be used as the basis for a current evaluation.

1-6. Step 3 - Reporting. The officer evaluation and education/training report forms exist to facilitate and standardize the recording of evaluations. Detailed instructions for their use are in parts two, three, and four of this regulation.

1-7. General Rating Problems:

a. Regardless of its particular form, every evaluation report involves the assessment of one person by another person. The techniques and procedures for making this assessment have steadily improved, but the process continues to require human thought, in which the many variable and intangibles of personalities come into play. The best reporting system is one in which these human differences are given the least opportunity to make themselves felt in the evaluation process, but no system can eliminate their effects altogether. Thus, when an evaluator makes out a report on an officer, the resulting evaluation is not an exact expression of the performance of the officer being rated, because the performance has been measured by a human being, not a machine. The rating will be partly subjective no matter how skillfully

See IMC 78-2 Part II

See para 49

IMC 78-2

Add SW IMC 78-3 para 1 (see favorable term)

the system has been designed for maximum objectivity.

b. Because complete objectivity is unattainable, special attention must be given to the nature of the subjective factors that affect evaluation reporting. Studies show that the "human element" in the rating procedures expresses itself in three principal ways:

- (1) A tendency toward evaluator leniency.
- (2) A tendency to rate on the basis of general impressions rather than specific characteristics.
- (3) Differences in evaluator standards ("hard" and "easy" evaluators). It is helpful to understand how each factor can impair the validity or usefulness of evaluation reports.

1-8. **Evaluator Leniency.** A most familiar tendency in evaluation reporting is an inclination to give "good" ratings—with a corresponding reluctance to give "low" ratings. The tendency toward evaluator leniency is understandable, and in the broad human sense even praiseworthy, but it inevitably reduces the usefulness of any evaluation system. The most harmful result is to obscure the distinction between a truly outstanding officer and one of lesser qualities. If both are given the same ratings, their reports no longer indicate the difference between them. ~~Because of this, the Air Force has adopted rating controls which cause reports to more accurately reflect the entire spectrum of officer potential.~~ *IMC 78-2*

1-9. **Rating on General Impressions.** For many years, our report forms have called for evaluation of a number of distinct and separate characteristics of performance. The intent always has been for the evaluator to consider each of these characteristics without regard to the ratings given on the others. Evaluators generally are aware that this is the correct principle, and most officers are probably confident that they always observe it in practice. However, analysis of large numbers of officer evaluation reports tells another story. Many evaluators, despite their sincere desire to rate the various characteristics independently, show a tendency to rate according to a general impression of the officer concerned. This general impression usually is influenced by the evaluator's strongest single impression about the officer being rated. Most frequently, perhaps, it concerns the characteristic about which the evaluator has the most direct or most complete knowledge. This tendency is called the "halo" effect, meaning that the strongest impression is remembered and used rather than less pronounced impressions.

1-10. **Evaluator Differences—Hard and Easy Evaluators.** Evaluator differences arise from several causes. Perhaps the least important because it is the rarest, is conscious bias for or against the officer being rated.

a. Of the two more frequent causes, the first is semantic in nature. The wording of the report form itself does not convey identical meanings to all evaluators.

While much effort is devoted to selecting words and phrases of the widest possible currency and standardized meanings, some variation due to differences of interpretation is inevitable.

b. The second cause arises from variations in the standards by which evaluators assess the performance of their subordinates. One evaluator's idea of what constitutes outstanding performance may be the same as another's idea of average performance. If the evaluator's standards are exceptionally high, he or she is inclined to be a "hard" rater and to give relatively low ratings. If his or her standards are lower, his or her ratings will tend to be relatively higher—he or she is an "easy" evaluator.

1-11. **Use of Evaluation Reports Prescribed by This Regulation.** AF Forms 77a, 475, 705, 706, 707, and 707a provide the Air Force with information on an officer's performance in various assignments and potential for promotion. These forms will not be used in place of proper disciplinary action. They provide a measure of an officer's overall value to the service, to be used with other information as a basis for personnel actions. No single report should be used as the sole criterion for any personnel action. The information produced by a series of reports rendered by different evaluators in a variety of duty situations becomes an indication of each officer's progressive development and a source for a measure of the officer's value when compared to contemporaries. Ultimately, this information, when incorporated into and considered with the whole record, becomes a sound basis for personnel actions.

1-12. **Continuing and Periodic Counseling:**

a. Evaluation reports are designed for the personnel management of Air Force officers. They are not to be used as counseling devices.

b. Counseling is performed by the supervisor for the purpose of assisting individuals in improving their performance in their present positions by, among other things, ensuring that the objectives of the job are known and advising on a future career. Perhaps the most challenging aspect of counseling is to present to an individual a performance analysis in such a way that self-improvement and development are encouraged.

(1) **Continuing Counseling.** Counseling may be performed as the need arises, or when an event shows a requirement. This counseling is on a day-to-day basis and should not be put off until a periodic counseling session is scheduled or until a report is due.

(2) **Periodic Counseling.** If deemed desirable, counseling sessions may be scheduled at regular intervals, such as one session every 6 months. A periodic counseling session, if used, should be held sufficiently in advance of the preparation of a report to allow time for the individual to show improvement. If distance prevents a personal interview, counseling may be done through correspondence. Periodic counseling, if used, should contain a discussion of progress made since the last

counseling session with positive suggestion for further improvement and development.

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~~*1-12.1. AF Form 869, Officer Evaluation Policy Advisory.~~ This form is maintained in personnel records at all levels for officers accessed prior to 1 September 1977. The form identifies reports rendered 1 September 1977 and later (1 November 1977 and later for captains) ~~under revised controls and rating controls.~~

1-13. Forms. The following forms are prescribed by AFR 36-10:

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78-3

a. AF Form 77a, Supplemental Sheet to AF Form 707, 909, 910, 911, and 475.

b. AF Form 475, Education/Training Report.

c. AF Form 705, Lt Colonel Promotion Recommendation Report.

d. AF Form 706, Colonel Promotion Recommendation Report.

e. AF Form 707, Officer Effectiveness Report.

f. AF Form 707a, Special Additional Indorsement to AF Form 707.

~~g. AF Form 869, Officer Evaluation Policy Advisory.~~

Chapter 2

TERMS EXPLAINED

2-1. Officer Evaluation Reports. All reports concerning the performance, potential, and education or training of an officer in grades warrant officer through colonel (AF Forms 475, 705, 706, 707, 77a, and 707a).

2-2. The Ratee. The officer being rated.

2-3. The Rater:

a. Normal Rater. The individual designated as the immediate supervisor of the ratee. Designation is made on AF Form 2095, Assignment/Personnel Action. A rater may be an Air Force officer, an officer of another US Service or a Foreign Service, or a civilian.

b. Special Rater. The individual designated to write an officer evaluation report when the normal rater has died, is missing, is missing in action, is captured, is interned, is incapacitated, or has been relieved from duty for cause. The immediate supervisor of the rater becomes the special rater providing that individual has personal or written knowledge of the ratee's performance for a period of 120 days or such shorter period as authorized by HQ AFMPC/DPMYO, ARPC, or the NGB. If the rater's immediate supervisor does not qualify as special rater, the MAJCOM or other activity advises HQ AFMPC/DPMYO, ARPC, or the NGB of the circumstances and recommends who should be appointed special rater. If no special rater can be designated, HQ AFMPC/DPMYO, ARPC, or the NGB will authorize filing an AF Form 77a in the ratee's records stating why a report could not be prepared for the period.

c. The rater for medical service officers (AFSC 9XXX) is the first official in the chain of command serving in a grade equal to or higher than that of the ratee. If this official is not the ratee's immediate supervisor, the immediate supervisor will prepare a mandatory Letter of Evaluation (LOE). This provision does not apply to non-Extended Active Duty (non-EAD) ANG officers.

d. MAJCOMs and control points have final authority to determine the rater for their assigned officers. Where the ratee is geographically separated from his or her parent unit, is assigned to duties in support of other than the parent command, or is on temporary duty (TDY), the parent command may make arrangements for the rater to be from a different command.

e. The rater for AFCS officers performing a function directly supporting a special unit, base, wing, group, air division, numbered air force, or MAJCOM will be the commander of the supported organization or his or her designated representative. All OERs prepared on AFCS officers will be additionally rated and reviewed within the normal AFCS chain of command.

2-4. Additional Rater. Normally the second individual

in the rating chain is the additional rater. However:

a. The additional rater may defer to an individual higher in the rating chain if desired, in which case the individual deferred to becomes the additional rater.

b. Where there are several echelons between the rater and the reviewer, the control point or the reviewer may designate at which level the additional rater function is performed.

c. The additional rater for medical service officers will be serving in a grade equal to or higher than that of the rater.

2-5. Reviewer. An official in the rating chain who:

a. Meets the grade requirements of table 4-4.
b. Has been designated by his or her control point as a reviewer.

c. Has a minimum of five controlled reports to review in a cycle (6-6b).

d. The reviewer will be the official who occupies the designated position on the cycle closeout date.

e. The official designated as reviewer for controlled reports for specified grades and organizations will also act as reviewer for abbreviated reports for the same grades and organizations. The reviewer for abbreviated reports must meet the requirements of paragraphs a and b above, and have been in the designated position on the report closeout date.

f. Reviewers for medical service officers and chaplains must only meet the requirements of paragraphs a, b, d, and e above.

2-6. Advisor. An Air Force colonel or higher designated to provide a special review to evaluation reports in accordance with paragraph 3-1e. In all cases, the advisor is of a higher grade than the ratee. Where possible, an advisor should have knowledge of the ratee and be of a grade equivalent to or higher than the reviewer on the report. It is desirable that an advisor be assigned to the same organization as the ratee; however, if this is not possible, an officer assigned to the office of primary responsibility (OPR) in HQ USAF or a MAJCOM headquarters may be designated as the advisor.

2-7. Evaluators. A general reference to rater, additional rater, and reviewer. Except as specified in paragraph 2-3c, there is no requirement that each evaluator be senior to the previous evaluator. Neither the rater nor the additional rater is required to be senior to the ratee. The reviewer is always senior to the ratee (see table 4-4).

2-8. Authenticating Official. Individual authorized to complete AF Form 706, section V, as identified in table 9-1, or AF Form 705, section V, as identified in table

JMC 782

para 2-5 on JMC 78-2 para II 6.

OER Management

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other than non-EAD ANG

10-1.

2-9. Number of Evaluators:

a. No more than three evaluators (the rater, additional rater, and reviewer) will comment on AF Forms 707 except in those cases where the reviewer refers the OER (paragraph 4-5c(1)).

b. All AF Forms 707 will contain at least two evaluations, one by a rater and one by a reviewer, except in those cases where the rater is a State Governor, general officer, or reports directly to the Secretary of Defense, the Secretary of the Air Force, the Chairman Joint Chiefs of Staff (JCS), or the Chief of Staff, USAF (see paragraph 4-4b(2) and (3)), or a waiver is approved per paragraph c below.

c. Control points ^{OER management} may request waiver of the provisions of paragraph b above to permit colonel reviewers to act as both rater and reviewer for officers whom they rate. The colonel must be designated as reviewer for all other officers of the ratee's grade in the organization. There must be no reasonable way to redesignate the rater so as to avoid the situation. Generally, the report must be escalated to another location, if the waiver is not granted. Requests for waiver under this paragraph are approved only by HQ AFMPC/DPMYO, ARPC, or the NGB.

2-10. Referral Report. An officer evaluation report containing any of the following ratings or remarks made by any evaluator, Promotion recommendations (AF Forms 705 and 706) will not contain remarks of a referral nature.

a. A rating in any "Far Below Standard" block on AF Form 707 in section III, or a rating on AF Form 707, section V, in the lowest block.

b. Any comments in an officer evaluation report which refer to:

(1) Omissions or misrepresentation of facts in official statements or documents.

(2) Serious financial irresponsibility or gross mismanagement of personal or Government affairs.

(3) Conduct incompatible with minimum standards of personal conduct, character, or integrity.

NOTE: If there is a reasonable doubt that the evaluation report is a referral report, it should be referred (see paragraph 4-5).

2-11. Days of Supervision. The number of days, computed according to paragraph 5-2e(8), that the rater has served as the supervisor of the ratee during the period of the report.

2-12. Formal Training and Education:

a. For Officers on Extended Active Duty (EAD). Formal training and education is the instruction given those students assigned or attached to an organization for the primary purpose of training when the duration of the course, as prescribed by AFM 50-5, or other appropriate directive, is 8 weeks or more. This includes

the training received by medical service personnel while in residency training or internship. Formal training/education includes:

(1) Air Staff Training Program (ASTRA) and other similarly approved training programs.

(2) Final semester and final year TDY under AFR 213-1.

b. For ANG Officers Not on EAD. Formal training or education is instruction given those students assigned or attached to an organization for the primary purpose of training or education if the duration of the course, as prescribed by AFM 50-5 or other appropriate directive, is 8 weeks or more.

c. For USAFR Officers Not on EAD. Formal training or education is:

(1) Attendance at a National Security Seminar by training category D officers as their annual short tour.

(2) Instruction given those students assigned or attached to an organization for the primary purpose of training when the duration of the course is 8 weeks or more.

2-13. Significant Disagreement. Significant disagreement is any disagreement by an evaluator with the previous evaluator which results in one of the following:

a. A change of two or more boxes in any item in section III.

b. A change of one box in any five items in section III.

c. A change of two or more boxes in section V.

2-14. Matter of Record. An OER becomes a matter of record when it has been filed within the master personnel record (MPerR). Copies of completed officer effectiveness reports are filed in the unit and command record groups as soon as it has been determined that the reviewer has not exceeded the rating distribution. These copies are considered work copies until the original report becomes a matter of record. *78-2 P-21*

2-15. Letter of Evaluation (LOE). LOE's are used when the rater does not have an opportunity to fully observe a subordinate's performance and personal qualities. Prepare letter on AF Form 77a in accordance with instructions in paragraph 4-8 and table 4-7.

2-16. Semiannual Review of Lieutenants. EAD lieutenants are given "semiannual" reports twice a year as specified in table 4-6, rule 5. ANG and non-EAD ANG and USAFR lieutenants are rated once a year as specified by table 4-6, rule 5, and note J. Change of Reporting Official (CRO) and other reports closed out in the 4-month period preceding these cycle closeout dates are completed by the rater and additional rater and forwarded to the reviewer, according to paragraph 4-7c. The reviewer's evaluation in AF Form 707, section V, will be subject to rating controls as specified in chapter

IMC 78-2

6. The control cycle windows for lieutenants are:
a. 1 May through 31 August and 1 November through 28(29) February for EAD officers.
b. 1 May through 31 August for non-EAD officers.

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2-17. Annual Review. Captains through colonels are given an "Annual" report on a given date each year, as specified in table 4-6, rules 1, 2, 3, and 4. These reports are reviewed as a group along with reports closed out in the 4-month period preceeding the cycle closeout date for the grade concerned. The reviewer's evaluation in AF Form 707, section V, is subject to the rating controls as specified in chapter 6. Control cycle windows for captains through colonels are as follows:

- a. Colonel - 1 February through 31 May.
- b. Lieutenant colonel - 1 January through 30 April.
- c. Major - 1 September through 31 December.
- d. Captain - 1 July through 31 October.

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2-18. ~~Abbreviated Report.~~ AF Form 707 on which ratings are not entered in section V by any evaluator.

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2-19. ~~Controlled Report.~~ AF Form 707 containing a rating in section V by all evaluators. The reviewer's rating is subject to the rating controls specified in chapter 6.

2-20. ~~Uncontrolled Report.~~ A report containing a rating in section V which is not subject to rating controls. These reports are prepared only on Medical Service Officers (AFSC 9XXX) and Warrant Officers.

OER Management

2-21. ~~Control Point.~~ An organization or activity, normally a MAJCOM or SOA, ~~designated by AFMPC to be responsible for ensuring that the provisions of the officer effectiveness report system, especially the control of ratings, are adhered to within its review groups.~~

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2-22. ~~Potential.~~ The ratee's capability, relative to that of officers in the same grade in the group being evaluated, for expanded/more diverse responsibility. Potential for the purpose of OER rating decisions will be determined primarily by the evaluator's assessment of the ratee's accomplishments during the period of the report and with consideration given to other "whole person" factors, for example, career pattern, integrity, professional military education (PME), etc. Evaluators will focus primarily on near term capabilities for increased responsibilities; from an evaluator's perspective, long range assessment is a subordinate element for which primary responsibility rests with the selection board.

*See IMC 78-2
Part II, 17 for
para 2-22*

Chapter 3

RESPONSIBILITIES AND PROCEDURES

3-1. Responsibilities Assigned:

a. HQ AFMPC/DPMYO. The formulation and interpretation of rating policy are responsibilities of HQ AFMPC/DPMYO. Reporting procedures and rating standards must be uniform throughout the Air Force.

b. Major Commands (MAJCOMs). Major commanders are responsible for management of the USAF Officer Evaluation Program for officers on EAD and for officers of the USAFR not on EAD, to ensure that reports are submitted when required, are qualitatively adequate, are technically accurate, are realistic appraisals of performance, and meet Air Force rating standards. ^{officers} Procedures necessary to accomplish these responsibilities should be established (paragraph 4-6). MAJCOMs designate normal reviewers, by position, in a supplement to this directive.

c. National Guard Bureau. The Chief, National Guard Bureau, is responsible for the management of the USAF Officer Evaluation Program for officers of the ANG not on EAD, to ensure that reports are submitted when required, are qualitatively adequate, are technically accurate, are realistic appraisals of performance, and meet Air Force rating standards. Procedures necessary to accomplish these responsibilities should be established (paragraph 4-6).

d. Commanders at All Levels. Commanders are responsible for ensuring that:

(1) Evaluators and personnel officers have been instructed on all particulars of this regulation in order to ensure accurate, impartial, and timely accomplishment of officer evaluation reports.

(2) Specific reporting channels are established at all levels of command in cases where the channels are not clearly identifiable by the organizational structure or when commanders deem it justifiable to deviate from the organizational structure for rating purposes.

(3) All officers know who their rater is and for whom they serve as rater. Appointment or changes of rater are announced on AF Form 2095.

(4) All officers are aware of their right to review their master personnel record group and command personnel record group or to appoint a representative to review these records for them under AFR 35-44.

(5) Evaluators adhere to Air Force rating standard and procedures.

(6) Assigned ratings are realistic appraisals of actual performance and potential.

(7) Inflationary tendencies are not permitted.

(8) Evaluators continually correct deficiencies and stimulate improvement in subordinates. The time for such correction is when the need is observed and will not be deferred until a scheduled counselling session is held or until an evaluation report is due.

(9) Evaluators systematically counsel their subordinates.

(10) Evaluators safeguard and control the reports being processed by them to ensure that they reach the offices of record specified in paragraph 3-3 within the time limits specified in table 4-8.

e. Activities and Agencies Outside the Department of the Air Force (N/A for non-EAD ANG officers):

(1) In joint, combined, Allied, and other activities or agencies outside the Department of the Air Force, the senior Air Force officer on duty with the activity or a designated Air Force representative, serves as advisor to evaluators in the activity in matters pertaining to evaluation reports for Air Force officers.

(2) In activities or agencies outside the Department of the Air Force where only one Air Force officer is assigned, or where it is not appropriate for an assigned senior Air Force officer to serve as advisor, the OPR in HQ USAF or MAJCOM HQ appoints an Air Force officer to advise evaluators of the activities on evaluation report procedures and policies.

(3) The Air Force evaluation report advisor examines all AF Forms 707 prepared on Air Force officers assigned to the activity when the reviewer is not an active duty Air Force officer. For all such reports, the advisor prepares AF Form 707a, Special Additional Indorsement to AF Form 707, for attachment to AF Form 707, Officer Effectiveness Report. This is the only purpose for which AF Form 707a is used. The purpose of this examination is to clarify the meaning of reports and to ensure the appropriateness of the report in terms of Air Force procedures and rating policy. The Air Force advisor will not change any statement or rating on the OER. This special examination does not satisfy the normal reviewing official requirements. The Air Force advisor should:

(a) Make comments about the duty performance of the ratee, if knowledgeable of the ratee's functions.

(b) Explain any uncommon phrases or terms.

(c) Elaborate on the types of functions performed by the ratee.

(4) The Air Force evaluation report advisor forwards the report to the CBPO/DPMQE.

(5) AF Form 707a is not required where the ratee is a non-EAD ANG officer.

f. CBPO Chiefs. Provide technical assistance to all evaluators, and establish procedures to obtain completed reports from designated reviewers so that required data inputs are met (paragraph 6-5b).

3-2. Security Classification. Reports, attachments to reports, referral letters, or indorsements to referral letters will not contain classified information. If an entry on the form or an attachment would result in the release of security information, the word "Classified" is used in place of that entry.

3-3. Offices of Record:

a. Offices of record for AF Forms 707 submitted under this regulation are as follows:

- (1) Reports submitted on officers on EAD (see table 3-1).
- (2) Reports submitted on ANG officers not on EAD (see table 3-2).
- (3) Reports submitted on USAFR officers not on EAD (see table 3-3).

b. Offices of record for promotion recommendation forms (AF Forms 705 and 706) are listed in chapter 9 (colonel, AF Form 706) and chapter 10 (lt colonel, AF Form 705) of this regulation.

3-4. Disposition of Reports. The management and disposition of all required copies is prescribed in AFR 35-44.

3-5. Access to Reports. Reports are to be handled as For Official Use Only, are subject to AFRs 12-30, 12-31, 12-35, and 30-4, and may be read only by persons properly concerned. Responsibility for determining if a person's official duties require access to reports rests with the office having custodial responsibility.

3-6. Restrictions on Showing Reports to Ratee:

a. CBPOs which service both ratee and reviewer will place the quadruplicate copy of the OER in the Unit Personnel Record Group (UPRG) as soon as the reviewer's message has been sent to the control point. Where different CBPOs service the ratee and reviewer, the ratee CBPOs receipt of the quadruplicate copy from the control point or MAJCOM serves as confirmation that the reviewer has met the distribution. Reports may be examined by the ratee when filed in the UPRG, however, the report may not yet be a matter of record and later could be returned for correction or reaccomplishment. Pending verification that the original has been filed in the Master Personnel Record Group (MPRG), the report is to be considered a work copy only. Control points or MAJCOMs may place OERs in file at the time the original and triplicate copies are forwarded for file in the MPRG. Except for reports referred under paragraph 4-5, the ratee may be shown the prepared AF Form 707 only under the guidelines of this paragraph. This provision does not change the right of the officer or their designated representative to review AF Forms 707 and 475 after they are made a matter of record, or for the ratee to purchase copies of the report. Under no circumstances will the ratees be shown their completed AF Forms 705 or 706, as these evaluations are being obtained under an expressed promise to the evaluators that their identity would remain confidential. Reports may not be appealed under AFRs 31-3 or 31-11 before they become a matter of record in accordance with paragraph 2-14.

b. Officers may be shown LOEs prepared on them and being held by the CBPO for attachment to the next

OER or Training Report.

3-7. Missing and Removed Officer Evaluation Reports:

a. Tracing Missing Reports. Tracer action is initiated by the custodian of the officer command selection record group (OCSR), the commander of ARPC, or as prescribed by the commander concerned. The custodian of the OCSR advises the custodian of the MPRG of all tracer actions. If tracer action is unsuccessful and 18 months have elapsed since the closeout date of the missing report, the custodian of the OCSR prepares AF Form 77a according to f below, inserts a copy in the OCSR, and forwards copies for inclusion in the MPRG and UPRG.

b. Reports Removed From Records Under AFRs 31-3 or 31-11. If a report is removed from the personnel records by board action under AFRs 31-3 or 31-11, AF Form 77a is prepared according to f below and substituted for the removed report in the MPRG, OCSR, and UPRG.

c. Late Reports. Do not submit a report intended to cover an unrated period of an officer's service, if the time elapsed since the end of the reporting period is more than 18 months. If the custodian of the OCSR finds an unrated period in an officer's record with later reports on file and 18 months or more have elapsed since the end of the reporting period, an AF Form 77a is prepared as stated in f below and distributed to the offices of record for file.

(1) If a late controlled report (see tables 4-1, 4-6, and 4-8) is received by the reviewer before finalizing the ratings for a cycle, that late report is included in the group of reports processed during that review cycle and included in the rating distribution for the reviewer for that period. If appropriate, the MAJCOM should be notified of any delay in forwarding of the reports.

(2) If a late controlled report is received by the reviewer after the reports for the cycle have been reviewed, the report is changed to an abbreviated report using one of the methods described below:

(a) If the rater and additional rater are readily available, the report is returned to them for reaccomplishment as an abbreviated report.

(b) If the rater and/or additional rater are not readily available, retype the report exactly as written by the rater or additional rater. Transfer their ratings in section III without change. The ratings in section V are not transferred to the retyped copies. All entries in the rater or additional rater identification blocks in sections VI and VII are completed with the exception of the signature itself. Place an "X" in the "Other" block in section V. The statement "Certified True Extract" is placed in the missing evaluator's signature block and must be signed by an Air Force Personnel Officer, preferably in the grade of major or above. The reviewer places comments in section VIII, and signs the form but does not place a rating in section V.

(3) Late abbreviated reports, as they do not

see 1d(10)

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 contain a ~~controlled rating~~, are processed as received within the time limits established in paragraph c above.

d. Removal or Void of AF Forms 705 and 706. When an AF Form 707 on a colonel or lieutenant colonel is changed or removed under AFRs 31-3 or 31-11, a copy of the action taken is forwarded to the office of record for the AF Form 705 or 706. If the AF Form 707 is voided in whole or in part, the appropriate AF Forms 705 or 706 for the corresponding period are automatically removed from the selection folder and replaced with an AF Form 77a.

e. Administrative Examination for Appropriateness of Report. If doubt exists concerning the appropriateness for file, the report is forwarded to the appropriate authority (see below) for examination. This activity reviews the report for administrative accuracy and determines the acceptability of the report for inclusion in the proper personnel record. This examination does not constitute mandatory evaluation by a reviewer as specified in table 4-4. Authorities are listed below:

(1) If the ratee is on EAD, this examination is conducted by his or her MAJCOM/DP or HQ AFMPC/DPMYO.

(2) If the ratee is an ANG officer not on EAD, this examination is conducted by the State Adjutant General and ARPC/DPFSC.

(3) If the ratee is a USAFR officer not on EAD and is assigned to an AFRES Category A or B unit, this examination is conducted by AFRES/DP and ARPC/DPFSC.

(4) If the ratee is a USAFR officer not on EAD and is assigned to a MAJCOM mobilization augmentee position, this examination is conducted by the MAJCOM of assignment and ARPC/DPFSC.

(5) If the ratee is a USAFR officer other than above and serviced by ARPC/RT, this examination is conducted by ARPC/DPFSC or RT.

f. Preparation of AF Forms 77a. When AF Form 77a is used as a substitute for a missing or removed report, the name, grade, SSAN, Supplemental Sheet blocks (including the From/Thru element) are completed. In the body of the form, enter the following statements, as applicable: "Not rated for the above period. Report is not available for administrative reasons," or "Not rated for the above period. Report was removed through appeals board action." The AF Form 77a is initiated as follows:

(1) When used to replace a missing report or a report removed under AFR 31-11: Action is taken according to AFR 31-11.

(2) When used to replace a report removed by the direction of the Secretary of the Air Force through the Air Force Board for Correction of Military Records, under the authority of 10 U.S.C. 1552 (70A Stat 116): By the custodian of the MPRG who files the original and triplicate in the MPRG, forwards the duplicate for file in the OCSR, and forwards the quadruplicate to the servicing CBPO for file in the

UPRG.

(3) When used to cover a nonparticipating period (for non-EAD USAFR officer) ~~or period in which the individual failed to qualify for a normal report~~: By the custodian of the OCSR, who prepares the AF Form 77a and distributes in accordance with table 3-3, column D.

3-8. Documenting Voids in Performance Records. AFR 35-44 covers the preparation of AF Form 77a to cover voids in the performance records.

3-9. Reproduction of Reports:

a. Reproducing or making copies of a report is authorized as shown below:

(1) For use in official actions such as courts-martial, elimination, release, appeal, or demotion actions, and appropriate assignment actions by AFMPC resource managers. A copy of the report being appealed, under AFR 31-3 or 31-11, may be furnished the appellant if, because of location, etc., ready access to the record group is not possible. Furnishing copies of reports, at no cost to the individual, other than those being appealed or as provided for in AFR 12-30, is prohibited.

(2) On written authority of HQ USAF/DPO, Wash DC 20330 for officers on EAD in the grade of colonel; HQ AFMPC/DPMDOB, Randolph AFB TX 78148, for officers on EAD in the grades of lieutenant colonel and below; or the ARPC for ANG or USAFR officers not on EAD.

(3) As authorized by AFRs 30-4 or 12-35 when requested by the ratee or his or her designated legal representative.

(4) As required by paragraph 4-10c or to provide copies for file in the UPRG ~~or OCSR~~, *or as a substitute for a missing or removed report*.

(5) To replace missing or lost documents in the MPRG. Copies must approximate the quality of an original document, must be suitable for microfilming, must not be larger than 8x10½ inches and must be certified as a true copy. Both sides of reports copied under this provision will contain the following annotation in the left margin: "Certified True Copy", and the grade, name, signature, duty title, and unit of the certifying official and the date signed.

b. Copies will not be made for other purposes than those noted above without the approval of HQ AFMPC/DPMYO.

3-10. Attachments to Reports:

a. Use AF Form 77a for LOEs or as continuation sheets for referral reports only.

b. A copy of each referral letter and its indorsements is permanently attached to the applicable copy of the AF Form 475 or 707 (paragraph 4-5).

c. AF Form 707a is authorized only for uses specified under paragraph 3-1e and is attached to the report.

d. No other documents are attached to a report, except as authorized by HQ AFMPC/DPMYO or by paragraphs 3-11b and 4-4d.

3-11. Appealing Reports and Requesting Changes After Reports Have Become a Matter of Record:

a. The following administrative corrections may be approved by HQ AFMPC/DPMDIO14 (HQ USAF/DPO for colonel reports) for extended active duty officers, by ARPC for non-EAD Reserve officers, and by NBG/DPM for non-EAD ANG officers. (Forward requests through MAJCOM or SOA.)

(1) Corrections of any errors appearing in the identification data sections involving: Name, grade, SSAN, Primary AFSC, Duty AFSC, organization, command location and PAS, name and location of school or institution, and name or title of course.

(2) Correction of any error in the duties section involving duty level or title.

(3) Correction of administrative errors in comments areas of sections VI, VII, and VIII.

(4) Correction of the identification data elements concerning the evaluators.

(5) Corrections may be made by ^{TMC} ₇₈₃ ^{a. signature} reaccomplishing the report and entering the authorized changes or making administrative corrections to a legible copy of the original report. Annotate reports on the left front margin: "Corrected Copy - Destroy All Others" or "Corrected Copy" as circumstances warrant. The corrected report and copies are authenticated with the name, grade, signature, duty title and unit of the correcting official and the date corrected. The activity

accomplishing the correction is responsible for making distribution of corrected copies to the other offices of record for the report.

b. An evaluator may not have a change made in any rating or comment on a report nor add an LOE after the report has become a matter of record. An evaluator may submit a letter of mitigation, explanation of ratings, or comments to the ratee who may then request that it be included in the records through AFR 31-11 procedures. Only letters adding material substance to the report are considered for file. Attachment of LOEs is requested through AFR 31-11 procedures.

c. If an evaluator is relieved from duty for cause after signing a report, the report is not invalidated solely for that reason.

d. Submit appeals and requests for corrections other than as authorized above under AFR 31-11.

3-12. Corrections Before the Report Becomes a Matter of Record. If it becomes necessary to reaccomplish a report to correct an administrative error before the report becomes a matter of record, and one or more of the evaluators are unavailable to sign the reaccomplished report, ^{a. signature} an Air Force personnel officer (preferably in the grade of major or above) or the reviewer may certify the authenticity of the comments of the missing evaluator. To do this, the evaluator's comments and ratings must be copied verbatim, and the block where the missing official would have signed must contain the statement: "Certified True Copy" and the grade, name, signature, duty title, and unit of the certifying official and the date signed. *Add. See TMC 2-3*

para 8.c.

TABLE 3-1

OFFICE OF RECORD AND NUMBER OF COPIES REQUIRED FOR AF FORM 707 PREPARED ON OFFICERS ON EXTENDED ACTIVE DUTY

RULE	A	B	C	D	E
	If ratee is	and type of report	then number of copies required is	document to be filed is	and office of record is
1	brigadier general selectee	abbreviated	one	original	HQ USAF/ ^{AFPC} Wash DC 20330. <i>FMC 78-3</i>
2	colonel or lieutenant colonel selected for promotion to colonel		<i>five four</i>	original triplicate and quintuplicate	HQ USAF/DPO, Wash DC 20330. <i>Hq AFMPC/MSOB</i> <i>Randolph AFB TX 78148</i>
3				duplicate	headquarters having custodial responsibility of officer command selection record group (see note 1).
4				quadruplicate	CBPO/DPMQE which services ratee (see note 2).
5	colonel	controlled	four	original triplicate and quadruplicate	HQ USAF/DPO, Wash DC 20330.
6				duplicate	headquarters having custodial responsibility of officer command selection record group (see note 1).
7	officer not covered under rules 1 thru 6	abbreviated	<i>five four</i>	original and triplicate	HQ AFMPC/DPMDOI, Randolph AFB TX 78148 <i>AFPC</i>
8				duplicate	headquarters having custodial responsibility for officer command selection record group (see note 1). <i>FMC 78-3</i>
9				quadruplicate	UPRG.
10				quintuplicate	CBPO/DPMQE which services ratee (see note 2).
11		controlled	four	original and triplicate	HQ AFMPC/DPMDOI, Randolph AFB TX 78148.
12				duplicate	headquarters having custodial responsibility for officer command selection record group (see note 1).
13	quadruplicate			UPRG.	

NOTES: 1. If a copy of AF Form 707 is maintained at intermediate command levels the MAJCOM makes distribution to these offices of record on receipt of the form from CBPOs.
 2. ~~This copy of abbreviated reports is held by the CBPO/DPMQE and provided to the rater when a controlled~~

report is due. These copies of abbreviated reports remain with the controlled OER notice through the rating chain to the reviewer who destroys them when the controlled OER is completed. Abbreviated reports are not attached to a completed controlled OER.

TABLE 3-2

OFFICE OF RECORD FOR AND NUMBER OF COPIES FOR AF FORM 707 PREPARED ON ANG OFFICERS NOT ON EAD

RULE	A	B	C	D	E
	If ratee is	and type of report is	then number of required copies is	document to be filed is	and office of record is
1	brigadier general selectee	abbreviated	one	original	HQ USAF/ ^{MPG} 100 , Wash DC 20330.
2	colonel thru lieutenant <i>+ women's office</i>		<i>five four</i>	original	ARPC/DPFSC, 7300 E. 1st Ave, Denver Co 80280, for qualitative review and inclusion in the MPRG.
3				duplicate	State Adjutant General for file in officer command personnel record group.
4				triplicate	State Adjutant General for file in State Adjutant General Records file.
5				quadruplicate	CBPO for file in UPRG (see notes 1 and 2)
6				quintuplicate	CBPO/DPMQ which services ratee (see note 3).
7				controlled	four
8	duplicate	State Adjutant General for file in officer command personnel record group.			
9	triplicate	State Adjutant General for file in State Adjutant General records file.			
10	quadruplicate	CBPO for file in UPRG (see notes 1 and 2)			

NOTES: 1. Before sending completed evaluation reports on non-EAD colonels to the office of record, the custodian of the command selection record group forwards the quadruplicate copy of the report with a blank AF Form 706 to the commander gaining MAJCOM (see para 9-4d). After MAJCOM review, the copy of the AF Form 707 is filed in officer's information folder in the MAJCOM.

2. Unit personnel record group is retained at servicing CBPO.

four files as below

The quadruplicate copy of colonels reports are sent to State Headquarters to be forwarded to the commander gaining MAJCOM. *in accordance w/ note 1.*

3. This copy of the abbreviated report is held by the CBPO/DPMQ and provided to the rater when a controlled report is due. The copy remains with the controlled report through the rating chain to the reviewer who destroys it when the controlled OER is completed.

TABLE 3-3

OFFICE OF RECORD AND NUMBER OF COPIES REQUIRED FOR AF FORM 707 PREPARED ON USAFR OFFICERS NOT ON EAD

R U L E	A	B	C	D
	If type of report is	then number of copies required is	document to be filed in	and office of record is
1	abbreviated	four (see note 1)	original	ARPC/DPFSC, 7300 E. 1st Ave, Denver CO 80280.
2		TMC 78-2	duplicate	headquarters having custodial responsibility of OCSR.
3			triplicate	organization having custodial responsibility of UPRG.
4			quadruplicate	CBPO/DPMQE which services the ratee (see note 2).
5	controlled		three (see note 1)	original
6			duplicate	headquarters having custodial responsibility of OCSR.
7			triplicate	UPRG.

NOTES: 1. For USAFR colonels whose assignment results in a gain for MAC or TAC, the report is prepared in one additional copy and the custodian forwards the copy to the gaining MAJCOM for file in the command's officer information folder.
 2. This copy of abbreviated reports is held by the CBPO/CRPO.

DPMQ section and provided to the rater when a controlled report is due. The copy remains with the controlled report through the rating chain to the reviewer who destroys it when the controlled OER is completed.

PART TWO

OFFICER EVALUATION REPORTING

Chapter 4

GENERAL PROVISIONS

4-1. Program Objective. The purpose of the USAF Officer Evaluation Program is to provide the Air Force with reliable information on which to base personnel actions. The evaluation report forms are designed to help officials to provide conscientious and meaningful evaluation of the officers being rated. Only the evaluator can provide the final ingredients that give each report and the overall system real value to the Air Force.

FMC 78-3
~~sufficient reports as required by paragraph 6-6 are available, and the reviewer has been designated by the control point.~~ If the second evaluator in the rating chain meets the requirements outlined above, complete the rating in the "Reviewer" column in AF Form 707, section V, and place the comment "Additional Rater Qualifies as Reviewer" in section VII. Place any comments and signature in section VIII. *See 1MC 78-3*

4-2. Who Initiates AF Form 707. AF Form 707 is initiated by the rater (paragraph 2-3).

(2) A general officer ^{may} who is either rater or additional rater ~~will be a reviewer provided the requirements of table 4-4 are met.~~ *sufficient reports are available as required by paragraph 6-6, and the reviewer has been designated by the control point.* A general officer meeting the above requirements completes the rating in the "Reviewer" column in AF Form 707, section V, places the comment "Rater (Additional Rater) qualifies as Reviewer" in section VI (VII), and places any other desired comments and signs the form in section VIII. A colonel filling general officer position does not qualify under this provision (see paragraph 2-9b and c for exceptions). *para 12*

4-3. When to Submit AF Form 707:

a. See table 4-1 for officers on EAD and tables 4-2 and 4-3 for officers not on EAD.

b. Do not submit AF Form 707 on:

(1) USAFR officers in a nonpay status except those assigned or attached to a unit for training.

(2) USAFR officers assigned to the 9016th Air Reserve Squadron.

(3) Officers who die.

(4) Non-EAD officers who are scheduled to transfer to the Retired Reserve *(ISLRs)* within 4 months of the closeout date of the report.

78-3
allb
A-1
note 3
 c. Except as noted in d below, reports are optional for officers who retire, resign, or are released if their separation from active duty is effective within 4 months following the closeout date of the report, for example, if the report closeout date is 30 April and the effective date of release from active duty is 31 August, the report is optional. This rule may only be applied to retirements or separations approved on or before the closeout date of the report. The rater is responsible for contacting the CBPO/DPMQE to obtain report notice or information when needed for reports which are not projected or suspended by the CBPO.

d. If, prior to an officer's separation from EAD, it is known that the officer will be gained to a USAFR training category A, B, or D or to an ANG unit, a report is required. Such reports require 120 days supervision.

(3) Where the rater or additional rater reports directly to the Chief of Staff USAF, or to the Chairman JCS, Secretary of the Air Force or Secretary of Defense, do not forward reports to one of these officials for review. The officer reporting to any of the above listed officials completes ~~controlled~~ reports as reviewer ~~at the close of the annual or semiannual review cycles,~~ places a rating in the "Reviewer" column in AF Form 707, section V, and places any comments and signs the form in section VIII. Section VI (VII) must contain the statement "Rater (Additional Rater) reports directly to (title of appropriate official)."

(4) Abbreviated reports are completed as above, except that no evaluation is rendered in section V and the reports are not held for the annual or semiannual review cycles but processed as received in accordance with paragraph 4-7d and table 4-8.

4-4. Additional Rater and Reviewer:

a. The additional rater normally is the second officer in the chain (see paragraph 2-4), who reviews the report as specified by paragraph 5-9.

b. All reports are reviewed by an officer in the rating chain serving in a higher grade than that of the ratee (see table 4-4).

(1) An officer serving in the grade of ^{col} major and above may serve as both additional rater and reviewer, provided the requirements of table 4-4 are met,

c. The reviewer reviews the ratings and comments of the rater and additional rater for completeness and impartiality and indicates agreement or disagreement with the report. Even though a reviewer may not have personal knowledge of the ratee, an effective review of the report can be accomplished. Thus, this review serves both the purpose of quality control over individual reports and the control over rater tendencies to overrate. The reviewer should reject improperly prepared reports and downgrade ratings not substantiated or reflecting unacceptable inflationary practices. Significant disagreement with the ratings or comments of the

previous evaluator must be substantiated by specific comments. The reviewer should add any information, not precluded by paragraphs 1-5c or 4-9, that contributes to a more complete report.

d. The above evaluators are the only officials permitted to comment on the report, unless an AF Form 707a is required (paragraph 3-1e(3)) or the report is made referral by the reviewer. This latter exception to the number of evaluators permitted on the report requires an additional review and the attachment of an additional AF Form 77a.

4-5. Referral Report Procedures. An evaluator whose ratings or comments cause a report to be a referral report refers the report to the ratee by using the letter in attachment 2 as a guide. ~~If an abbreviated report contains material that is used by an evaluator to prepare comments or ratings which make a controlled report referral, the controlled report must be referred to the ratee as described below, regardless of whether the abbreviated report was referred or not.~~ Once a report has been referred, additional referral is not required if subsequent indorsements merely supplement or reinforce the information presented. However, if new material of a referral nature is included, referral is again required.

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a. Action by Referring Official:

(1) Refers the second copy of the report by letter to the ratee. If the ratee is geographically separated from the referring official, sends the referral letter and attachments by certified or registered mail. The referral letter contains:

- (a) The items that make the report a referral report.
- (b) The actions required in b below.
- (c) The name and complete address of the appropriate official next higher in the rating chain to whom the ratee will forward the report, referral letter, and indorsement, and the time limit within which these documents must be forwarded.

(d) A statement on the right of the ratee to apply for a review of the report under AFR 31-11.

(2) Forwards the original and remaining copies of the report with copies of the referral letter to the appropriate official next higher in the rating chain. Prepares the referral letter in the same number of copies as the report being referred (tables 3-1, 3-2, or 3-3). NOTE: This action does not constitute an appeal under AFR 31-3 or 31-11. Application for review and appeal may be made only after the report is completed and becomes a matter of record (see paragraph 2-14).

b. Action by Ratee:

(1) Comments on the report by indorsement to the original of the referral letter. Prepares the indorsement in the same number of copies as required for the report (tables 3-1, 3-2, and 3-3). It is signed by the ratee and is addressed to the official named in the referral letter. Use certified or registered mail, if geographically separated. Brevity is usually in the best

interest of the officer, however, pertinent attachments are permitted. The indorsement may not contain reflection on the character, conduct, integrity, or motives of an evaluator unless fully substantiated and documented.

(2) Forwards the second copy of the report, the referral letter, and his or her indorsement so as to reach the official named in the referral letter not later than 20 calendar days after receipt of the referral letter.

c. Action by Official Named in Referral Letter. To ensure maximum objectivity in all referral reports, all evaluators and reviewers carefully consider the comments of the ratee before adding their indorsement. The official named in the referral letter must include the statement "I have carefully considered (name) comments to the referral letter of (date)." in the indorsement to the report. This official will, if qualified, prepare AF Form 705 or 706 in accordance with chapters 9 or 10.

(1) Where the reviewer has referred the report, the official named in the referral letter will, on receipt of the ratee's comments, prepare an indorsement to the AF Form 707 on AF Form 77a. If the ratings of the original reviewer are not concurred with, the indorsement will so state. Where the official named in the referral letter disagrees with one or more of the original reviewer's ratings in AF Form 707 section III, place initials in the appropriate block or, if the block already contains initials or an "X", initials to the right of the appropriate block. Disagreement with the original reviewer's rating in AF Form 707, section V, is indicated by initialing in the desired block in the "Reviewer" column.

(2) If comments are not received from the ratee within 20 calendar days after the date of the referral letter, reproduce an additional copy of the report and prepare an indorsement to the report including, but not limited to, the statement: "Comments from ratee were requested but were not received within 20 calendar days." After completing this action, resume normal processing of the report.

d. If the interests of the Air Force warrant, the reviewer may process a report outside the annual or semiannual reporting cycles (table 4-8, note 1).

e. Referral LOE:

(1) LOEs prepared under table 4-7, rules 1, 2, 5, 6, 10, or 11 by an officially designated rater will not contain referral comments. If ratee performance warrants referral comments and an LOE is required under one of the above referenced rules, the rater will request a waiver of minimum supervision requirements of tables 4-1, 4-2, and 4-3 and, on approval, will prepare an OER or Training Report in lieu of the LOE. Requests for waiver will be addressed through the MAJCOM (Adjutant General through NGB for non-EAD ANG officers) to HQ AFMPC/DPMYO.

(2) LOEs prepared under other than the rules referenced in paragraph (1) above and containing referral comments will be immediately referred to the ratee using the procedures outlined in paragraphs a through d

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above. The additional copies of the LOE and the ratee's comments will be addressed to the ratee's current rater.

(a) If the LOE is a mandatory LOE written by other than the normal rater, the current rater will prepare an OER of Training Report. This report will close on the day the ratee's rebuttal is received or 20 calendar days after the date the ratee received the referring officer's letter, whichever occurs first. Reason for the report will be "Directed by HQ USAF," and 120 days supervision is required. If supervision cannot be met, a waiver will be requested as described in paragraph (I) above.

(b) If the LOE is an optional LOE, the current rater will consider the gravity of the referral comments and the ratee's reply. If the rater considers the referral comments to be serious enough to warrant permanent recording, an OER will be prepared as in (a) above. If an OER is not deemed to be appropriate, the rater will return all copies of the LOE and ratee's rebuttal letter to the ratee for disposition as he or she sees fit.

4-6. Examination of AF Form 707:

a. AF Form 707 is examined according to paragraphs 3-1e and 3-7e.

b. Examination at HQ USAF level is to administer control policies and to determine qualitative adequacy, rating trends, and adequacy of command controls.

c. Examination below HQ USAF level is to ensure that objective evaluation practices are maintained in conformance with this regulation and that the rating standard is met. Inadequate, substandard, or inflationary reports are returned through channels for the information of ~~subordinate~~ activities and for further consideration and reaccomplishment by the evaluators. While quality of reports should be emphasized, good judgment should be exercised in the type of errors that are significant enough to require reaccomplishing a report. Every effort should be made to reduce errors but not to demand unrealistic standards. In addition, the overall guide for preparation of the narrative sections of the report should be commonly accepted standards of good English usage. Capitalization or underlining is prohibited except to identify proper names, titles of publications, etc. Crowding comments on the form by "rolling" the typewriter or other such devices may render the report unacceptable, and therefore, require its reaccomplishment. Phrases may be used to save space.

d. Evaluators are in the best position to observe the performance of the ratee; the examining activities are in the best position to guarantee compliance with Air Force-wide rating standards. An examining activity is in a position similar to that of any personnel board. Without personal knowledge of the ratee, it must be guided by the adequacy of the written report. It is assumed that the evaluators have made a sincere attempt to observe and evaluate the officer's performance. However, the written record of that evaluation may lack factual information supporting the ratings given in

accordance with the criteria governing the award of those ratings. When such a report is returned, the evaluators are being given the opportunity to express the intent of their evaluation more explicitly.

e. The responsibility of the examining activity does not extend to the resolution of differences in evaluation between evaluators. Reports that indicate diametrically opposed opinions between evaluators must contain adequate justification.

4-7. Routing of Reports. Reports are routed according to paragraph 3-7e and table 4-5 and distributed as specified in tables 3-1, 3-2, and 3-3.

~~Timetables and suspenses for processing reports are in table 4-8. Because reports will be reaching the custodian of the master personnel record in batches, processing of these reports to file may require up to 30 days.~~

a. Reports directed under table 4-1, rule 8, for selection board use are forwarded to arrive at HQ AFMPC/DPMD014, Randolph AFB TX 78148, by the suspense date established in the directing letter.

b. Forward all reports and letters of evaluation covered by this regulation in a sealed envelope clearly marked "OER DATA-TO BE OPENED BY ADDRESSEE ONLY".

c. All controlled reports generated by a CRO, or other circumstance, which do not close out on a review cycle close date are completed by the rater and additional rater and forwarded to the reviewer. The reviewer holds the reports until the annual or semiannual reports for that review cycle are received and will then conduct the review. This review will not be conducted before the cycle closeout date. After the reviewer completes the reports, they are forwarded to the reviewer's servicing CBPO. The CBPO inputs the PTI 475 into the data system and forwards the reports to the custodian of the ratee's command selection record group upon being notified that the ratings do not exceed the required distribution (attachment 4).

NOTE: Where the reviewer is a civilian or officer of another US or foreign service or where an Air Force reviewer is geographically separated from his or her CBPO, the reports may be sent to the nearest Air Force CBPO for data input.

d. Abbreviated reports are processed through the rating chain in accordance with table 4-8. As these reports do not contain a controlled rating, there is no need for the reviewer to hold the reports in order to conduct the review. The reports are reviewed as received and forwarded to the reviewer's CBPO. Where the reviewer is a civilian or officer of another US or foreign service or where an Air Force reviewer is geographically separated from his or her servicing CBPO, the reports may be sent to the nearest Air Force CBPO. The CBPO forwards the reports to the custodian of the ratee's OCSR. If the CBPO also services the ratee, it retains the UPRG copy of the report and the copy of the report which is to be provided to the rater when the ratee next comes due a controlled report.

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e. When controlled reports are forwarded for file in the MPRG, they are accompanied by a letter signed by the control point DP or other designated responsible officer certifying that all reviewers within the control point have not exceeded the rating distribution. The certification letter will be addressed to the office of record to which the reports are forwarded (paragraph 3-3).

4-8. Letter of Evaluation (LOE). There are instances where a rater does not have an opportunity to observe fully a subordinate's performance and personal qualities during the reporting period. For example, there may be a change in rater and insufficient time has elapsed or insufficient points are accrued for a non-EAD USAFR officer since the closing date of the last evaluation report to require the submission of a report. Another example would be when duty was performed under the supervision of someone other than the rater for part of the reporting period. LOEs should be requested by the rater from the official most familiar with the duty performance of the ratee during such periods, and it is the rater's responsibility to ensure receipt and attachment of LOEs as directed by this regulation.

a. Officers Exempt. LOEs are not required for officers who retire, resign, or are released if no report is required by paragraph 4-3c or d.

b. See table 4-7 to determine when to request LOE.

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c. How to Prepare LOE. Prepare mandatory LOE on AF Form 77a in 5 copies. Optional LOEs are prepared in one copy only. Table 4-7 indicates circumstances controlling the mandatory or optional LOE requirement. Type the LOE or print in black or dark-blue ink. Organize the content within the standards of good English. In all cases, confine comments to the space provided on AF Form 77a. Do not emphasize comments by use of underlining or use of upper case typing, indenting, double spacing, or headings. Where the LOE is the result of the ratee changing jobs, the duty title held by the ratee during the period of the LOE should be included. Ratee duty title may be included on other LOEs, if it adds meaning to the report. The duty title, when used, should be the first entry in the "Comments" section. The evaluator's signature block information will be as of the close out date of the LOE. Wide disagreement between the comments made on AF Form 707 or 475 and an attached LOE is explained by the evaluator disagreeing with the LOE.

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d. Forward the LOE to the CBPO/DPMQE of the ratee. They furnish the LOE to the individual's rater on requirement for the submission of an AF Form 707 or 475.

e. Under no circumstances will indorsements to an LOE be permitted.

f. An LOE received at CBPO for the next required report will be quality reviewed and corrective action taken as required prior to being placed in the hold file to await transmittal to the rater of the officer's next report. See paragraph 4-5e, if LOE is referral.

4-9. Inappropriate Comments. Certain material is inappropriate and must not be included in comments in evaluation reports or indorsements to them. Do not refer to:

a. Charges preferred, investigations, reviews by boards of evaluation or inquiry, or any similar actions related to the officer that have not been finalized at the time the report closes or information obtained solely through such incomplete actions. (Facts obtained from other sources, such as personal knowledge or observation, may be included.) (See paragraph 1-5c.)

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-5c

b. An action against the officer that resulted in acquittal or a failure to implement successfully an intended personnel action.

c. Statements, testimony, or data obtained by, or presented to boards which are confidential under AFR 127-4.

d. Actions taken by an officer outside the normal chain of command through procedures that represent guaranteed rights of appeal, such as Inspector General, Air Force Board for Correction of Military Records, Congressional Inquiry, etc.

~~e. The control roster.~~

f. The recommendation for decoration. Only those decorations actually approved or presented during the period of time covered by the report may be included in the report. NOTE: Decorations, as referred to in this paragraph, pertain only to those decorations for which a ribbon or medal, authorized for wear on the Air Force uniform, is awarded. Nominations for honors or awards such as "Outstanding Fuels Officer" may be mentioned.

g. An officer's potential for promotion to general officer, if the officer is serving below the grade of colonel. NOTE: Comments pertaining to a colonel's potential for promotion to general officer should be limited to the AF Form 706.

h. The race, gender, age, or religion of the ratee. Do not refer to race, gender, age, or religion anywhere in the report where such references could be interpreted as reflecting unfavorably on a specific group. The pronouns he and she, his and hers, etc. may be used. The term "WAF" is obsolete and will not be used.

i. Temporary or permanent disqualification under AFR 35-99. It is only the reference to such action that is not permitted. Reference to the behavior of the officer that resulted in such action should be included, if appropriate.

~~j. Any control system quotas.~~

k. An individual's participation in a rehabilitation program. NOTE: If an individual has a problem with alcohol or drugs, for example, the focus of the report should be on behavior, conduct, or performance, as opposed to consumption of alcohol. Commanders and supervisors do not diagnose alcoholism or drug problems; this can be done only by medical authorities.

l. References to previous reports or ratings except as permitted by paragraph 1-5c and d.

m. The performance of duty of a ratee as a member of a court-martial or board, or give a less than favorable

evaluation because of the zeal with which the ratee served as defense or respondent's counsel (see Article 37, UCMJ). This is not intended to inhibit an accurate portrayal of a counsel's competence in the representation of his or her clients.

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n. The projected retirement or separation of the ratee if ~~more than 1 year~~ from the report closeout date.

4-10. Special Instructions on AF Form 707:

a. Use AF Form 707 to evaluate all officers, warrant officer through colonel.

b. Type AF Form 707. If no typewriter is available, print in dark blue or black ink.

c. Major commanders may prescribe the maintenance of an additional copy of the OER at a level in

consonance with AFR 35-33. These reports are transferred to the gaining MAJCOM on or before the report not later than date (RNLTD) on intercommand reassignment of the officer concerned. Disposition is at the discretion of the gaining MAJCOM. Paragraphs 3-5 and 3-9 apply.

d. Only corrections or erasures that change sentence meaning need be initialed by the evaluators.

e. Reports containing an excessive number of erasures or any correction of ratings in section III or V must be reaccomplished.

f. Instructions in this regulation take precedence over instructions on the AF Forms prescribed by this regulation.

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TABLE 4-1

WHEN WILL AF FORM 707 BE WRITTEN ON OFFICERS ON EXTENDED ACTIVE DUTY

R U L E	A	B	C	D	E	F
	If ratee's grade is (see note 1)	and	and period of supervision has been at least	then report will be written with reason entered as	and the report is prepared and processed as (see notes 2 and 3)	and go to table
1	colonel thru captain (see note 5)	annual cycle closeout date occurs (para 2-17) <i>has passed since Ho last CER or TR</i>	120 days (see note 6 and table 4-8) <i>60 if now than 1 yr has passed since the ratee last AF.</i>	annual	a controlled report	4-6 and 4-8.
2	lieutenant (see note 5)	semiannual closeout date cycle occurs (para 2-16) <i>6 mos</i>		semiannual		
3	colonel thru lieutenant (see note 4)	ratee changes for anticipated period of 120 days or more, or attendance at formal training of 8 weeks or more is scheduled.		CRO	a controlled report if the closeout date is within the 4-month window for the ratee's grade (paras 2-16 and 2-17 and see note 7)	
4			120 days		an abbreviated report if the closeout date is outside the 4-month window for the ratee's grade (paras 2-16 and 2-17)	
5	colonel selected for brigadier general (see note 8)	promotion occurs	120 days <i>IMC 78-3</i>	promotion to general	an abbreviated report	
6	colonel thru lieutenant	determination of the appropriateness of actions under AFRs 36-2, 36-3, 35-32, or 36-12 is needed, or ratee has performed in an <u>unsatisfactory or marginal manner and a special report is appropriate</u>	<i>See IMC-78-3 para 17.c. 120 days (90% complete) or the control (ratee)</i>	directed by (MAJCOM, wing, base, squadron, etc.,) commander	a controlled report if the closeout date is within the 4-month window for the ratee's grade (paras 2-16 and 2-17 and see notes 6 and 7)	
7					an abbreviated report if the closeout date is outside the 4-month window for the ratee's grade (paras 2-16 and 2-17)	
8		special report directed by HQ USAF (see note 9)	as directed	directed by HQ USAF	directed	
9		ratee has been declared missing in action, captured or interned (see note 10)				

(Table continued on next page.)
(See notes at end of table.)

See notes to Table 4-1

TABLE 4-1 (CONTINUED)

RULE	A	B	C	D	E	F
	If ratee's grade is (see note 1)	and	and period of supervision has been at least	then report will be written with reason entered as	and the report is prepared and processed as (see notes 2 and 3)	and go to table
10	colonel thru captain who are not selectees for temporary promotion either on the cycle closeout date or the date 120 days supervision is achieved	ratee did not have a controlled report for the last review cycle for his or her grade or a training report covering the closeout date of the last cycle for his or her grade (see note 12)	120 days		see note 11	
11	colonel thru lieutenant	ratee has not had an OER or Training Report closing within the last 20 months				

NOTES: 1. Warrant officers are rated under the rules for captains. Their ratings are not subject to the controls prescribed in chapter 6.

2. Officers will receive no more than one controlled AF Form 707 with closeout date during the period shown in rules 1 through 7E for the ratee's grade, except as provided in rules 6 or 8.

3. Should a report directed under one of these rules be the second report in a cycle, both reports are counted in the reviewer's rating distribution, and the reviewer's message to the control point must contain the name, SSAN, rating, and closeout date of both reports, and the rule in this table under which both reports were written. Should events occur which would cause a second report in the same period, other than a report directed under rule 6 or 8, the second report will be abbreviated.

4. See para 4-3c or d, if ratee is retiring or separating from active duty. Optional reports prepared under these paragraphs will be abbreviated regardless of the report closeout date.

5. If an officer selected for promotion to brigadier general comes due a report for any reason between the time selection is announced and assumption of the grade, the report is written as a ~~controlled report~~ with reason for report as "Prom to Gen".

6. Officers who, on the cycle closeout date, are selectees (either temporary or RegAF which will result in an insignia change) to the grade of captain through brigadier general will not receive reports under this rule.

7. If 20 or more months have passed since ratee's last controlled OER, supervision requirement is reduced to 60 days. This note does not apply if ratee had a controlled report closing less than 20 months prior and the report was subsequently voided.

8. Abbreviated reports are rendered on officers selected for promotion which will result in an insignia change (temporary or RegAF) to the grades of captain through colonel, if their selection is announced officially on or before the cycle closeout date.

9. No report is required under this rule, if the officer has previously received a report under rules 3 or 4 and note 4 above as a brigadier general selectee.

9. Authority to direct reports under this rule is retained by DCS/Personnel, HQ USAF. Requests for permission to submit reports, with complete justification for submission of reports, are forwarded through channels to MAJCOM. Major commanders are granted final disapproval authority. Those requests recommended for approval by major commander are forwarded to HQ AFMPC/DPMYO, info AFMPC/DPMDOR and DPMAJB. In addition, at the time the report is forwarded for file, a copy of the message or letter approving the directed report must be attached to the report. Special reports covering outstanding performance of duty are not permitted under this rule. If HQ USAF determines that special reports are required on certain officers for selection board use, HQ AFMPC/DPMAJB furnishes their names to the MAJCOMs, along with appropriate suspense dates, and directs that reports be submitted under this rule.

10. 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 rendered 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/DPMYO.

11. If the closeout date of the report, as determined by table 4-6, note 4, is outside the cycle for the ratee's grade, the report will be abbreviated. If the closeout date of the report falls within the cycle for the ratee's grade, the report will be controlled except as provided in note 7 above. (23)

12. Example: Officer is a captain on 31 Oct and did not receive a controlled report during the period 1 Jul-31 Oct or a training report covering 31 Oct. This officer gets a 120 day abbreviated report under this rule provided he or she was not a selectee to the grade of major on 31 Oct or on the date 120 days supervision was achieved.

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TABLE 4-2

WHEN WILL AF FORM 707 BE WRITTEN ON ANG OFFICERS NOT ON EXTENDED ACTIVE DUTY

R U L E	A	B	C	D	E	F
	If ratee's grade is (see note 1)	and	and period of supervision has been at least	then report will be written with reason entered as	and the report is prepared and processed as (see note 2)	and go to table
1	colonel thru lieutenant (see note 3) <i>Warrant Officers</i>	annual cycle occurs (see note 6)	120 days (see note 4)	annual	controlled report	4-6 and 4-8.
2	colonel thru lieutenant	rater changes for anticipated period of 120 days or more, or attendance at formal training of 8 weeks or more is scheduled (see note 6)		CRO	a controlled report if the closeout date is within the 4-month window for the ratee's grade (paras 2-16, 2-17, and see note 5)	
3					an abbreviated report if the closeout date is outside the 4-month window for the ratee's grade (paras 2-16 and 2-17)	
4	colonel selected for brigadier general	promotion occurs	120 days	promotion to general	an abbreviated report	
5	colonel thru lieutenant <i>Warrant Officers</i>	determination of appropriateness under ANGR 36-014, or ratee has performed in unsatisfactory or marginal manner or the officer has demonstrated undesirable characteristics and a special report is appropriate		directed by Chief, NGB, OTAG, wing, base, squadron, etc., commander	a controlled report if the closeout date is within the 4-month window for the ratee's grade (paras 2-16 and 2-17 and see note 4)	
6					an abbreviated report if closeout date is outside the 4-month window for the ratee's grade (paras 2-16 and 2-17)	
7		report has been directed by NGB	as directed	directed by Chief, NGB	directed	
8		ratee has been declared missing in action, captured or interned (see note 7)		directed by HQ USAF		

(Table continued on next page.)
(See notes at end of table.)

TABLE 4-2 (CONTINUED)

R U L E	A	B	C	D	E	F
	If ratee's grade is (see note 1)	and	and period of supervision has been at least	then report will be written with reason entered as	and the report is prepared and processed as (see note 2)	and go to table
9	colonel thru captain who are not selectees for promotion on the date 120 days supervision is achieved	ratee did not have a controlled report for the last review cycle for which eligible or a training report covering the closeout date of the last cycle for which eligible	120 days		an abbreviated report	
10	lieutenant (PALACE OPTION)	ratee is attached to an ANG unit as a PALACE OPTION officer (see note 8)	60 days or 90-day active duty tour	PALACE OPTION		

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NOTES: 1. Warrant officers are rated under the rules for captains. Their ratings are not subject to the controls prescribed in chapter 6.

2. Officers will receive no more than one controlled AF Form 707 with closeout date shown in rules 1 and 2 for the ratee's grade, except as provided in rules 5, 7, and 8. Should a report directed under one of these rules be the second report in a cycle, both reports are counted in the reviewer's rating distribution, and the reviewer's message to the control point must contain the name, SSAN, rating, and closeout date of both reports and the rules in this table under which both reports were written. Should events occur which would cause a second report in the same period, other than a report directed under rules 5, 7, or 8, it is covered by an abbreviated OER.

3. Reports will not be written under this rule if an officer has been selected for promotion by a Reserve Officer's Personnel Act (ROPA) board or on whom Federal recognition boards have been held for promotion to captain, major, and lieutenant colonel. Lieutenant colonels and colonels on whom Federal recognition boards have been held for promotion to the next higher grade and Senate confirmation has not been received as of cycle closeout date will have an annual controlled report rendered.

4. If 20 or more months have passed since ratee's last controlled OER, supervision requirement is reduced to 60 days. This note does not apply if ratee had a controlled report closing less than

20 months prior and the report was subsequently voided.

5. Abbreviated reports are rendered on officers selected for ROPA promotion to captain, major, and lieutenant colonel. This note does not apply to lieutenant colonels and colonels on whom Federal recognition boards have been held for promotion to the next higher grade and Senate confirmation has not been received.

6. If ratee is serving on active duty tour of at least 120 days, the report is prepared by active duty supervisor. Compliance with this rule is not required for ANG aircrews performing runway alert duties.

7. Reports for periods of missing in action, captured, or interned status for 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 rendered without regard to the number of days supervision. The report is closed on the day the ratee was in missing in action, captured, or interned status or as directed by HQ USAF.

8. PALACE OPTION officers attached to ANG units for completion of their 90 day active duty tour will receive an abbreviated report. If a change of reporting official occurs during the active duty tour and the ratee has 60 or more calendar days under a supervisor, an abbreviated report is rendered with reason for report as "PALACE OPTION." This report serves in lieu of the report required at the end of the PALACE OPTION active duty tour.

TABLE 4-3
WHEN TO WRITE AF FORM 707 ON USAFR OFFICERS NOT ON EXTENDED ACTIVE DUTY (See note 1)

R U L E	If ratee is assigned to USAFR Tng/Pay Category (see Legend)							G	H and when the records indicate the ratee has (see note 14)	I and the period of supervision covers at least	J then the report is written by a designated rater with reason entered as	K and the report is prepared and processed as
	A	B	C	D	E	F						
1	X	X		X			X	the rater changes	not applicable	CRO	a controlled report (see notes 11 and 12).	
2	X	X					either the ratee or the rater departs for an active duty tour of at least 60 days duration (see note 6)					
3	X	X		X			the rater has died, is missing, incapacitated, or has been relieved from duty for cause			CRO (see note 2)		
4	X	X		X			the ratee is incapacitated, missing or confined by a civil or military court			CRO (see note 3)		
5	X	X	X	X		X	has not received a report since the closing date of the last annual cycle for that grade (see notes 4, 8, 9, 10) <i>Swain 783 Rec. II</i>	earned 20 points and has completed an annual active duty tour (see note 13)	<i>Swain 783 Rec. II</i>	Annual (see note 10)	a controlled report	
6	X	X	X	X		X	a report has been directed by HQ USAF (see note 7)	not applicable		directed by HQ USAF	directed by HQ USAF	
7	X	X	X	X		X	has performed in an unsatisfactory or marginal manner or demonstrated undesirable characteristics and a special report is appropriate.			directed by (Sq, Wing, Base, etc.) Commander	a controlled report (see notes 12 and 15).	

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(Table continued on next page.)
(See notes at end of table.)

8	X	X	X	X		a determination has been made of appropriateness of action under AFR 35-41, vol III, ch 3
9	X	X	X	X		has been promoted to brigadier general (see note 5)
10				X		is assigned as a chaplain candidate
11	X	X	X	X		ratee changes reserve category and is transferred to ORS, NARS, RRPS, or ISLRS (see note 16)
12	a Palace Option Officer					is assigned as a Palace Option Officer

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LEGEND:

- A - Officers assigned to AFRS units
- B - Mobilization augmentees assigned or attached to MAJCOMs.
- D - Nonpay Status (Active-duty pay only).
- H - Nonpay Status.
- *N - Nonpay Status (NARS, RRPS, ORS, only).

NOTES: 1. See table 4-6 to determine closing date of report and table 3-3 to determine office of record and number of copies.

- 2. In section VI of report, state what happened to ratee. Rater's supervisor will write these reports.
- 3. In section VI of report, state what happened to ratee.
- 4. ~~Optional preparation of AF Form 77a (LOE) authorized for training Category D officers who perform ANACDUTRA through attendance at any approved seminar.~~
- 5. If an officer selected for promotion to brigadier general comes due a report for any reason between the time selection is announced and assumption of the grade, the report will be written as an abbreviated report, with reason for report as "Prom to General." If, between announcement of selection and assumption of the grade, the officer does not receive a report as above, a report will be prepared closing on the day before the effective date of promotion (see table 4-6, rule 9). Reports prepared under this note are prepared in one copy only and forwarded to HQ USAF/DPG, Wash DC 20330. AF Form 706 is not required.
- 6. Report is not submitted when ratee and ratee are ordered to active duty and the ratee does not change.
- 7. Authority to direct evaluation reports under this rule is retained by HQ USAF/REP. If HQ USAF/REP determines that special reports are required on certain officers for selection board use, ARPC/DPFSC furnishes ratee names to the MAJCOMs along with appropriate suspense dates and directs that reports be submitted under this rule.

- 8. See table 4-7, note 2.
- 9. A USAFR officer in Category D status will have an LOE rendered for each active duty tour during the reporting cycle. Forward the LOE to the CBPO/CRPO of the ratee. The CBPO/CRPO will furnish the LOE to the rating official for use in preparing the annual controlled report.
- 10. USAFR officer in Category D status will receive an OER only during the annual cycle for that grade and only upon completion of an active duty tour of at least 12 consecutive days duration since the preceding report.
- 11. Report will be controlled if closeout date is within the 4-month period preceding annual cycle closeout date for that grade. Otherwise, a letter of evaluation will be written in accordance with table 4-7.
- 12. An abbreviated report will be rendered on officers selected for promotion to grades captain through colonel, if the selection is officially announced on or before the closeout date of the OER.
- 13. An annual active duty tour is not required for training/pay categories H and NARS, RRPS, and ORS.
- 14. If an officer has not met the requirements for an OER at the annual cycle for that grade, an AF Form 77a will be prepared stating that the officer was not rated for that period and reason, in accordance with paragraph 3-7k(3).
- 15. Report will be controlled if closeout date is within the 4-month period preceding annual cycle closeout date for that grade, otherwise, it will be rendered as an abbreviated report.
- 16. No report is required under this rule if the ratee is in twice deferred status.
- 17. PALACE OPTION officers receive an abbreviated report on completion of their active duty tour. If a change of reporting official occurs during the active duty tour, and the ratee has 60 or more calendar days under a supervisor, an abbreviated report is rendered with reason for report as "PALACE OPTION." This report serves in lieu of the report required at the end of the PALACE OPTION active duty tour.

18. See IMC 78-3 Part II

TABLE 4-4

WHO SERVES AS REVIEWER OF AF FORM 707

R U L E	A	B	C
		If ratee is a (see notes 1 and 2)	and is
1	colonel	assigned within DAF	USAF general officer or civilian GS-16 or above in the AF Secretariat. <i>DAF</i>
2		not assigned within DAF	USAF general officer, appropriate general, or flag officer in a joint activity, or a civilian in the grade of GS-16 or above (see note 3).
3		ANG not on EAD	the Adjutant General, federally recognized ANG or active duty general officer or State Governor (see note 4).
4	lieutenant colonel or major	assigned within DAF	USAF colonel, or civilian GS-15 or above in the AF Secretariat. <i>NAFLN grade</i>
5	<i>three lieutenant</i>	not assigned within DAF	USAF or other service colonel or colonel-equivalent, or civilian in grade of GS-15 or above (see note 3).
6		ANG not on EAD	the Adjutant General, a federally recognized ANG or active duty colonel or State Governor (see note 4).
7	captain, lieutenant, or warrant officer	assigned within DAF	USAF major, or civilian GS-14 or above in the AF Secretariat.
8		not assigned within DAF	USAF or other service major or major-equivalent, or GS-14 or above (see note 3).
9		ANG not on EAD	The Adjutant General, a Federally recognized ANG or active duty major, or State Governor (see note 4).

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- NOTES: 1. Reviewers for chaplains are as follows:
- a. Active duty colonels: command section of parent MAJCOM.
 - b. Active duty lieutenant colonels and below: MAJCOM command chaplain.
 - c. Non-EAD ANG: State headquarters.
 - d. Non-EAD USAFR Cat A colonels: AFRES command section.
 - e. Non-EAD USAFR Cat A lieutenant colonels and below: AFRES command chaplain.
 - f. Non-EAD USAFR Cat B colonels: ARPC commander.
 - g. Non-EAD USAFR Cat B and H lieutenant colonels and below: ARPC command chaplain.
2. OERs for medical service officers on EAD (AFSC 9XXX) are subject to the following special rules:
- a. The reviewer for colonels will be a general officer.
 - b. The reviewer for lieutenant colonels and below will be at least a colonel.
 - c. Each of the six corps, that is, Medical, Dental, Biomedical Sciences, Medical Service, Nurse, and Veterinary, will be reviewed as a separate group independently of the other corps.
 - d. Except as noted in e below, review will be conducted at the MAJCOM/Control Point Headquarters.
 - e. USAF medical centers commanded by a general officer, and

the Aerospace Medical Division (AFSC) may be designated as review levels for all grades by their respective MAJCOMs.

f. OERs for Medical, Dental, Nurse, Veterinary, and Medical Service Corps Officers will be reviewed by the respective senior corps representative at the MAJCOM/Control Point Headquarters, or at one of the activities listed in para e above, provided the reviewer grade requirements shown in paras a and b above are met. If the corps representative does not meet the grade requirements, the command surgeon/activity commander will be the reviewer.

g. OERs for Biomedical Science Officers will be reviewed by the command surgeon or commander of a medical facility as listed in para e above, provided the grade requirements shown in paras a and b above are met.

h. If the Command/Control Point Reviewer does not meet the grade requirements specified in paras a and b above, review will be conducted by an officer of the appropriate grade in the MAJCOM/Control Point Command Section.

3. If the reviewer is other than an Air Force officer, the report is provided to the Air Force advisor for comment before acceptance by the CBPO (para 3-1e).

4. The State Governor is the reviewer for the State Adjutant General only.

sw 1mc 78-3 para 18.d.

5. add: sw 1mc 78-2 Part II 5B (P)

6. add - sw 1mc 78-3 para 18e.

TABLE 4-5

ROUTING OF AF FORM 707 FOR ANG AND USAFR OFFICERS NOT ON EAD

R U L E	A	B	C	D	E
	If ratee is	and reviewer is in chain of command of parent organization of ratee	then reviewer forwards report	and CBPO/DPMQE or CRPO forwards report to	and distribution is made by custodian of command personnel record group to office of record specified in table
1	ANG	yes	through channels to State Adjutant General	ARPC	3-2.
2		no	to custodian of UPRG of ratee		
3	USAFR	yes	to reviewer's CBPO or collocated CBPO (see notes 1 and 2)	MAJCOM Control Point (see note 3)	3-3.
4		no			

NOTES: 1. If ratee is USAFR assigned to AFRes, custodian of command personnel records group sends a copy of report prepared on colonels to appropriate training command (see table 3-3, note 1).

2. CBPO/DPMQE submits PTI 475 to AFMPC.
3. Control Points send message to ARPC/DPFSC on overall ratings. Once determination has been made that distribution has been met, reports are forwarded.

TABLE 4-6

DETERMINATION OF CLOSEOUT DATE OF AF FORM 707

R U L E	A	B
	If reason for report is	then closing date is
1	annual report for colonel <i>thru Capt</i>	31 May.
2	annual report for lieutenant colonel	30 April.
3	annual report for major	31 December.
4	annual report for captain	31 October.
5	semiannual report for lieutenant	31 August and 28 or 29 February (see note 1) <i>6 mos for C/O of Cont O&A</i>
6	CRO	last duty day of ratee or rater (see note 2).
7	directed by (MAJCOM, Wing, Base, Sq, etc.) commander	as directed (see notes 3 and 4).
8	directed by HQ USAF	
9	promotion to general	day before effective date of promotion (see table 4-1, note 4).

NOTES: 1. ANG and USAFR non-EAD lieutenants have only a single rating cycle per year, closing on 31 August. Reason for reports rendered closing on this date is "annual" rather than "semiannual."
2. If the report is required as a result of the retirement or

separation of the rater or ratee or PCS reassignment of the rater, the report will be closed out 30 days prior to the rater's or ratee's last duty day at the current station. If application of the full 30 days will move the closeout date of a report out of the controlled report "window," the closeout date of the report will

(Notes continued on next page.)

IMC 78-2
See IMC 79-1
date 4/72. See note 1
See next page

be adjusted to the first day falling within the "window" for the ratee's grade. If application of the full 30 days will cause a ratee to be ineligible for a report due to lack of supervision, and the minimum required supervision can be achieved prior to the departure of the rater or ratee, the closeout date of the report will be adjusted to the date on which minimum supervision is achieved. If the rater's or ratee's last duty day changes by 7 days or less after report closeout date has been established, it is not necessary to adjust the report closeout date. In no circumstances will a report be closed out after the actual departure, retirement, or separation date of the rater or ratee. LOEs close on the last duty day of the rater or ratee in all cases.

3. AF Forms 707 prepared at the time an officer is placed on the control roster are closed out on the day before the day the

officer acknowledges receipt of the letter notifying officer that he or she is being placed on the control roster. Air Force Forms 707 prepared at the end of the special observation period are closed out on the last day of the period.

4. Directed by HQ USAF reports prepared under the following rules in table 4-1 are closed out as follows:

Rule 8: as directed.

Rule 9: the day the ratee was placed in MIA, captured, or interned status.

Rules 10 & 11: on the day 120 calendar days supervision is achieved unless the date falls within a subsequent cycle for the ratee's grade and table 4-1, note 7, does not apply. In this case, the closeout date of the report is adjusted to the cycle closeout date. *1MC78-2*

*3-74
change*

TABLE 4-7

LETTER OF EVALUATION (LOE)

R U L E	A	B	C	D
	If	and ratee is	then LOE is	and is written by
1	rater changes, no report is required by table 4-1, and there are 60 or more calendar days supervision (see note 1)	on EAD	mandatory (see note 2)	rater before change.
2	rater changes, no report is required by table 4-1, and there are less than 60 calendar days supervision (see note 1)		optional (see note 3)	
3	rater contact with ratee is infrequent due to geographical separation or extensive additional duty or TDY outside unit of assignment		official who has been in a position to observe the ratee's performance.	
4	ratee has performed important special or additional duties under other than normal rater (see note 4)	on EAD or not on EAD	mandatory (see note 2)	supervisor of special additional duty.
5	rater changes, no report is required by table 4-2, and there are 60 or more calendar days of supervision (see note 1)	ANG officer not on EAD		rater before change.
6	rater changes and no report is required by table 4-2, and there are less than 60 calendar days supervision (see note 1)		optional (see note 3)	
7	ratee is a unit commander (colonel) who reports directly to state headquarters		designated official at ratee's mobilization command.	
8	ratee is in other than training category D and completes an AD for training tour (excluding school tours) under immediate supervision of other than normal rater and tour is less than 30 calendar days but at least 10 consecutive days, or more than 30 calendar days and a report is not rendered due to insufficient supervision (less than 120 calendar days) under any one rater	USAFR officer not on EAD	<i>Mandatory IME 783 #19</i>	immediate supervisor during training period.

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(Table continued on next page.)
(See notes at end of table.)

TABLE 4-7 (CONTINUED)				
R U L E	A	B	C	D
	If	and ratee is	then LOE is	and is written by
9	ratee is in training category D and completes an AD for training tour (excluding school tour) of at least 10 consecutive days and the last day of the tour does not fall within the 4-month "window" for the ratee's grade (see note 5)		mandatory (see note 2)	
10	rater changes, no report is required IAW table 4-3, and the ratee has earned 20 or more points since last OER, Training Report, or LOE (see note 1)		optional (see note 3)	rater before change.
11	rater changes, no report is required IAW table 4-3, and the ratee has earned less than 20 points since last OER, Training Report, or LOE (see note 1)		optional (see note 3)	
12	ratee is commander at group level or above assigned within a gaining command other than AFRES			designated official at ratee's gaining command.
13	ratee is a senior ANG or USAFR advisor	on EAD	optional (see note 3)	ANG or USAFR wing commander.
14	ratee is unit commander whose unit is assigned for mobilization purposes to an ANG wing or group located in another state	ANG not on EAD		ANG wing or group commander located in other state.
15	ratee is in pipeline student status awaiting entry into training or has completed or been removed from training and is awaiting further assignment	on EAD	see note 6	immediate supervisor.
16	ratee is a medical service officer and is rated by other than his or her immediate supervisor per para 2-3c		mandatory (see note 2)	
17	ratee completes an AD or AD for training tour (excluding formal training and runway alert duties) under the immediate supervision of other than normal rater and tour length is less than 60 calendar days	ANG officer not on EAD	mandatory (see note 2)	immediate supervisor during training period.

IMC 782

see note 3 18 19.6

optional see note 2 IMC 783

NOTES: 1. Where the rater changes due to PCS, separation, or retirement of the rater, the LOE will closeout on the last day of supervision.

2. Attach to AF Form 707 or 475 covering the period which includes the closeout date of the LOE.

3. For use of evaluator only - do not attach to AF Form 707 or 475.

4. This rule may not be used solely for the purpose of permitting an input to the evaluation process by an official in the chain of command who is not otherwise permitted to comment on the OER due to the three evaluator limit imposed by para 2-9. Requirements for submission of LOEs under this

rule will be determined by the supervisor of the special or additional duty.

5. An LOE written under this rule will be maintained at the CBPO/CRPO, forwarded to the next reporting official, and attached to the next report if written by other than the rater on the report. If OER and LOE are written by the same person, the LOE will not be attached to the OER.

6. If 60 or more calendar days supervision, the LOE is mandatory and must be attached to AF Form 707 or 475. If less than 60 calendar days supervision, the LOE is optional and is for use of evaluator only and will not be attached to next AF Form 707 or 475.

re "written by" - does not necessarily apply only to the rater. need to look at all the circumstances (Per Maj Kavan M PC 40, 18 Nov 81)

TABLE 4-8
REVIEW CRITICAL DATES (See note 1)

L I N E	A Type of Report	B Grade	C Closeout Date	D Report Due to Reviewer	E Report Due to CBPO	F PTI 475 Input	G Reviewer Message Control Point	H Report Due to MAJCOM (state Hq for non-EAD ANG)	I Control Point Message Due to AFMPC	J Report Due to Office of Record (see note 2)
1	Controlled Report	colonel	31 May	15 days after report closeout date	10 Jul	20 Jul	1 Aug	5 Aug	20 Aug	1 Sep
2		lt col	30 Apr		10 Jun	20 Jun	1 Jul	5 Jul	20 Jul	1 Aug
3		maj	31 Dec		10 Feb	20 Feb	1 Mar	5 Mar	20 Mar	1 Apr
4		capt	31 Oct		10 Dec	20 Dec	1 Jan	5 Jan	20 Jan	1 Feb
5		lt	31 Aug		10 Oct	20 Oct	1 Nov	5 Nov	20 Nov	1 Dec
6					28(29) Feb (see note 3)	10-Apr	20 Apr	1 May	5 May	20 May
7	Abbreviated Report	all	as determined by table 4-6		30 calendar days after closeout date of report	N/A	N/A	40 calendar days after closeout date of report	N/A	60 calendar days after closeout date of report

NOTES: 1. The reviewer who completes a controlled referral report, or a controlled report directed under table 4-1, rule 6; table 4-2, rule 7; or table 4-3, rules 3, 4, 9, or 10, may determine that it is in the best interests of the Air Force for the report to be finalized and included in the individual's record as soon as possible. In these cases, the reviewer may finalize the report immediately without regard to the review cycles. The reviewer prepares a letter of transmittal sending the report to the CBPO outlining the reason for the report being processed out of cycle. The CBPO processes the report and forwards it to the command record custodian, again without waiting for the review cycle and without submitting the PTI 475 data through the data system.

The reviewer's letter will accompany the report to the custodian of the command and master records. An extra copy of the report, along with a copy of the reviewer's letter is held by the reviewer until the next normal review cycle for the ratee's grade. These documents are forwarded to the CBPO with the other reports for the cycle. The CBPO uses the documents to input the PTI 475 at this time, so that the out-of-cycle report is counted against the reviewer's distribution.

2. See tables 3-1, 3-2, and 3-3.

3. Does not apply to ANG and USAFR lieutenants not on EAD (see table 4-6).

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TABLE 4-9

IMPACT OF TRAINING REPORT ON OER REQUIREMENTS

R U L E	A	B	C
	if		then write controlled report during cycle when supervision requirements are met
1	training report is the first evaluation occurrence for the cycle and closes prior to the cycle closeout date	no (see note 1)	yes
2	controlled CRO is the first evaluation occurrence within the cycle followed by training report also closing within or after the cycle closeout date	yes	no
3	training report covers the entire control cycle	no	no (see note 2)

NOTES: 1. If events occur following the closeout date of the training report which would normally cause a controlled report to be written during the cycle, this period will be covered by an abbreviated report (see table 4-1, note 2). OERs written under table 4-1, rules 6 and 8 are exceptions. Those OERs are

prepared as controlled reports and expedited for file.

2. The "Dir by HQ USAF" abbreviated report (table 4-1, rule 10) is not prepared when the closeout date of the training report is on or after the cycle closeout date.

Chapter 5

**DETAILED INSTRUCTIONS FOR PREPARING AF FORM 707,
OFFICER EFFECTIVENESS REPORT**

5-1. Use of AF Form 707. AF Form 707 is used for the evaluation of all officers--warrant officers through colonel. In addition, separate promotion potential evaluations are prepared for officers in the grades of colonel (AF Form 706--chapter 9) and lieutenant colonel (AF Form 705--chapter 10).

5-2. Section I, Ratee Identification Data:

a. The CBPO/CRPO forwards two copies of the computer produced officer effectiveness report (OER) notice to the rater to use in completing the Ratee Identification Data. (For USAFR mobilization augmentees, reinforcement designees, RRPS, and NARS, the CBPO will send two copies of the computer produced OER notice to the MAJCOM/control point who will send the notice to the rater/contact point.) The OER notice and applicable documents listed below will flow through the rating chain with the OER to the reviewer. The following documents are attached to the OER notice:

(1) If ratee is an active duty lieutenant colonel, copies of AF Form 705, unless the ratee has been selected for colonel.

(2) If ratee is a colonel, copies of AF Form 706 and envelopes prepared in accordance with chapter 9, unless the ratee has been selected for brigadier general.

(3) If the report is to be a controlled report, a copy of each abbreviated report rendered on the ratee since his or her last controlled report.

(4) LOE closing during the reporting period.

b. Ratee identification data should be as reflected on the OER notice (paragraph 5-3a). If any data on the OER notice is incorrect, the rater annotates the correct information on the notice, and prepares AF Form 2095 if required to substantiate the changes.

c. After completing the rater portion of the report, return one copy of the OER notice to the CBPO/CRPO which generated the notice. The notice is annotated with all data corrections, the name and organization of the next official in the rating chain, and the date the report was forwarded to that official. This copy of the OER notice is forwarded to reach the CBPO/CRPO no later than 15 calendar days after the closeout date of the report. The remaining copy of the OER notice will be forwarded through the rating chain to the MAJCOM with the completed OER.

d. The CBPO/CRPO uses this annotated OER notice to update base-level personnel system (BLPS) with OER-close-date-last (DIN OBB). To substantiate the BLPS entry, the annotated OER notice is retained by CBPO/DPMQE or CRPO until the completed OER is received for file in the Unit Personnel Records Group (UPRG). In the event the ratee's records are transferred to another CBPO before receipt of the UPRG copy of

the completed OER, the annotated OER notice is forwarded to the gaining CBPO.

e. Instructions for entries in each item follow:

(1) Item 1. Name. Enter last name, first name, and middle initial.

(2) Item 2. Organization, Command, Location, and PAS Code:

(a) For EAD officers, enter organizational designation, location, major command, and PAS code to which ratee was assigned during period of supervision. Where unit designation and or location is classified, the classified information will be replaced with the word "classified." PAS code will always be entered; the PAS, by itself, is never classified. If abbreviations are used for organization designation, use the organization designation nomenclature codes in AFM 300-4, volume XII, ADE OR-265.

(b) For USAFR officers not on EAD, enter organizational designation, location, major command, and PAS of attachment if applicable, otherwise enter PAS of assignment.

(c) For ANG officers not on EAD, enter organizational designation, location, state affiliation, major command, and PAS code to which committed. For example, 131st Tactical Fighter Squadron, Barnes MAP, Westfield, Massachusetts, MASS ANG (TAC), E7OTFL9L.

(3) Item 3. SSAN. Enter the SSAN, including suffix.

(4) Items 4 and 5. PAFSC and DAFSC. Enter PAFSC and DAFSC including prefix and suffix, if applicable, as they appear on BLPS as of the close-out date.

(5) Item 6. Active Duty Grade:

(a) For EAD officers, enter active duty grade in which serving on the close-out date of the report.

(b) For ANG and USAFR officers not on extended active duty, enter "NONEAD."

(6) Item 7. Permanent Grade. Enter permanent grade held by the officer on the closeout date of the report. *add su 1mc 78 3 para 25*

(7) Item 8. Period of Report:

(a) Beginning Date. Normally, the period of the report begins with the date following the last day covered by the preceding OER or education/training report. However, the following exceptions apply:

1. For initial reports on EAD officers, the beginning date is the date of entry on current tour.

2. For personnel formerly in a prisoner of war status or missing in action status, use the date returned to military control as reflected on DD Form 1300, Report of Casualty.

3. For ANG officers not on EAD, the beginning date for an initial report will be the effective

date of Federal recognition in the ANG. The beginning date of an OER for an officer assigned to an ANG unit from ARPC (ISLRS, NARS, ORS, or RRPS) or another State is the effective date of the latest Federal recognition.

4. For USAFR officers not on EAD:

a. If the officer has no previous reports, the beginning date for the initial report will be the date of assignment to the Reserve status held as of the closeout date of the report.

b. If the officer has been reassigned or attached to a unit from ARPC (ISLRS, NARS, ORS, or RRPS), the beginning date of the report is the effective date of attachment or EDCSA/TED of reassignment.

c. If the officer was previously on EAD and was concurrently assigned to Training Category A, B, or D on release from EAD, the beginning date of his or her first report in non-EAD status will be the day following the closeout date of the last report received while on EAD.

d. If the officer was previously on active duty as RegAF and did not accept a ResAF commission concurrently with release from active duty, the beginning date of his or her first report in non-EAD status is the effective date of appointment in non-EAD status.

NOTE: In those cases under a., b., or d. above where there is an unrated period from the officers entry into non-EAD status to the beginning date of the first report received in non-EAD status, this period will be covered by an AF Form 77a in accordance with AFR 35-44.

(b) Closing Date. This date is determined by using table 4-6. The "THRU" date is the closing date of the report.

(8) Item 9. Days of Supervision:

(a) For officers on EAD, enter the number of days that ratee was under the supervision of the normal rater during the period of the report; or, if the report is being written by the special rater as defined in paragraph 2-3b, enter the number of days for which the official has personal or written knowledge of the reporting period duty performance of the ratee. Deduct from the period of supervision all periods of TDY, leave, travel, patient status, etc., of the ratee and rater of 30 or more consecutive days during the reporting period, during which time the ratee's duties were not performed under the supervision of the rater.

(b) For USAFR officers not on EAD, enter the number of days of supervision under the rater. Tours of active duty under other than the normal rater for which letters of evaluation have been prepared should be deducted from the period of supervision. For example, if a report is being prepared to cover the period from 1 July to 31 December and the rater was first so designated on 1 September and served in this capacity without a break to 31 December and the ratee reported for training and duty a total of 27 days from 1 September to 31 December, then the period of supervision is 121 days not 27 days. NOTE: The rater is

responsible for the accuracy of the period of supervision.

(c) For ANG officers not on EAD, enter the number of days that the ratee was under the supervision of the normal rater during the period of the report; or if the report is being written by a special rater as defined in paragraph 2-3b, enter the number of days for which the official has had personal or written knowledge of the reporting period duty performance of the ratee. Deduct from the period of supervision all periods of active duty, active duty for training, or formal training of 30 or more consecutive days during which the ratee's duties were not performed under the immediate supervision of the rater. For example, the period of supervision for a ratee who had been assigned to a rater for a calendar year is 365 days, not the sum of UTA and field training days.

5-3. Section II, Job Description. Description of duties and tasks in all cases is confined to the space allocated in this section. No classified material is included.

a. Item 1. Duty Title. Enter the duty title as it appears on the OER notice or the BLPS as of the closing date of the report. Include command level preceding duty title. Duty title information is frequently abbreviated on the OER notice. On the OER itself, these abbreviations may be spelled out completely for clarity.

b. Item 2. Key Duties, Tasks and Responsibilities. The description of the ratee's job must make the ratee come alive for the user. It must make clear the degree of assignment selectivity involved, the responsibility exercised, and the nature of the tasks performed by the ratee. Be specific: include specific facts such as dollar value of projects managed, number of people supervised, level to which responsible, etc., where possible. Make it clear: jargon, acronyms, and topical references obscure rather than clarify and should be avoided. Significant additional duties should be included in this section.

c-1 Other additional duties and prior duties may be included in section VI, Rater Comments. *Completion of this item is optional*

5-4. Section III, Performance Factors:

a. No individual does all things equally well—accurate evaluations therefore require separate consideration of the various factors contributing to total job effectiveness. Ratees are evaluated on how well they accomplish their particular job; they are not to be compared to other officers of the same grade in this section. This may be accomplished by the use of the ratee's job objectives and the standards of performance reflected in attachment 3. These standards of performance are to be used as guidelines for evaluating the ratee, and are not to be construed as the all-inclusive ideal. Rather, they establish certain minimum requirements for a specific rating. A "Well Above Standard" rating for any factor presupposes that the officer also meets all the criteria for "Above" and "Meets Standard" ratings. Similarly, the "Above Standard" rating presupposes the officer "Meets Standard." A rating of "Far Below" or "Below Standard" should be recorded whenever an officer's

*See atch 3, Item 10 (pg A3-2)
re eval of Human Relations*

performance fits any one of the criteria in this category.

b. For a rating of other than "Meets Standard" specific examples of ratee's performance must be recorded. Examples must be clear, concise, and specific, and should be confined to the appropriate area on the front of the form. Where necessary, examples may be continued in section VI. If examples are continued in section VI, they are appropriately identified for example, "CONT'D FR SEC III, item 1, 2, 3, etc. Performance factor continuations are entered at the end of the comments in section VI, however attachments or continuation sheets are not used for this purpose. In the event of a significant disagreement, an additional rater or reviewer will comment on AF Form 707, in either section VII or VIII as appropriate. Additional raters and reviewers do not comment in section III unless the reviewer is serving as a rater. Specific examples are not required when the rating is "Meets Standard." ~~If the report is being prepared as a controlled report, do not justify performance ratings with examples which have been included on previous abbreviated reports. The examples used to justify performance ratings should be from the period of the report except as noted in paragraph 1-5c.~~

c. For each performance factor, the rater, having chosen the level representative of the ratee, uses black or blue ink to place an "X" in the appropriate box. All other information on the evaluation, except signatures, should be typewritten; if typewriter is not available, print legibly in black or dark blue ink. Only correction or erasures that change sentence meanings need be initialed by the rater; reports containing an excessive number of erasures or any correction of ratings in sections III and V are reaccomplished. Additional raters and reviewers indicate nonconcurrency in this section by initialing the block(s) which are felt to be the most accurate evaluation. If a block in section III in which a reviewer wishes to rate already contains an "X", the reviewer will indicate his or her rating by initialing to the right of the block.

d. The performance factors and standards for each point along the scale are depicted in attachment 3.

e. If a performance factor is checked "Not Observed," no comment is made on that factor.

5-5. Section IV, Recommended Assignment Information. All entries are optional. However, entry of a suggested job assignment in item 2 requires completion of items 3 and 4.

a. **Strongest Qualifications.** Enter any area or areas in which the ratee had demonstrated superior ability or talents. In reporting the ratee's strongest qualifications, the rater is not limited to the 10 performance factors in section III of the report.

b. **Suggested Job Assignment.** Identify duty title most appropriate for ratee's career progression. Examples of jobs are in the Career Progression Guides (AFR 36-23) and the Officer Classification Manual (AFR 36-1). The four-digit AFSC code, plus prefix or

suffix, if applicable, should be entered when known.

c. **Organizational Level.** Recommendations for level of assignment should be consistent with the recommended job. Indicate the general descriptions of organizational level, such as Squadron, Wing, MAJCOM, or HQ USAF. Recommendations for assignment to joint service duty (such as JCS or OSD) should be indicated as HQ USAF level.

d. **Timing.** Specify the year in which the officer should be assigned to the suggested job. Indicate if the individual should attend a professional service school or technical training course before the recommended job assignment.

If this section is filled out by the additional rater or reviewer, the evaluator completing the section initials at the right of the section.

5-6. Section V, Evaluation of Potential. The ratings in section V are subject to controls which require specified groups of officers to be compared against each other in a controlled, competitive process. The final Evaluation of Potential which is a result of this process represents an individual's relative standing within the specified review group.

a. Previous evaluation systems attempted to assess an officer's potential in comparison to all other officers of the same grade. The reference group was obscure, and in the absence of rating controls, evaluations of potential tended to become more inflated over time. Inflation was eroding the utility of the OER for management purposes. To address the inflation problem, the Air Force introduced a system of rating controls to restore the value of the OER as a management tool. In contrast with the previous OER, the reference group in the controlled system is much more specific; ratings in the higher blocks describe an officer's relative potential when compared with other officers of the same grade in the group of officers being assessed by the evaluator.

(1) Though the ratings are relative to the evaluation group, the perspective of the evaluators may differ. For example, the rater's perspective may be more restricted because most raters evaluate only a few officers in each grade. Raters (and some additional raters) may, therefore, be evaluating ratees who comprise far less than a statistically representative sample of quality. The additional rater usually possesses a broader perspective and has a larger number of officers to evaluate, a number which in most instances includes a wider range of quality and which more closely approximates a statistically meaningful group. Mandatory controls were not placed with the rater and additional rater primarily because it would be inequitable to establish the controls below the level at which a reasonably sized group of officers would be considered.

(2) Evaluators who assess only a limited number of officers must recognize their responsibility to exercise their best judgments in helping the Air Force

differentiate among officers of different potential. For example, the proper frame of reference for evaluators who assess only one or a very few ratees per cycle is to reserve the "1" rating for individuals whose potential as identified by documented job performance is of the caliber normally associated with officers who receive increased responsibilities in advance of their contemporaries. In this regard, f below provides a full discussion of all ratings in section V.

(3) Unlike the ratings in the higher blocks, the 3, 4, 5, and 6 ratings are not necessarily relative to other officers in the review group. Rather, these ratings identify specific categories of potential, or its absence, as demonstrated by the individual officer during the reporting period. Definitions of these ratings are contained in f below.

b. OER evaluators have the responsibility to assess the ratee's capability for increased job responsibility. "Promotability" - attempting to second guess promotion board actions - is not an appropriate consideration. Promotion decisions are made by Air Force selection boards based on a review of the total record. Potential for the purpose of OER rating decisions is determined primarily by the evaluator's assessment of the ratee's accomplishments during the period of the report and with consideration given to other "whole person" factors, for example, career pattern, integrity, PME, etc. Evaluators will focus primarily on near term capabilities for increased responsibilities.

c. The factors identified below are extraneous and will not be used or considered in the evaluation process:

- (1) Age.
- (2) Time in grade/time in service.
- (3) Promotion eligibility/promotion status.
- (4) Amount of retainability beyond the near term (over 1 year). See 4-90
- (5) Race.
- (6) Sex.
- (7) AFSC.
- (8) Time on station.
- (9) Proximity to reassignment.
- (10) Previous OERs or OER ratings (except abbreviated reports prepared since the last controlled OER).

d. Generally, there is a correlation between this rating and the officer's demonstrated performance. However, because this is an evaluation which compares the officer with specific contemporaries, there is not necessarily a direct correlation between it and the ratings given for job performance in section III. An officer could conceivably be rated "Well Above Standard" in job performance factors and still not be rated in the top two boxes in this section. In addition, an officer could be rated "Meets Standard" and still be rated in the top box. Using ink, place an "X" in the box that best indicates your evaluation of this officer's potential.

e. Specific justification is required if an officer is given the lowest rating. A rating in this block makes the

report referral (see paragraph 4-5). The "Rater Comments" section will include a statement as to whether officers can continue in their current assignment and be expected to perform acceptably. Justification for the rating must include specific examples, and indicate whether weaknesses are the result of insufficient experience and qualifications or lack of motivation and disinterest in the job.

f. Rating Criteria:

(1) Ratings of "1" and "2" identify officers who currently demonstrate varying degrees of potential to successfully handle increased responsibility. Specifically, a rating of "1" should be given to those officers who possess the highest degree of potential to successfully handle increased responsibility when compared with other officers of the same grade in the evaluation group. A rating of "2" identifies those extremely effective officers in the review group who have clearly demonstrated potential for expanded or more diverse responsibility.

(2) A rating of "3" should be awarded to officers who are performing well at their current level of responsibility but whose potential for expanded or more diverse responsibilities needs to be more clearly demonstrated. A stronger pattern of performance, additional experience, training, or maturity, etc., may be necessary before the ratee's potential becomes more evident.

(3) Ratings in the 4, 5, and 6 blocks identify officers, who during the current reporting period, have demonstrated insufficient potential to assume increased responsibility. A "4" rating should be given when performance during the period reflects less than average potential and the officer needs to improve before being awarded increased responsibility. The "5" rating describes the officer whose performance during the period is marginal and does not indicate potential for increased responsibility. The "6" constitutes a referral report (see paragraph 2-10).

g. Copies of all abbreviated reports rendered since the ratee's last controlled report are furnished to evaluators with the OER notice. The purpose of these abbreviated reports is to provide evaluators with additional perspective. Each evaluator on a controlled report must be aware that the rating assigned in the evaluation of potential, AF Form 707, section V, must take into consideration the entire period since the ratee's last controlled OER. When preparing comments for section VI, VII, or VIII, previous abbreviated reports may be referred to in general terms, but verbatim comments will not be extracted from them when preparing comments for a current controlled report. These copies of abbreviated reports are destroyed by the reviewer once the controlled report is completed.

h. If the report is abbreviated, the rater places an "X" in the block in section V indicating the reason the report is abbreviated. If the "Other" block is marked, explain the reason as the first entry in section VI.

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DOS

Para 4-8

* DOS issue is not addressed in this issue of 36-10, however, per telecon w/ MPC VO, they advised that philosophy of April 80 applied.

5-7. **Evaluator Comments.** Sections VI, VIII and VIII are provided to permit evaluators to comment on aspects of the ratee's performance and potential not recorded elsewhere on the form.

a. Limit comments to the space provided on the form. Comments justifying a referral report may be continued on AF Form 77a, and attached to the report.

b. Comments should be organized within the standards of acceptable English. Do not underline, capitalize, double space, indent, or use headings except as required to identify proper names, titles of publications, etc.

c. Avoid use of nicknames or acronyms. If such terms must be used, provide explanation, including description of the part the officer played in the exercise or project.

d. Provide pertinent information which makes the report more meaningful. The evaluator should approach the preparation of this section with a sincere desire to communicate to someone else the true evaluation of the ratee. The evaluator should be particularly conscious of how well it reads. What does it really say? Is it clear and concise? The key to writing pertinent comments is to describe the officer's potential rather than to list adjectives to describe the officer. Comment only on those positive and negative aspects of the officer's performance and potential which add to or detract from the officer's value to the Air Force. Stick to facts!

e. Mention of enrollment in off-duty education programs or PME correspondence courses should focus on the progress being made; the mere act of enrollment provides little assurance that the ratee has the initiative to complete the program.

5-8. Section VI, Rater Comments:

a. Except for referral reports and as noted in b below, rater comments are optional.

b. The following comments are mandatory, when applicable, in section VI:

(1) Officers selected for Squadron Officer School, but not permitted to attend, include the statement "_____ was selected to attend the _____ class of SOS, but attendance denied due to operational commitments."

(2) Pilots or navigators with less than 5 years of rated service since date awarded original aero rating, comment on progress in flying.

(3) If the rater has died, become incapacitated, is missing, or was relieved from duty for cause, the special rater so states.

(4) If ratee is missing, captured, interned, incapacitated or confined by civil authority, the rater so states.

(5) If the ratee performs duty which involves planning for or conduct of joint, combined, or allied operations, the rater identifies the specific involvement. Additionally, this fact will be included as a unique duty or task in section II, item 2.

(6) ~~For all officers in the grade of captain or~~

~~below serving on their initial obligation and with less than 5 years' commissioned service (TFCS) comment on the officer's interest in career status.~~

(6) (7) If an officer has been on the control roster during the reporting period, any lapse in behavior, conduct, or performance associated with the control roster action must be fully discussed in the report (see paragraph 4-9e).

(7) (8) For officers not on EAD, indicate the officer's employment (including air technician status). If the rater desires, the relationship of the ratee's employment to their AFSC or Reserve assignment may be included.

c. When the rater serves as reviewer in accordance with table 4-4 and paragraphs 4-4b and 6-6, the reviewer block in section V is completed (if applicable) and comments and signature are placed in section VIII. Section VI must contain the statement "Rater qualifies as Reviewer."

5-9. **Section VII, Additional Rater Comments.** The additional rater is normally the second officer in the chain. When this officer serves as reviewer in accordance with table 4-4, paragraphs 4-4b and 6-6, the reviewer block in section V is completed (if applicable) and comments and signature are placed in section VIII. Also, section VII must contain the following explanation, "Additional Rater qualifies as Reviewer." The additional rater also may defer to an individual higher in the rating chain if desired, in which case the individual deferred to becomes the additional rater. The additional rater:

* a. Reviews the ratings and comments of the rater for completeness and impartiality, and indicates agreement or disagreement with the report. If the additional rater concurs with the ratings in sections III and V, agreement is indicated by placing an "X" in the "concur" box and in the appropriate box in section V, ~~except for abbreviated reports.~~ Comments are required if the additional rater makes the report referral or as noted in paragraph b below. Otherwise, comments are optional; but may be included if they add meaning to the report. If the additional rater does not concur with any rating in either section III or V, mark the "Nonconcur" block. If in disagreement with the rating in section III, initial the block which best reflects the ratee's performance. If in disagreement with the rating in section V, places an "X" in the additional rater portion of the block which is believed to more accurately reflect the ratee's potential.

b. If changes in the ratings result in a significant disagreement, indicates nonconcurrence with the evaluation and substantiates this with specific comments. If the changes do not constitute significant disagreement, comments are optional. Examples and any information not prohibited by paragraph 4-9 should be included if they contribute to the meaning.

5-10. Section VIII, Reviewer Comments. The reviewer:

a. Reviews ratings (paragraph 6-4) and comments by all previous evaluators for completeness and impartiality,

and ensures that each rating is adequately justified. If the reviewer agrees with the ratings and comments of the previous evaluator, agreement is indicated by placing an "X" in the "Concur" block in section VIII and marking the appropriate block in section V (unless the report is an abbreviated report). Comments are optional except where there is significant disagreement with the previous evaluator or the report is referral, but they may be included if they add meaning to the report. ~~For AF Form 707 containing a rating in section V, except those for medical service corps officers (all 9XXX AFSC), the reviewer will indicate the number of ratings awarded in each rating block of section V by entering the following information as the last line in the "Comments" portion of section VIII: "Review Group Size (enter number): "1s" (enter number), "2s" (enter number), "3s" (enter number), "4s" (enter number), "5s" (enter number), "6s" (enter number)."~~

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b. If the reviewer considers all of any part of the evaluation incomplete, partial, or any of the ratings not fully justified, nonconcurrency is indicated in section VIII and comments are included as appropriate. The reviewer should unhesitatingly reject improperly prepared reports and downgrade or return for additional justification reports not substantiated or reflecting unacceptable inflationary practices. If in disagreement with one or more ratings of the previous evaluator, the reviewer marks the "Nonconcur" block in section VIII, initials the appropriate box in section III and/or "X's" in the appropriate box in section V if the report is a controlled report. Should the box in section III in which the reviewer wishes to initial already contains an "X," the reviewer initials to the right of the box. Significant disagreement with ratings or comments of the previous evaluator must be substantiated by specific comments. The reviewer should add any information, not excluded by paragraph 4-9 that contributes to a more complete report. If the changes do not constitute significant disagreement, comments are optional.

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* 5-11. Evaluator Identification:

a. Required information concerning the evaluator is as follows:

- (1) Name.
- (2) Grade.
- (3) Branch of Service, if applicable.
- (4) Organization.
- (5) Location.
- (6) Command of assignment.
- (7) If non-EAD ANG, state affiliation and gaining MAJCOM.

(8) SSAN, including suffix. Not required if evaluator is a civilian, is not assigned to DOD, or is a member of a foreign service.

(9) Official duty title. Do not include command level.

b. The following guidelines cover the entry of the information required by paragraph a above:

(1) For raters, on all reports enter the information as of the closeout date of the report.

(2) For additional raters:
 (a) On abbreviated reports (paragraph 2-18), enter the information as of the closeout date of the report.

(b) On controlled reports (paragraph 2-19) and uncontrolled reports (paragraph 2-20), enter the information as of the signature date, but not later than the cycle closeout date.

(3) For reviewers:
 (a) On abbreviated reports, enter the information as of the report closeout date.

(b) On controlled and uncontrolled reports, enter the information as of the cycle closeout date.

c. Date and signature entry requirements are as follows:

(1) Evaluators will sign the original and enter the date the report was actually signed. (Other copies of the report may be signed, initialed or stamped "signed".)

(2) Reports will not be signed or dated prior to the closeout date of the report.

(3) Evaluators will not sign or date a report earlier than the date it was signed by the previous evaluator.

(4) Reviewers will not sign or date a controlled or uncontrolled report prior to the cycle closeout date except as provided for in table 4-8, note 1.

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Chapter 6
JMC 782
~~OER CONTROL SYSTEM~~

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6-1. Need for Controls:

a. To ensure that ratings are controlled, HQ USAF, HQ USAF/RE, and NGB designate control points to be responsible for the distribution of ratings for every officer assigned to that control point. Normally, control points are major commands and separate operating agencies and activities. Other control points may be designated for OER control purposes even though no functional chain of command may exist.

b. Abbreviated reports do not contain ratings in section V. Such reports do not fall under the provisions of the control system.

6-2. Rating Distribution:

a. The cumulative maximum allowable percentages for the top two blocks in AF Form 707, section V are shown below:

RATING DISTRIBUTION

	Top Two Blocks	Top Block
All reviewers	up to 100%	up to 22%

While individual reviewers may not exceed the rating percentages shown above, no reviewer should feel compelled to use all the top block ratings available for every cycle.

b. Reports for both first and second lieutenants are grouped together for review purposes, and are required to meet a single rating distribution.

c. Reports for non-EAD officers are processed in the same cycles as those for active duty officers of the same grade. These reports are required to meet the rating distribution separately from active duty reports.

d. Reports for USAFR and ANG officers serving on EAD under 10 U.S.C. 265 and 8033, 8496, and 32 U.S.C. 708 (statutory tour programs) are reviewed within the control points to which the officers are assigned. Reports for statutory tour officers are reviewed separately from other review groups. Further, ANG and USAFR statutory tour reports are reviewed in two separate review groups.

e. Reports for warrant officers and all officers of any branch of the medical service (AFSC 9XXX) are exempt from the rating controls prescribed by this chapter. Reports for these categories of officers are subject to all other provisions of this regulation.

6-3. Responsibilities:

a. HQ USAF is responsible for gathering and analyzing trends of the Evaluation of Potential AF Form 707, section V, to determine if individual reviewers are complying with the Air Force rating standard. HQ USAF

calculates the maximum numbers of each rating allowable for each reviewer at the end of the review cycle. If the reviewer has complied with the rating standard, the OERs are allowed to flow to file. If a reviewer has exceeded the standard distribution, HQ USAF notifies them to hold the OERs and correct the distribution of ratings before sending the reports to AFMPC. HQ USAF also is responsible for ensuring that the standard rating distribution is applied consistently across the Air Force. HQ USAF tracks areas of potential inconsistency and surfaces problems. ARPC and the NGB serves in a similar capacity for non-EAD officers.

b. Each OER control point is responsible for controlling the distribution of ratings within their command. To ensure this control, the control point must set review levels, designate reviewers, and pass out appropriate guidance to the reviewers. The officers designated as reviewers must meet the requirements of table 4-4 and paragraphs 4-4b and 6-6. Review levels may vary by grade in order to reach the minimum number of reports. The control point must also pass out guidance to each reviewer, to include instructions on the Air Force standard distribution and how to achieve this distribution. The commander of the control point must ensure that each reviewer does not exceed the rating distribution standard. At the closeout date of the reporting cycle plus 80 days, as prescribed in table 4-8, the control point will forward a consolidated reviewer message indentifying each reviewer and that reviewer's controlled ratings. Figure 6-2 is a sample format showing the required information. Negative reports are requested from control points which have no officers rated in a given cycle. When the OERs are forwarded for file in the MPRG, the control point commander or designated representative certifies in writing that each reviewer's ratings are within the maximum allowable as specified by the rating standard. An individual certification letter is required for each reviewer in the control point. The certification letter serves as the cover or transmittal letter for the reviewer's OERs when they are forwarded to the custodian of the MPRG. The format for the certification letter is shown in figure 6-3. A separate letter is required for each category of officers, for example, ANG, USAFR, Chaplain, Medical, line, etc. The letter will list any late or missing reports counted against the reviewer's distribution but not forwarded with the package.

c. The reviewer is the key to the revised control system and must not abandon reasoned, objective distribution of ratings. It is his or her rating in evaluation of potential, AF Form 707, section V, that is controlled. Reviewers must exercise their responsibility and flexibility to award ratings as described in paragraph 5-6f with care and restraint, but must not exceed the maximum limit as specified in attachment 4. Procedures

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~~are discussed in paragraph 6-4, Review Procedures.~~

6-4. Review Procedures:

a. Reviewers may not establish any rating quotas for raters or additional raters nor return reports to them to meet any rating distribution. ~~Raters and additional raters must be aware of the reviewer's requirement to meet a distribution, and of the necessity to be objective in their evaluation of the ratee. Reviewers may require raters and additional raters to provide a priority listing of all ratees and their specific reasons for their inability to distribute ratings. These listings, if used, must be treated as sensitive data.~~

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b. The reviewer, at his or her option, may convene an advisory panel to assist in ensuring equity in the application of the rating distribution. Such panels, if used, are strictly advisory in nature and may only recommend to reviewers which reports should be upgraded or downgraded. Only the reviewers can make the final evaluation of relative potential within the review group.

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(1) This provision for the use of advisory panels recognizes that circumstances such as geographical separation sometimes preclude frequent ratee-reviewer contact.

(2) The primary purpose of the advisory panel is to make recommendations to the reviewer regarding relative potential as demonstrated by the ratees during the reporting period. The advisory panel is not intended to function as a "mini" promotion board.

(3) The focus of an advisory panel must be on the performance period under consideration. The OERs under review are to be the primary source of information used in arriving at the recommended ratings. The panel should be particularly cognizant of improvements in an officer's value to the Air Force demonstrated during the reporting period. Information bearing directly on estimation of an officer's potential, that is, professional military education, academic education, and previous duty history, may be made available to advisory panels. Panel members should recognize, however, that these factors are peripheral and should not form the central focus to the evaluation.

(4) Advisory panels will not use any information prohibited in paragraph 5-6c.

(5) Advisory panels will not be used to predetermine ratings or rating quotas for raters or additional raters.

c. Significant disagreement (paragraph 2-13) for any reason between an evaluator and the previous evaluator requires written explanation. If the report was downgraded, describe specifically why the OER was not competitive for or did not receive a higher evaluation. Likewise, if you gave a higher rating than the previous evaluator, a specific explanation is required citing the reason for the upgrade. ~~Mention of the control system or using it as a reason for changing a report is not permitted.~~

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d. Once the ratings are finalized, the reviewer's

control point will be notified by message using the format as shown in figure 6-1 and the reports will be forwarded to the reviewer's CBPO. (Where the reviewer is geographically separated from the servicing CBPO, the reports may be sent to the nearest Air Force CBPO for data input. Where the reviewer is an officer of another service, or a civilian, the reports are sent to the nearest Air Force CBPO.) The CBPO inputs the rating data into the Personnel Data System (paragraph 6-5). The CBPO verifies that the reviewer has not exceeded the rating distribution and will then forward the reports to the appropriate MAJCOM or return them to the reviewer to adjust the rating distribution. If it is necessary for the reviewer to adjust the rating distribution to come within the standard, the adjusted ratings are reinput through the data system.

6-5. Quality Control Tasks:

a. The ratee's CBPO is responsible for generating an OER notice for the report. If the ratee's CBPO is also servicing CBPO for the reviewer, the CBPO is responsible for the complete quality control of the report. If the ratee's and reviewer's CBPO are not the same, the ratee's MAJCOM (DPD) of assignment is responsible for the quality review of the report. However, all parties involved with an OER have an obligation to ensure a quality report. Any individual or agency which detects an error on a report at any point in the processing cycle will take action to have it corrected. The report is forwarded by the rater to the additional rater, and by the additional rater to the reviewer, where it is processed to completion in accordance with table 4-8. After the reviewer finalizes the report, his or her servicing CBPO inputs PTI 475 (if the CBPO also services the ratee) or TTI 475 (if the CBPO does not service the ratee).

b. On receipt of the completed reports the CBPO/DPMQE inputs the following information into the Personnel Data System using PTI/TTI 475:

(1) Name, grade, SSAN, PAS, and DAFSC of the ratee. (When inputting the PAS for mobilization agumentees, do not use the pseudo PAS 96XXXXXX; use instead, the actual PAS of the active duty unit of training assignment or attachment.)

(2) Closeout date of the report.

(3) Rater SSAN and overall evaluation. If rater is not an Air Force officer, enter first nine characters of rater's last name in lieu of SSAN.

(4) Reviewer SSAN and overall evaluation. If reviewer is not an Air Force Officer, enter first nine characters of reviewer's last name in lieu of SSAN. NOTE: Even if the reviewer refers a report and the official to whom the report is referred changes the rating in section V, the PTI 475 data will contain the original reviewer's SSAN and rating.

c. This data flows to HQ USAF and to the processing control points. An analysis tape is constructed as a result of this process. This analysis file is available both at HQ USAF (HQ AFMPC/DPMY) and at all processing control points. Nonprocessing control points are provided with

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the information necessary to track rating trends by their processing command.

d. per IMC 78-3 para 3
6-6. Special Instructions for Handling Small Numbers:

a. Each reviewer must review at least five controlled reports in a cycle in order for the reviewer to meet the maximum allowable distribution.

b. Except as noted below, if a reviewer ends up with less than five controlled reports for review in a cycle, these reports must be elevated to a higher level within the control point. If all reviewers who do not have five or more reports in a cycle have escalated their reports and the senior control point reviewer for that cycle (typically the control point commander) does not have five or more reports to review, he or she may conduct the review. Only one top block rating may be awarded in a review group of four or less. In any circumstances, no more than one reviewer in a control point may have a

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 review group of less than five in a given cycle. This paragraph does not apply to abbreviated reports.

c. Attachment 4 describes the maximum cumulative ratings in each block.

d. If the reviewer must change an evaluation on AF Form 707, section V, in order to meet the rating distribution, the entire report must be reaccomplished. If the rater or additional rater is not reasonably available to sign the reaccomplished report, their ratings, comments, and identification information are transferred to the reaccomplished form exactly as originally written. The signature block will contain the statement "This is a certified true copy" and the signature of the reviewer or a senior Air Force personnel officer, preferably a major or above. Requests to certify reaccomplished reports in any circumstance other than described above will be directed to HQ AFMPC/DPMYO.

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SAMPLE FORMAT - REVIEWER'S MESSAGE TO CONTROL POINT

TO: CONTROL POINT

SUBJECT: OER, Rating Control Data - Rating Cycle Grade and Closeout Date

PART I: Reviewer's name, grade, SSAN, duty title, and organization

PART II: Line Officers - Total number of Reports Reviewed: (total)

RATING

NUMBERS GIVEN

- 1 (total)
- 2 (total)
- 3 (total)
- 4 (total)
- 5 (total)
- 6 (total)

PART III: (If applicable.) Chaplains - Total Number of Reports Reviewed: (total)

RATING

NUMBERS GIVEN

- 1 (total)
- 2 (total)
- 3 (total)
- 4 (total)
- 5 (total)
- 6 (total)

PART IV: (If applicable.) Medical Service Officers - Total Number of Reports Reviewed: (total)

RATING

NUMBERS GIVEN

- 1 (total)
- 2 (total)
- 3 (total)
- 4 (total)
- 5 (total)
- 6 (total)

PART V: (If applicable.) Statutory Tour Officers (USAFR) - Total Number of Reports Reviewed: (total)

RATING

NUMBERS GIVEN

- 1 (total)
- 2 (total)
- 3 (total)
- 4 (total)
- 5 (total)
- 6 (total)

Figure 6-1. Sample Format - Reviewer's Message to Control Point.

PART VI: (If applicable.) Statutory Tour Officers (ANG) -- Total Numbers of Reports Reviewed: (total)

<u>RATING</u>	<u>NUMBERS GIVEN</u>
1	(total)
2	(total)
3	(total)
4	(total)
5	(total)
6	(total)

Figure 6-1. (Continued)

SAMPLE FORMAT - CONTROL POINT MESSAGE TO AFMPC

TO: HQ AFMPC RANDOLPH AFB TX/DPMYO

SUBJECT: OER Rating Control Data - Lieutenant Colonel Cycle 30 Apr 78

PART I: Control Point: MAC

PART II: Reviewer's Identification/Rating Summary

NOTE: List reviewers by name, grade, SSAN, duty title, and organization. Display total OERs and numbers of ratings the reviewer assigned in each rating block in section V for the groups he or she reviewed (that is, line, chaplain, medical officer, statutory tour - USAFR, Statutory tour - ANGUS, as appropriate).

John A. Doe, Lt Gen, 999-99-9999FR, Vice Commander, XXX

<u>LINE OFFICERS</u>					TOTAL:	50
RATINGS	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>
NUMBER GIVEN	11	24	12	2	1	0
<u>CHAPLAINS</u>	(if applicable)				TOTAL:	10
NUMBER GIVEN	2	5	2	1	0	0
<u>MED SVC OFFICERS</u>	(if applicable)				TOTAL:	20
NUMBER GIVEN	8	9	2	1	0	0
<u>STAT TOUR - USAFR</u>	(if applicable)				TOTAL:	5
NUMBER GIVEN	1	2	1	1	0	0
<u>STAT TOUR - ANG</u>	(if applicable)				TOTAL:	4
NUMBER GIVEN	1	2	1	0	0	0

Joe J. Jones, Colonel, 000-00-0000FR, Commander, 61 MAW

<u>LINE OFFICERS</u>					TOTAL:	17
NUMBER GIVEN	3	8	4	1	1	0

(LIST REMAINING REVIEWERS)

PART III: Control Point Data - Totals
(Display aggregate control point-wide data for each rating group.)

<u>LINE OFFICERS</u>					TOTAL OERS:	518
RATINGS	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>
NUMBER GIVEN	114	247	132	20	4	1
<u>CHAPLAINS</u>					TOTAL OERS:	22
NUMBER GIVEN	5	15	5	2	0	0
<u>MED SVC OFFICER</u>					TOTAL OERS:	65
NUMBER GIVEN	24	27	10	3	1	0
<u>STAT TOUR - USAFR</u>					TOTAL OERS:	5
NUMBER GIVEN	1	2	1	1	0	0

Figure 6-2. Sample Format - Control Point Message to AFMPC.

~~STAT TOUR - ANG
NUMBER GIVEN~~

~~1~~

~~2~~

~~1~~

~~0~~

~~0~~

~~0~~

TOTAL OERS: 4

PART IV: Missing Review Groups

In this part, identify any review group which has not been finalized by the reviewer. Give the reviewer's grade, name, SSAN, duty title, organization, estimated review group size, type of review group (line, medical, chaplain, active or non-EAD, etc.), reason for delay, and estimated date review group will be finalized.

IMC-78-2

Figure 6-2. (Continued)

PART THREE

AF FORM 475, EDUCATION/TRAINING REPORT

Chapter 7

GENERAL PROVISIONS

7-1. Policy Concerning AF Form 475. AF Form 475 covers the period of time the officer is in formal training, as defined in paragraph 2-12, and not evaluated on AF Form 707. Its purpose is to account for the time spent in training, to identify the course, and to indicate if it was completed. Because of the differing training programs; the changing composition of classes, the unequal opportunity for attendance, and the differing methods of instruction (residence and correspondence), it is not feasible to equate the AF Form 475 with other evaluation reports. Limit comments on the report to those authorized by paragraph 8-3.

7-2. Who Submits AF Form 475:

a. The commandant of each Air Force school or the commander of each Air Reserve squadron designates responsible Air Force officials to prepare, sign, and submit an AF Form 475 for each officer who has received formal training under his or her jurisdiction.

b. An AF Form 475 on a medical or dental corps officer is prepared and signed by the program director of the service to which the ratee is assigned, based on information supplied by the supervisors of the various services to which the ratee is assigned.

c. The normal rater of an officer undergoing formal training not covered in a or b above, or an official designated by the officer's commander under chapter 3, prepares, signs, and submits an AF Form 475 to cover such training. Formal training under this category is training received at joint service schools, schools of other services, civilian institutions, training with industry, US foreign service schools, USAFR officers assigned to Air Reserve squadrons, etc.

(1) Normally, the designated rater is an Air Force officer. Direct communication with the training institution is authorized to obtain the information required for entry in the report.

(2) In exceptional cases, when the best interest of both organizations will be served, the student's commander and a military training institution may mutually agree on a rater (civilian or military) not under the jurisdiction of the unit of assignment. This is not intended to permit imposing an unwarranted requirement on a training institution or individual outside the responsible Air Force unit of assignment. In no case is an official of a civilian institution requested to sign or submit an AF Form 475.

(3) Prepare AF Form 475 on officers who have completed the final year or final semester TDY under AFR 213-1. The education services officer is

responsible for preparing AF Form 475. For an officer attending Bootstrap en route to a new duty station, the report is completed by the education services officer at his or her new assignment. NOTE: In those instances where an NCO is assigned duties as education services officer, AF Form 475, section IV, is completed by the Chief, Personnel Division.

d. AF Form 475 is prepared on officers attending law school in an excess leave status. The staff judge advocate of the organization to which the student is assigned is responsible for preparing and submitting the reports. The report encompasses:

(1) Period of excess leave while attending school.

(2) Periods of vacation active duty served in legal office or facility. If duty performed at a location other than to unit assigned, obtain a Letter of Evaluation (AF Form 77a) from the student officer's supervisor and attach to the AF Form 475.

e. AF Form 475 is prepared on officers participating in the ASTRA or other similarly approved training programs on completion of the officer's tour. The report is rendered at the director level in the activity to which the officer is assigned.

f. AF Form 475 is prepared by the School of Engineering, Air Force Institute of Technology (AFIT), for officers participating in the PhD program during both the academic (conducted at AFIT) and the research (conducted at AFSC laboratories or other research facilities) phases. During the research phase, sponsoring laboratories and research facilities may submit LOEs (AF Form 77a) as deemed appropriate. AFIT may request LOEs from Air Force laboratories or research facilities for use in preparing training reports. Where the research phase is conducted in an activity outside the jurisdiction of the Department of the Air Force, the preparation of LOEs will be optional at the discretion of the laboratory or research facility.

7-3. When To Submit AF Form 475:

a. Mandatory Submission. AF Form 475 is submitted on all officers on completion of formal training, interruption of formal training by official order, or elimination from formal training if the course length, as prescribed by AFM 50-5 or other appropriate directive, is 8 weeks or more. For self-paced courses, the prescribed length of the course determines whether or not a training report is rendered. If the prescribed length of a course is 8 weeks or more, a training report is rendered on completion of the course, regardless of the time actually required to finish. In addition, AF Form

*See
not
include
Medical
Service
Officers
assigned
to
administrative
etc.*

475 is submitted:

(1) At the end of each academic year until completion of training of officers attending courses of more than 1 year's duration.

(2) At the end of each full year or on completion of a course of residence training for all Medical Service personnel in residency training programs.

b. Directed Submission. Submit AF Form 475 when directed by HQ USAF. The report covers the period from the last report to a closing date to be announced by HQ USAF. The academic period will be at least 8 weeks. Place particular emphasis on items required by paragraphs 8-2 and 8-3 along with a general statement regarding academic progress. Table 4-1, rule 8, also applies.

c. AF Form 475. Prepare AF Form 475 on officers participating in the ASTRA or other similar officially approved programs only on completion of an officer's tour. If the officer changes supervisors during the tour, LOEs are rendered in accordance with table 4-7.

7-4. Referral Reports. A referral AF Form 475, as defined in paragraph 2-10, is referred to the ratee and indorsed by the commandant of the Air Force school or the commander of the unit of assignment (as appropriate) on AF Form 77a. The rater refers the report according to paragraph 4-5.

7-5. Indorsing the AF Form 475. Do not indorse an AF Form 475 unless it is:

a. A referral report, as reports under this category are indorsed by the immediate supervisor of the rater on AF Form 77a.

b. AF Form 475 prepared on a medical or dental corps officer during or at the completion of his or her first year of intern training in a US Air Force medical facility. Reports under this category are indorsed by the hospital commander, or designated representative.

7-6. Routing and Responsibilities:

a. For EAD officers and non-EAD USAFR officers, see figures 7-1 and 7-2.

b. For non-EAD ANG officers, AF Form 475 is sent to the officer's servicing CBPO which makes the following distribution of the completed forms:

- (1) Original - HQ ARPC/DPFSC
- (2) Duplicate - OCSR
- (3) Triplicate - UPRG
- (4) Quadruplicate - State Adjutant General for file.

7-7. Report Preparation:

a. Type entries on AF Form 475. If no typewriter is available, entries may be printed or legibly written in ink.

b. Prepare AF Form 475 in:

(1) Quadruplicate for all officers (except colonels) on EAD, ANG officers not on EAD, and USAFR officers not on EAD and assigned as mobilization augmentees.

(2) Triplicate for:

(a) Regular and USAFR colonels.

(b) USAFR officers, Lt colonel and below, not on EAD and assigned to Category A or B Reserve units.

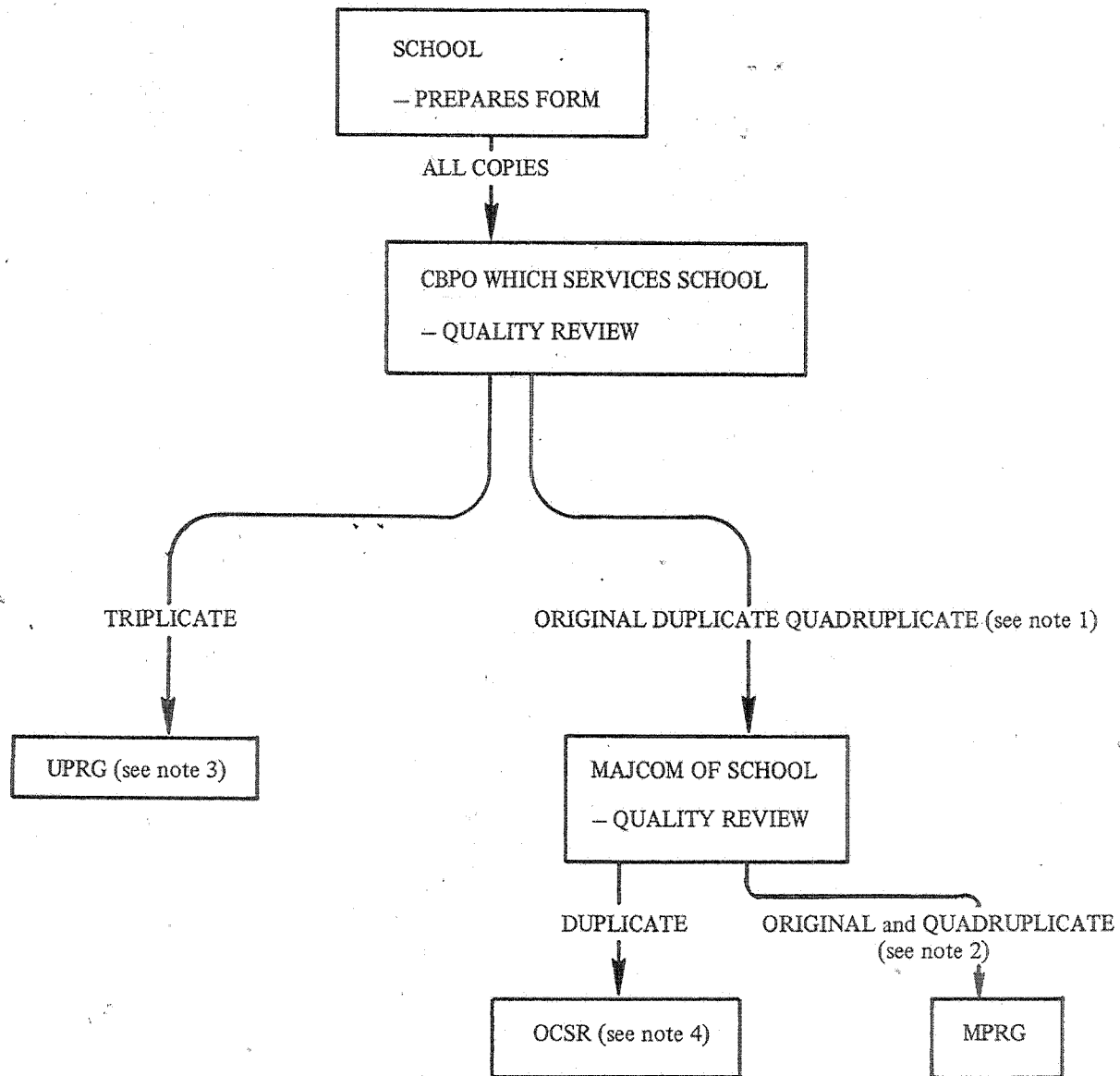
(3) Duplicate for USAFR officers below the grade of colonel not on EAD except as indicated in (1) and (2) above.

c. Only corrections or erasures that change an entry or the meaning of a sentence need be initialed by the rater.

d. Reaccomplish reports containing an excessive number of changes or erasures.

e. If a student completes a course early (for example, self-paced course) the report will be held until a determination of Distinguished or Outstanding graduate is established. The information will then be entered on the report.

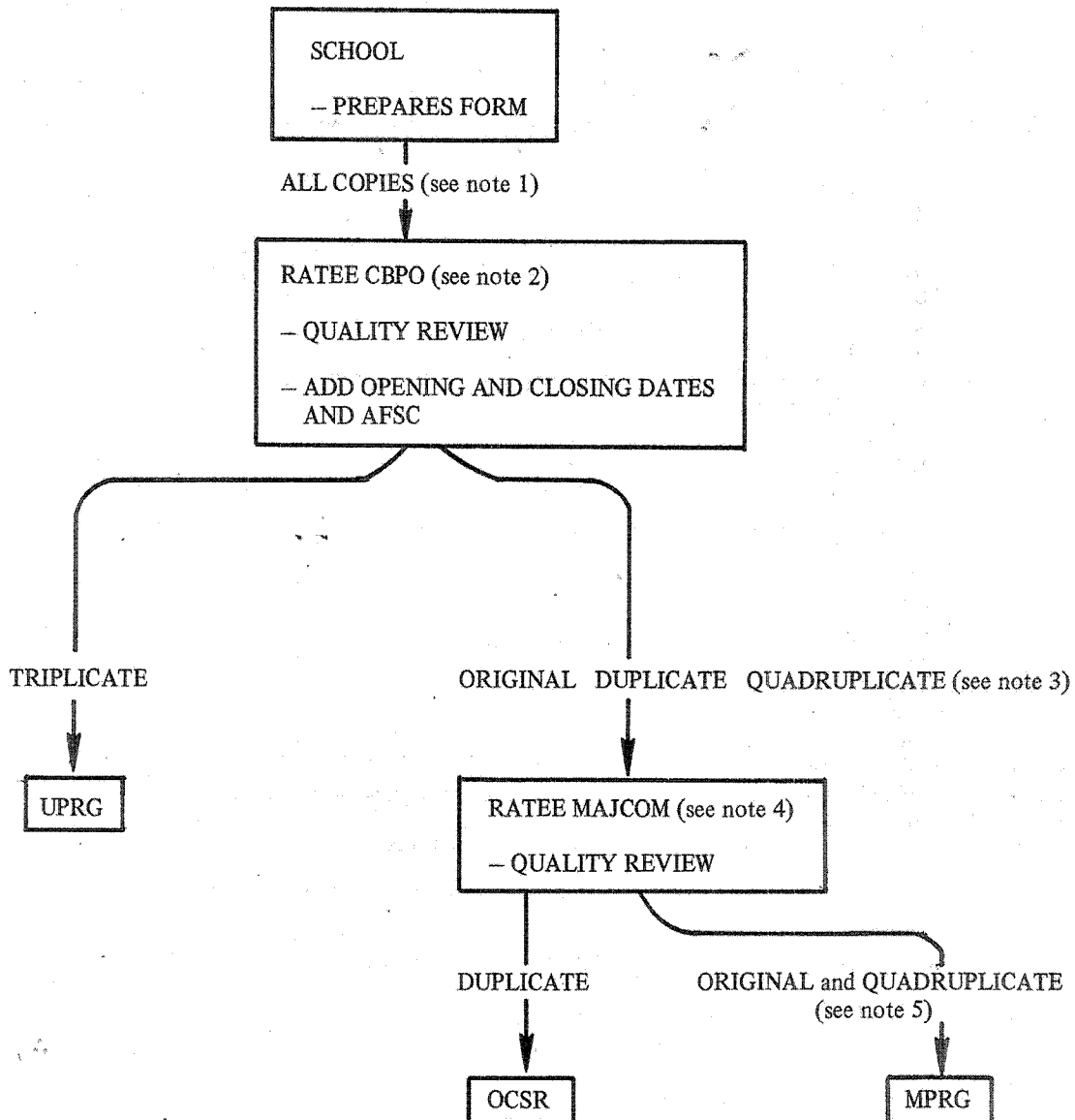
7-8. Attachments to AF Form 475. Attach LOEs to AF Form 475 as specified in table 4-7.



NOTES: 1. Due to MAJCOM 30 calendar days after report closeout date. For officers enrolled in AFIT/CID programs, reports are due to MAJCOM 90 calendar days after report closeout date.
 2. Due to custodian of MPRG 60 calendar days after

report closeout date (120 calendar days for AFIT/CID program).
 3. Gaining CBPO if record has been transferred.
 4. Gaining MAJCOM if record has been transferred.

Figure 7-1. Routing and Responsibilities for AF Form 475 on Officers Attending School in PCS Status.



NOTES: 1. Attach a copy of permanent change of station (PCS) orders to the original of the AF Form 475 if the ratee is en route PCS.

2. Gaining CBPO if the ratee is en route PCS.

3. Due to MAJCOM 30 calendar days after the report closeout date.

4. Gaining MAJCOM if the ratee is en route PCS.

5. Due to custodian of MPRG 60 calendar days after closeout date of the report.

Figure 7-2. Routing and Responsibilities for AF Form 475 on Officers Attending School in TDY Status.

Chapter 8

DETAILED INSTRUCTIONS FOR PREPARING AF FORM 475

8-1. Section I, Identification Data. (See attachment 5.) Information required to complete this section normally can be obtained from the custodian of the UPRG. However, the reporting official is responsible for its accuracy.

a. Active Duty Grade:

(1) For EAD officers. Enter active duty grade in which serving.

(2) For ANG and USAFR Officers Not on EAD. Enter "NONEAD."

b. Organization:

(1) For EAD Officers and USAFR Officers Not on EAD. Enter organizational designation, PAS, and MAJCOM of the officer's parent organization during the training covered by the report. If abbreviations are used for organizational designation, use the organization designation nomenclature codes in AFM 300-4, volume XII, ADE OR-265.

(2) For ANG Officers Not on EAD. Enter organizational designation, location, State affiliation, and MAJCOM of the officer's parent organization during the training covered by the report. To avoid classified entries, APO numbers may be used.

c. Period of Report:

(1) Beginning Date:

(a) For EAD Officers. Period of the report begins with the date following the last day covered by the preceding effectiveness training report unless the report is an initial report. If the report is an initial report, beginning date is date of entry on current tour of EAD.

(b) For ANG Officers Not on EAD. Beginning date is date following the last day covered by the preceding evaluation or training report unless the report is an initial report. If the report is an initial report, beginning date is the date of the first Federally recognized appointment of ratee into the ANG.

(c) For USAFR Officers Not on EAD. Beginning date is date following the last day covered by the preceding AF Form 707 or 475, unless the report is an initial report. If the report is an initial report, the beginning date is the date of last assignment to the Ready Reserve position presently held.

(2) THRU Date:

(a) Day officer completes training for final report (for example, self-paced courses or normal course completion date);

(b) Last day of the academic year for an annual report; or

(c) Day announced by the headquarters requiring a directed report.

d. Reason for Report. Place an "X" in the box preceding the reason for the report as follows:

(1) Final—on completion of training, interruption of training by official orders, or elimination

from training for any reason.

(2) Annual—at the end of each academic year, except:

(a) For the final year, for officers in extended training programs, or

(b) When the graduation date is within 90 calendar days of the annual report, the final report is submitted in lieu of the annual report.

(3) Directed—when directed by HQ USAF for extended active duty officers or USAFR officers not on EAD, or National Guard Bureau for ANG officers not on EAD, or an appropriate commander.

e. Academic Period:

(1) For all formal training, enter the number of days, followed by the word "days," the ratee was in training during the period of the report. Do not include periods of 30 or more consecutive days of official leave, delay en route, travel, patient status, etc., on the part of the ratee. Temporary duty is not deducted when such TDY is performed in connection with normal training requirements.

(2) For USAFR officers in training category D performing their annual active duty for training (ANACDUTRA) through attendance at a National Security Seminar, enter the number of days the seminar is scheduled, to include orientation and processing followed by the word "days."

f. Length of Course:

(1) For all formal training, enter the number of weeks, followed by the word "weeks," to the nearest whole week, for which the training is scheduled.

(2) For USAFR training category D officers attending a National Security Seminar, leave blank.

g. Name and Location of School or Institution. For USAFR officers in training category D or E performing their ANACDUTRA through attendance at a National Security Seminar, enter "National Security Seminar," and location.

h. Name and Title of Course. Enter title of major subject or problems presented/discussed.

i. Enter DAFSC according to AFR 35-1, table 6-3, on all AF Forms 475.

8-2. Section II, Report Data. (See attachment 5.) Complete only the applicable items in this section; for items not applicable, leave blank.

a. Course Hours Completed. Enter the number of course hours or credit hours, as appropriate, successfully completed during the period of the report.

b. Course Hours Failed. Enter the number of course hours or credit hours, as appropriate, the ratee failed to complete successfully during the period of the report. Do not include course or credit hours of courses or phases still in progress at the closing of the report.

c. AFSC Awarded, Aero Rating Awarded. As

appropriate, record any AFSC or aeronautical rating awarded as the result of the training covered by the report.

d. Degree Awarded. If applicable, enter the abbreviation of the degree awarded as a result of the training covered by this report.

e. Course Successfully Completed. Place an "X" in the appropriate box. If "No" is marked, note the reason by using one of the following phrases:

(1) Withdrawal without prejudice for the convenience of the Air Force.

(2) Withdrawn for compassionate reasons.

(3) Eliminated for academic deficiency.

(4) Eliminated for flying deficiency.

(5) Eliminated for physical reasons.

(6) Eliminated for fear of flying.

(7) Eliminated for manifestations of apprehension.

(8) Voluntary self-elimination.

(9) See comments.

NOTE: Do not use phrases other than those listed above. If phrase (9) is entered, state the reason (withdrawn as a result of faculty board action; thesis, dissertation, core courses, or other degree or diploma requirements not completed during the training period; etc.) for the negative answer and explain in comments (section III).

f. Distinguished or Outstanding Graduate. Place an "X" in the appropriate block. Use of a rubber stamp, contrasting color ink, or other identifying device for this designation is prohibited anywhere on the form.

g. Title of Thesis. If appropriate, enter the title of

the student's thesis or dissertation.

h. Academic Field. If applicable, enter the major academic field of study.

8-3. Section III, Comments. (See attachment 5.)

Comments are encouraged concerning the general attitude, military bearing and appearance, conduct, and performance of additional duties as well as those indicating the officer's special achievement in relation to the curriculum/training involved. Outline course content if this information is considered to be of value to the users of the report. Comments are encouraged if the ratee received recognition for above average achievement, such as having been designated a Distinguished Graduate. The following entries are required when applicable:

a. Enter instances of elimination or interruption of training by official orders, citing specific reason(s) when possible.

b. For USAFR training category D officers, enter "Officer is attending this section of National Security Seminar as his or her annual short tour."

8-4. Section IV, Reporting Official. (See attachment 5.)

Enter information required and command of assignment for reporting official in spaces provided. Sign the original in ink; the copies may be signed, initialed, or stamped "SIGNED." Do not sign or date the report before the closing date of the reporting period. The grade and duty title will coincide with that held on the closing date of the report.

PART FOUR

COLONEL AND LIEUTENANT COLONEL PROMOTION EVALUATION REPORTS

Chapter 9

DETAILED INSTRUCTIONS FOR PREPARING AF FORM 706,
COLONEL PROMOTION RECOMMENDATION REPORT

9-1. Policy Concerning AF Form 706:

a. General officer selection boards require the most complete, reliable, and objective information on the performance and promotion potential of colonels being considered for advancement to brigadier general. AF Form 706 is designed to provide this information and to supplement AF Form 707 for all reports prepared on Air Force officers serving in the grade of colonel.

b. AF Form 706 applies to colonels on EAD (including permanent professors at the Air Force Academy), Air National Guard colonels not on EAD, and all USAFR colonels not on EAD who receive AF Form 707, (paragraph 4-3b(1)).

c. The evaluator's signature is mandatory in one of the rating blocks in section II.

d. Comments are mandatory in the promotion recommendation portion of section III in order to provide general officer selection boards with the most complete assessment possible of the ratee's promotion potential. These comments must, at a minimum:

(1) Substantiate, amplify, or explain the specific recommendation made in section II; and

(2) Include the evaluator's position or organizational relationship to the ratee.

e. Comments must not be derogatory and must not refer to items which are inappropriate for inclusion in OERs (see paragraph 4-9).

f. Comments in the General Officer Assignment Recommendation block of section III concerning future assignments are mandatory when the promotion recommendation in section II is "Promote to Brigadier General Now" or "Promote to Brigadier General in the Future." Since the AF Form 706 is used only in conjunction with brigadier general selection boards, comments regarding promotion to permanent regular colonel or utilization as a colonel are not appropriate in this section.

g. Do not reveal the contents of AF Form 706 to the ratee under any circumstances, as they were rendered under an expressed promise of confidentiality to the evaluating official.

h. AF Form 706 is prepared in a single copy. Do not reproduce or make copies of completed AF Forms 706, in whole or in part.

i. Use of completed reports is restricted to general officer selection boards. Under no circumstance may this report be used for any other personnel action. Completed reports are filed and managed by:

(1) HQ USAF/DPO, Wash DC 20330, for EAD officers except those serving under statutory tour

programs (10 U.S.C. 265, 8033, and 8496, and 32 U.S.C. 798).

(2) National Guard Bureau/DPM, Wash DC 20330, for ANG officers.

(3) HQ USAF/REP, Wash DC 20330, for Air Force Reserve officers not on EAD, and USAFR officers serving on EAD under a statutory tour program (10 U.S.C. 265, 8033, and 8496, and 32 U.S.C. 708).

j. AF Form 706 is placed in the prepared envelope and the envelope sealed only by the official completing the form. AF Form 706 is not reviewed by nor made available to other evaluators of the ratee except as specified in this chapter.

9-2. When To Submit AF Form 706. AF Form 706 is submitted when an AF Form 707 is rendered. AF Form 706 is not required if the ratee has been selected for brigadier general and AF Form 707 is submitted for any

reason, only an optional report is submitted under para 4-3c

9-3. Who Submits AF Form 706:

a. For colonels on EAD and Air Force Reserve colonels not on EAD, the form is completed only by the following:

- (1) An Air Force general officer,
- (2) A general, a flag officer, or a foreign officer of equivalent grade in a joint activity, or,
- (3) A civilian, GS-16 or above.

b. For Air National Guard colonels not on EAD, the form is completed by:

(1) A federally recognized Air National Guard general officers, or

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(2) ~~The State Adjutant General provided that person is a federally recognized general officer,~~

(3) The Governor of the State if an evaluator on the accompanying AF Form 707, or

(4) The commander of the gaining command or designated representative thereof (optional).

c. Each evaluator who meets the requirements listed above will prepare an AF Form 706. If the reviewer of the ratee's OER is also the authenticating official and an AF Form 706 has been prepared by the rater or additional rater, the preparation of an AF Form 706 by the reviewer is governed by the provisions of paragraph 9-7c.

9-4. Preparing AF Form 706 and Envelopes:

a. For active duty officers, mobilization augmentees, and Reserve supplement officers, the CBPO/CRPO/DPMQE prepares the report in accordance

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with paragraph 9-8. They also prepare the envelopes for forwarding the completed report by placing the appropriate address as listed in table 9-1, column C, on the envelope and marking the envelope "TO BE OPENED BY ADDRESSEE ONLY; CONTAINS AF FORM 706 ON COLONEL (NAME)." The CBPO/CRPO/DPMQE prepares an AF form 706 and envelope for each evaluator who qualifies to make recommendations on the form under paragraph 9-3. The CBPO/CRPO/DPMQE forwards the prepared AF Form 706 and envelopes to the appropriate evaluators. General officers in the chain of command, other than mandatory evaluators who desire to complete AF Form 706, are responsible for preparing the form and envelope. The CBPO/CRPO/DPMQE prepares an AF Form 706 and a properly addressed envelope for the use of the major commander or the commander's designated representative. The CBPO/CRPO/DPMQE forwards the prepared AF Form 706 and envelope directly to the major commander or the designated representative. Evaluators may include AF Forms 706 for more than one officer in a single envelope when all forms are going to a single address. If this is done, the outside of the envelope will contain the names of all officers whose evaluations are included therein.

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b. For non-EAD ANG officers, the CBPO/DPMQE prepares an AF Form 706 and envelope for each evaluator in the ANG structure who is qualified under paragraph 9-3b to complete a recommendation. The AF Form 706 is prepared in accordance with paragraph 9-8. The envelope is prepared in accordance with a above.

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c. For non-EAD USAFR officers assigned to AFRES, the CBPO/DPMQE prepares an AF Form 706 and envelope for each evaluator in the AFRES structure who is qualified under paragraph 9-3a to complete a recommendation. The AF Form 706 is prepared in accordance with a above.

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d. At the time OER notices are generated for ANG and Categories A and B USAFR colonels, the CBPO/CRPO/DPMQE will furnish the appropriate gaining commander(s) a roster identifying colonels on whom a report is due and on whom the gaining command may desire to prepare an AF Form 706. The roster should include all information required for completion of the ratee identification portion of the AF Form 706.

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9-5. Due Dates for AF Form 706. Forms prepared in conjunction with controlled OERs are due to the office of record not later than 90 calendar days after the cycle closeout date. AF Forms 706 prepared in conjunction with abbreviated reports are due at the office of record not later than 60 calendar days after the closeout date of the report.

9-6. Routing Instructions. Completed AF Forms 706 are routed to authenticating officials as shown in table 9-1.

9-7. Action by Authenticating Official. A signature by the authenticating official in section V of completed AF Form(s) 706 does not necessarily signify complete agreement with the report(s), but it does indicate that the authenticator considers the report(s) appropriate for review by general officer promotion boards. After reviewing all AF Forms 706 and 707 submitted on the ratee for a specific period, the authenticating official should:

- a. Destroy any AF Form 706 considered inappropriate for review by general officer promotion boards.
- b. Consolidate AF Form(s) 706 considered appropriate for review by promotion boards and sign each in section V, "Authenticating Official."
- c. Prepare an additional AF Form 706 under the following circumstances:
 - (1) If all forms were destroyed under a above;
 - (2) To resolve the difference between two forms with conflicting promotion recommendations in section II; or,
 - (3) If the authenticator desires to personally comment on the ratee's promotion potential.
- d. All AF Forms 706 must be signed in section II.

9-8. Report Preparation. (See Figure 9-1.)

a. Sections I and IV, except for the date, are prepared by the CBPO/CRPO/DPMQE for each evaluator qualified to make recommendations as described in paragraph 9-3. The official submitting the report is responsible for the accuracy of the entries.

b. Entries in sections I and IV, may be typewritten or printed legibly in ink.

c. In the appropriate block of section I, indicate full duty title, organization and location of ratee, for example, Commander, 48 TAC Ftr Wg, RAF Lakenheath, England.

d. In the appropriate block of section IV, indicate grade and branch of service (if military); for example, Lt General/USAF.

e. Both the rating in section II, Promotion Recommendation, and the comments in section III, must be legibly handwritten in ink by the person completing the report.

f. No corrections are permitted in section III.

g. Corrections or erasures in section III that change a recommendation or the meaning of a sentence must be initialed by the person preparing the report.

h. Section V must be signed on all AF Forms 706 submitted for file unless the form has been prepared by the authenticator, or in the case of non-EAD and USAFR Categories A and B officers, the gaining major commander or representative thereof.

i. Instructions for all evaluating officials, including

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authenticators, are printed on the reverse of each AF Form 706 (see figure 9-2).

9-9. Attachments to AF Form 706. No attachments are permitted to AF Form 706.

TABLE 9-1				
ROUTING OF AF FORM 706				
RULE	A	B	C	D
	If the ratee is	and is assigned to	then completed AF Forms 706 are routed for authentication purposes to the	and the authenticator sends completed form for file to the
1	on EAD a Mobilization Augmentee, or a Reserve supplement officer	a Department of the Air Force activity other than HQ USAF or the Secretariat	major commander or designated representative	office of record as shown in paragraph 9-1i.
2		HQ USAF	appropriate DCS or Chief of Special Staff	
3		the Air Force Secretariat	designated reviewer of the ratee's OER	
4		an Activity outside the Department of the Air Force		
5	an ANG officer not on EAD	a State unit or Headquarters Staff	State Adjutant General, provided that person is a federally recognized general officer. Otherwise, to the Director Air National Guard, Wash DC 20330 (see notes 1 and 2) <i>IMC 783</i>	
6	an Air Force Reserve officer not on EAD who receives an AF Form 707	a Category A or B unit	Commander, AFRES, Robins AFB GA 31098	

NOTES: 1. Where the State governor is the evaluator, no further authentication is required.
 2. Where the gaining major commander completes an AF Form

706 on (1) a non-EAD ANG officer, or (2) a reservist, the form will be forwarded direct to the addressee specified in column D.

CONTENTS OF THIS REPORT WILL NOT BE REVEALED TO THE RATEE UNDER ANY CIRCUMSTANCES

I. IDENTIFICATION DATA			
LAST NAME - FIRST NAME - MIDDLE INITIAL		DUTY TITLE, ORGANIZATION, LOCATION	
SSN			
BRD/TYSD	DORCG/PSD	PERIOD OF REPORT	
		FROM	THROUGH

II. PROMOTION RECOMMENDATION	
INDICATE YOUR RECOMMENDATION BY ENTERING YOUR COMPLETE SIGNATURE IN THE APPROPRIATE BLOCK	
PROMOTE TO BRIGADIER GENERAL NOW	PROMOTE TO BRIGADIER GENERAL IN THE FUTURE
RETAIN IN PRESENT GRADE	NO RECOMMENDATION MADE

III. COMMENTS
PROMOTION RECOMMENDATION JUSTIFICATION (Comments are mandatory. Instructions on reverse)

EVALUATOR MUST SIGN IN ONE BLOCK --- INITIALS ARE NOT SUFFICIENT

AS SHOWN ON OER NOTICE

GENERAL OFFICER ASSIGNMENT RECOMMENDATIONS (Instructions on reverse)
--

COMMENTS ARE REQUIRED HERE IF PROMOTION IS RECOMMENDED, EITHER NOW OR IN THE FUTURE

IV. REPORTING OFFICIAL		
LAST NAME - FIRST NAME - MIDDLE INITIAL		DUTY TITLE
SSN	DATE	ORGANIZATION AND COMMAND
GRADE AND BRANCH OF SERVICE		

V. AUTHENTICATING OFFICIAL
SIGNATURE AND TITLE
SIGNATURE REQUIRED UNLESS SEC II-IV PREPARED BY AUTHENTICATOR

AF FORM 706 PREVIOUS EDITION IS OBSOLETE. COLONEL PROMOTION RECOMMENDATION REPORT

Figure 9-1. AF Form 706, Colonel Promotion Recommendation Report.

INSTRUCTIONS

1. Evaluator Instructions. The AF Form 706 should address only one consideration — promotion to brigadier general. The following points apply when preparing this form:

- a. Comments must be in your own handwriting.
- b. In the comments, indicate your position or organizational relationship with regard to the ratee.
- c. Be brief. Address your comments to the promotion board in concise — and precise — remarks.
- d. Be candid in your evaluation, but do not use any derogatory remarks. Do not inflate your rating.
- e. Use the comments section to explain the promotion block which you signed. Comments such as “not ready for promotion yet,” “performing outstandingly at general officer level now — should be promoted to the grade,” clearly explain why you marked a particular block. If the officer has “peaked out” or is “not general officer material,” say it. Don't use the RETAIN IN GRADE block when, in fact, you mean NO RECOMMENDATION; for example, if you are unsure, sign in the NO RECOMMENDATION block and keep the RETAIN IN GRADE block for when you are sure.
- f. GENERAL OFFICER ASSIGNMENT RECOMMENDATIONS. Comments are mandatory in this section when the promotion recommendation in Section II is PROMOTE TO BRIGADIER GENERAL NOW or PROMOTE TO BRIGADIER GENERAL IN THE FUTURE. Be specific. If the individual has served and/or could serve in, for example, Intelligence, Maintenance, Procurement, R&D, say so. Recommendations such as JCS, Air Staff, etc., are too broad and are of little use to the selection board.
- g. Recommendations regarding utilization of the ratee as a colonel or suitability for promotion to permanent regular colonel are not appropriate on this form.

2. Authenticator Instructions.

- a. You may destroy any AF Form 706 received from another evaluator if you feel it is inappropriate for review by general officer promotion boards.
- b. If you consider the ratings and remarks on one or more of the AF Forms 706 you received from other evaluators appropriate for review, sign each of the forms in Section V as Authenticator. Do not otherwise write on these forms.
- c. Prepare an additional AF Form 706 if (1) you have destroyed the forms prepared by all previous evaluators; (2) you need to resolve a difference between two forms with conflicting promotion recommendations; or (3) you wish to comment personally on the ratee's potential. Sign this additional form in Section II only.

Figure 9-2. Reverse Side of AF Form 706.

Chapter 10

**DETAILED INSTRUCTIONS FOR PREPARING AF FORM 705,
LT COLONEL PROMOTION RECOMMENDATION REPORT**

10-1. Policy Concerning AF Form 705:

a. Promotion to colonel is highly competitive. This evaluation is intended to provide supplemental information about the ratee's potential for promotion to colonel. As stated in volume I of the USAF Personnel Plan, "Promotion is not a reward for past service, but it is advancement to positions of greater responsibility based on past performance and future potential." Past performance is in large measure a good predictor of what could be expected in future performance. However, expansion of the system to include a separate assessment of potential underscores the fact that past performance is not the sole consideration. It is conceivable that an individual may have been exceeding standards of performance in an area, but has been working virtually to the limit of his or her capabilities. In other cases, a lack of professional preparation either through education, training, or experience may cause doubt as to the advisability of advancement.

b. AF Form 705 applies to lieutenant colonels on EAD except ANG and USAFR officers serving under statutory tour programs.

c. The evaluator's signature is mandatory in one of the rating blocks in section II.

d. Comments are mandatory in section III to provide selection boards with the most complete assessment possible of the ratee's promotion potential. These comments must, at a minimum:

(1) Substantiate, amplify, or explain the specific recommendation made in section II, and

(2) Include the evaluator's position or organizational relationship to the ratee.

e. Comments must not be derogatory and must not refer to items which are inappropriate for inclusion in OERs (see paragraph 4-9).

f. Do not reveal the contents of AF Form 705 to the ratee under any circumstances as they were rendered under an expressed promise of confidentiality to the evaluating official.

g. The AF Form 705 is prepared in one copy. Do not reproduce or make copies of AF Form 705 in whole or in part.

h. Use of completed report is restricted to temporary colonel selection boards. Under no circumstances may this report be used for any other personnel action. Completed reports are filed and managed by HQ AFMPC/DPMAB, Randolph AFB TX 78148, for EAD officers.

i. The AF Form 705 is placed in the prepared envelope and sealed only by the official preparing the form. AF Form 705 is not reviewed by nor made available to rating officials or others in the chain of command except as specified in table 10-1.

10-2. When To Submit AF Form 705. AF Form 705 is submitted when an AF Form 707 is rendered. AF Form 705 is not prepared if ratee has been selected for colonel and AF Form 707 is submitted for any reason, or if an optional OER is prepared under paragraph 4-3c.

10-3. Who Submits AF Form 705:

a. AF Form 705 is completed only by the following:

(1) An Air Force colonel, or higher,

(2) A colonel, or higher (or equivalent), or a foreign officer of equivalent grade in a joint activity, or

(3) A civilian, GS-15 or above.

b. Each evaluator who meets the requirements listed above will prepare an AF Form 705. If the reviewer of the ratee's OER is also the authenticating official and an AF Form 705 has been submitted by the rater or additional rater, then preparation of an AF Form 705 by the reviewer is governed by the provisions of paragraph 10-7c.

10-4. Preparing Envelopes for AF Form 705. AF Forms 705 are forwarded in sealed envelopes. The outside of the envelope will be clearly marked: "TO BE OPENED BY ADDRESSEE ONLY; CONTAINS AF FORM 705 on LT COLONEL (NAME)." Evaluators may include AF Forms 705 for more than one officer in a single envelope when all forms are going to a single addressee. If this is done, the outside of the envelope will contain the names of all officers whose closed evaluations are included.

10-5. Due Dates for AF Form 705. ~~AF Forms 705 prepared in conjunction with controlled OERs must be forwarded to reach the office of record established in paragraph 10-1 not later than 90 calendar days after the closeout date of the lieutenant colonel annual review cycle. AF Form 705 prepared in conjunction with abbreviated reports is forwarded to reach the office of record not later than 60 calendar days after the closeout date of the report.~~

10-6. Routing Instructions. Completed AF Form(s) 705 are routed to the authenticating official as shown in table 10-1.

10-7. Action by Authenticating Official. A signature by the authenticating official in section V of the completed AF Form(s) 705 does not necessarily signify complete agreement with the report(s), but it does indicate that the authenticator considers the report(s) appropriate for review by colonel promotion boards. After reviewing all AF Forms 705 and 707 submitted on the ratee for a specific period, the authenticating official should:

- a. Destroy any AF Form 705 considered inappropriate for review by colonel promotion boards.
- b. Consolidate AF Form(s) 705 considered appropriate for review by promotion boards and sign each in section V, "Authenticating Official."
- c. Prepare an additional AF Form 705 under the following circumstances:
 - (1) If all forms were destroyed under a above.
 - (2) To resolve the difference between two AF Forms 705 with conflicting recommendations in section III.
 - (3) If the authenticator desires to personally comment on the ratee's promotion potential.
- d. The AF Forms 705 must be signed in section V unless prepared by the authenticator. An AF Form 705 prepared by the authenticator is signed in section II only.

- b. Entries in section I will be identical to the entries on the AF Form 707 for the period.
- c. Entries in sections I and IV, may be typewritten or printed legibly in ink.
- d. In the appropriate block of section IV, indicate grade and branch of service (if military); for example, Lt General/USAF. Both the rating in section II, promotion Recommendation, and the comments in section III, must be legibly handwritten in ink by the person completing the report.
- e. Corrections or erasures in section III that change a recommendation or the meaning of a sentence must be initialed by the person preparing the report.
- f. Corrections are not permitted in section II.
- g. Instructions for all evaluation officials, including authenticators, are printed on the reverse of each AF Form 705.

10-8. Report Preparation. (See figures 10-1 and 10-2.)

- a. The official submitting the report is responsible for its accuracy.

10-9. Attachments to AF Form 705. No attachments are permitted to AF Forms 705.

TABLE 10-1						
ROUTING OF AF FORM 705 (see note)						
R U L E	A	B		C	D	E
	If ratee is assigned to	and reviewer of OER is an AF officer			then completed AF Forms 705 are routed for authentication purposes to the	and authenticator sends completed forms for file to
		yes	no			
1	an Air Force activity other than the Air Force Secretariat	X			reviewer	HQ AFMPC/DPMAB Randolph AFB TX 78148.
2				X	reviewing official who completes an additional AF Form 705 and forwards all completed forms to the senior Air Force officer in the organization	
3	a non-Air Force activity			X	reviewing official who completes an additional AF Form 705 and forwards all forms IAW instructions in note	
4			X		reviewing official of the OER	
5	the Air Force Secretariat	X		X		

NOTE: The reviewer may review the AF Forms 705 prepared by previous evaluators. He or she then prepares an additional AF Form 705 and forwards all forms directly to the senior Air Force officer or designated representative in the activity who acts as the authenticating official. If the activity has no Air Force officer assigned who qualifies as authenticating official, the reports are forwarded to the director or equivalent or to the chief of the special staff at HQ USAF having cognizance over the Air Staff office of primary responsibility (see HP 11-1) who acts as authenticating official. If the OPR is a MAJCOM, the forms are forwarded to the command chief of staff or designated representative who will act as authenticating official.

*In IMC 78-3
para 41*

CONTENTS OF THIS REPORT WILL NOT BE REVEALED TO THE RATEE UNDER ANY CIRCUMSTANCES

I. RATEE IDENTIFICATION DATA			
LAST NAME - FIRST NAME - MIDDLE INITIAL	SSN	PERIOD OF REPORT	
DUTY TITLE, ORGANIZATION, COMMAND, LOCATION AND PAS CODE	PAFSC	DAFSC	FROM
	ACTIVE DUTY GRADE		THROUGH
	PERMANENT GRADE		REASON FOR REPORT
II. PROMOTION RECOMMENDATION			
<i>INDICATE YOUR RECOMMENDATION BY ENTERING YOUR COMPLETE SIGNATURE IN THE APPROPRIATE BLOCK</i>			
PROMOTE TO COLONEL NOW		PROMOTE TO COLONEL IN THE FUTURE	
RETAIN IN PRESENT GRADE		NO RECOMMENDATION MADE	
III. COMMENTS			
PROMOTION RECOMMENDATION JUSTIFICATION <i>(Comments are mandatory. Instructions on reverse)</i>			
EVALUATOR MUST SIGN IN ONE BLOCK --- INITIALS ARE NOT SUFFICIENT			
CHECK ONE			
IV. EVALUATOR			
<input type="checkbox"/> RATER <input type="checkbox"/> ADDITIONAL RATER <input type="checkbox"/> REVIEWER <input type="checkbox"/> OTHER			
LAST NAME - FIRST NAME - MIDDLE INITIAL		DUTY TITLE	
SSN	DATE	ORGANIZATION, COMMAND, LOCATION AND PAS CODE	
GRADE, BRANCH OF SERVICE	AUTOVON PHONE NO.		
V. AUTHENTICATING OFFICIAL			
SIGNATURE, DUTY TITLE, ORGANIZATION			
SIGNATURE REQUIRED UNLESS SEC II-IV PREPARED BY AUTHENTICATOR			

AS SHOWN ON OER NOTICE

Figure 10-1. AF Form 705, Lt Colonel Promotion Recommendation Report.

INSTRUCTIONS

1. Evaluator Instructions. The AF Form 705 should address only one consideration – promotion to colonel. The following points apply when preparing this form.

- a. Comments must be in your own handwriting.
- b. In the comments, indicate your position or organizational relationship with regard to the ratee.
- c. Be brief. Address your comments to the promotion board in concise – and precise – remarks.
- d. Be candid in your evaluation, but do not use any derogatory remarks (AFR 36-10, paragraph 4-9). Do not inflate your rating.
- e. Use the comments section to explain the promotion block which you signed. Comments such as “not ready for promotion yet,” “Performing outstandingly at colonel level now – should be promoted to the grade,” clearly explain why you marked a particular block. If the officer has “peaked out” or is “not colonel material,” say it. Don’t use the RETAIN IN GRADE block when, in fact, you mean NO RECOMMENDATION; for example, if you are unsure, sign in the NO RECOMMENDATION block and keep the RETAIN IN GRADE block for when you are sure.

2. Authenticator Instructions.

- a. Except as provided in AFR 36-10, Table 10-1, you may destroy any AF Form 705 received from another evaluator if you feel it is inappropriate for review by colonel promotion boards.
- b. If you consider the ratings and remarks on one or more of the AF Forms 705 you received from other evaluators appropriate for review, sign each of the forms in Section V as Authenticator. Do not otherwise write on these forms.
- c. Prepare an additional AF Form 705 if (1) you have destroyed the forms prepared by all previous evaluators; (2) if you need to resolve a difference between two forms with conflicting promotion recommendations; or (3) if you wish to comment personally on the ratee’s potential. Sign this additional form in Section II only.

Figure 10-2. Reverse Side of AF Form 705.

BY ORDER OF THE SECRETARY OF THE AIR FORCE

OFFICIAL

DAVID C. JONES, General, USAF
Chief of StaffJAMES J. SHEPARD, Colonel, USAF
Director of Administration

SUMMARY OF REVISED, DELETED, OR ADDED MATERIAL

This revision incorporates pertinent information from tables 4-1, 4-2, and 4-7 of the Sep 75 regulation (paragraph 2-3); prescribes reviewer for abbreviated reports; requires that reviewer for controlled reports be official who held the designated position on the cycle closeout date (paragraphs 2-5d and e); specifies that neither rater nor additional rater need be senior to the ratee unless ratee is a medical service officer (paragraph 2-7); "Junior to" statements are no longer required; table 4-7 of the Sep 75 regulation is deleted; changes colonel review cycle from 1 Mar - 30 Jun to 1 Feb - 31 May (paragraph 2-17a); defines "Uncontrolled Report" (paragraph 2-20); defines "Potential" (paragraph 2-22); modifies guidance on when ratee may be shown controlled report and specifies that ratee may see LOEs being held by CBPO (paragraph 3-6); establishes procedures for correcting reports not yet filed where an evaluator is not available to sign the corrected report (paragraph 3-12); clarifies requirement for reports on officers separating from active duty (paragraph 4-3c); establishes procedures for referral LOEs (paragraph 4-5e); prohibits "crowding" comments and specifically permits use of phrases (paragraph 4-6c); changes several inappropriate comments (paragraph 4-9); deletes requirement for 120-day "Dir by HQ USAF" abbreviated reports for lieutenants; deletes requirement for "Annual" and "Semiannual" reports for selectees; and revises the conditions under which 60-day controlled reports are written (table 4-1); revises reporting requirements for non-EAD ANG officers; includes reducing supervision from 180 to 120 days, bringing it in line with active duty (table 4-2); completely revises reporting requirements for non-EAD USAFR officers; eligibility for a report tied only to points, not supervision; LOEs replace abbreviated reports in most cases; applies to virtually all reservists earning points (table 4-3); revises "30 day" rule to apply only when rater is going PCS or rater or ratee is separating. Does not apply when ratee is going PCS (table 4-6, note 2); adds reviewer and control point reporting requirements to "Critical Dates" table (table 4-8); processing timetable for colonel reports extended from 60 days to 90 days (table 4-8, rule 1); explains impact of Training Report on OER requirements (table 4-9); requires OER notice to flow to MAJCOM with the completed OER (paragraph 5-2c); revises instructions for section II of AF Form 707 to agree with "Evaluator Handbook" and reflect changed form (paragraph 5-3b); addresses proper use of abbreviated reports when preparing a controlled report (paragraph 5-4b); extensively revised to agree with "Evaluator Handbook" (paragraph 5-6); addresses appropriateness of mentioning PME enrollment (paragraph 5-7e); adds reviewer's "Box Score" (paragraph 5-10); requires evaluator's branch of service (paragraph 5-11); prohibits establishing quotas for raters and additional raters (paragraph 6-4a); revises message formats (figures 6-1 and 6-2); provides format for certification letter (figure 6-3); deletes requirement for including aero rating on AF Form 475 (paragraph 8-1c); clarifies instructions for completing and routing AF Form 475 (chapters 7 and 8); clarifies instructions for completing and routing AF Forms 705 and 706; both forms revised, including printing on reverse of forms (chapters 9 and 10); and includes a sample of new AF Form 707 (attachment 3) and new AF Form 475 (attachment 5).

HISTORY OF MILITARY RATINGS

History of Military Ratings:

a. The exact origin of military effectiveness evaluations is not known, but probably dates from the formation of the first real military unit. Examples of informal reports may be found in the Bible, Caesar's Gallic Wars, and in the memoirs and reports of almost every military commander. Napoleon made many such reports about his subordinates to the French authorities during his campaigns:

"Good enough for office work, knows nothing of war. A good soldier, . . . he combines so many excellent qualities: ardor, spirit, health, talent, trustworthiness, good nature.

He is not fitted for command, and he lost his head after my departure.

. . . how utterly stupid was his command . . . of course he is no soldier.

. . . has not a spark of intelligence, but what dash!

He is a duffer and a hero.

. . . more instinct than genius.

. . . more courage than sense."

b. The reports prepared by Brigadier General Lewis Cass in 1813, the earliest in the files of the Department of the Army, are too well known to require repetition. Many other commanders, before and since his time, have made similar reports to keep their superiors informed, but it was not until after World War I that a standard form and regular procedure was implemented for use in the Army.

c. The Navy has had similar experiences. Toward the turn of the present century, the Navy Department became increasingly aware of the need for evaluating naval officers in a manner which would facilitate the comparison of officers in each grade as a basis for administrative actions, such as detail, selection, and promotion. In 1891, a "Report on the Fitness of Officers" was published for service use. This report enabled commanding officers to comment on characteristics important to the effectiveness of subordinate officers. The form underwent a complete revision in 1912: the number of characteristics to be considered was increased and it was required that reporting seniors evaluate subordinate officers on a 0 to 4.0 scale. The Navy has made several revisions since that time, and their present system has been designed to focus on an officer's mission contributions.

d. Army rating procedures provided the historical precedent for the Air Force. The AGO Form 67-1, implemented in 1947, consisted of four sections: Two sections dealt with nonevaluative, descriptive information about the officer being reported on; the officer making the evaluation; and the comments by a reviewing officer. While these sections were of considerable administrative importance, they had little effect on the actual evaluation of effectiveness. The first of the two remaining evaluative sections consisted of a series of multiple-choice rating items which described

officer characteristics. Ratings assigned to these items were cumulated into area scores and then averaged into a total officer effectiveness score. The last section of the report consisted of a series of written comments by the reporting officer. First was a general word picture which described the officer being rated. This was followed by mandatory response to questions dealing with management and supervision of personnel, personal conduct, potential for growth, special assignment and retention in the service. Entries in this section were not converted into a numerical score.

e. The virtues of this system were loudly proclaimed by experts in the field of personnel evaluation. The technique was viewed as the ultimate cure for the ills of all rating programs. Understandably, use of the Army form was continued by the Air Force when it became a separate service in 1947. Use of the Army AGO 67-1 was, however, discontinued by the Air Force in 1949 because the forced-choice technique had become objectionable to individual raters. In addition, discrimination among individuals rated was very poor because of a pile-up of scores at the upper end of the rating scale. Raters found it so unacceptable to evaluate "in the blind" that they concentrated on finding ways of defeating the system. It is probably that this attitude represents such a difficulty in the use of forced-choice type scales that they will not be seriously considered for operational Air Force use in the foreseeable future.

f. The first truly Air Force rating form, the AF Form 77 (no longer used), was introduced in 1949. It was based on research conducted by the American Institute of Research, Pittsburgh, Pennsylvania, using an approach known as the "Critical Incident Technique." It appeared to be a technically sound rating tool and great hopes were held for its success. However, intensive study of the effectiveness of this program led to conclusion in early 1951 that it too, although purportedly liked by the users, was not working because:

(1) The complex procedures recommended for observing, recording, and reporting the quality of officer performance were not being followed by the great majority of reporting officers;

(2) More concern was shown by reporting officers with the size of the total effectiveness score than with the validity of the rating scores assigned to individual critical requirements or areas of effectiveness;

(3) The actual mechanics of filling out the report were considered by most as too time-consuming;

(4) There was considerable inconsistency in many reports between an evaluation in response to certain of the mandatory questions and evaluation of logically related critical requirements; and

(5) There was strong evidence that the method of computing a total score of officer effectiveness gave improper weight to certain items. The final blow was the finding, on analysis, that rating results paralleled those from use of the previous form with a marked pile-up of

scores in the highest rating categories. These weaknesses were of such magnitude that they could be remedied only by major changes to the program.

g. The rating system used by the Air Force from 1952-74 worked successfully for a longer period than has any previous program until inflation reduced its effectiveness. It was developed and implemented after studying and evaluating the rating programs and actual operating experiences of our military services, the allied military services, other governmental agencies, and those of over 40 leading American industrial organizations. The Air Force Human Resources Laboratory took a similar approach in developing the current system, and conducted a workshop/symposium composed of national experts drawn from industry, universities, government research laboratories, and the Armed Forces. Then they field tested alternate proposals at several major commands for evaluation and recommendations. The resulting system with its rating control feature represents the results of a comprehensive development/coordination effort.

h. The Air Force experience with rating programs has

led to the conclusion that two important criteria, over and above technical factors, have to be met for a workable system: acceptability to the user; and ease of administration. No matter how technically clever, or how unique the procedures, no system will lastingly meet Air Force needs that is not simple to apply and which does not make sense to all concerned. In other words, neither the nature of the system nor the layout of the reporting form is the sole key to program success.

i. It is clear from the studies on file and the innumerable recommendations for improvement that there are always objections to the present form and procedures, but there is little agreement on the specific remedies which will alleviate them. Modifications of the form in use have been more successful than a complete change, but almost any reasonable system will work if it is acceptable to the user! Evaluators will ultimately determine the success of the system. ~~In order to assist evaluators in carrying out their responsibilities, the Air Force has implemented a rating control system which is designed to assure them that ratings actually reflect the relative potential of the officer being rated.~~

IMC
78-2

LETTER REFERRING AN OFFICER EVALUATION REPORT TO RATEE

FROM: (functional address symbol)

(date)

SUBJECT: Officer Evaluation Report

TO: (Ratee)

1. I am referring the attached officer evaluation report to you in accordance with paragraph (indicate AFR 36-10, paragraph 4-5, for OERs ^{and for} paragraph 7-4 for Education/Training Reports). It contains comment(s)/rating(s) which make(s) the report a referral report as defined in AFR 36-10, paragraph 2-10. (NOTE: Specify reason(s) as outlined in paragraph 2-10.)

2. You will comment on the report by indorsement to this letter in (specify number of copies) copies and will sign the original and sign or initial the copies. You will forward the report and indorsement so as to reach (name and address of next reviewing official) within 20 calendar days of the time you receive this letter. Although brevity is in your best interest, pertinent attachments are permitted. Your indorsement may not contain any reflection on the character, conduct, integrity, or motives of the rater unless fully substantiated and documented. *see 1mc 78-3 para 12*

3. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may apply for a review of the report under the provisions of AFR 31-11.

(signature) _____
(name, grade, USAF)
(title)

1 Atch
Cy of AF Form 707/475*

EVALUATOR INSTRUCTIONS FOR PREPARING AF FORM 707

(Detailed Instructions Contained in AFR 36-10)

I. RATER:

Step 1—Complete section I using computer notice provided.

Step 2—Complete section II Job Description—see sample AF Form 707.

Step 3—Complete section III:

a. See sample format AF Form 707.

b. The ratee is evaluated on how well the objectives of the job are accomplished when compared to the performance standards.

c. For a rating of other than "Meets Standard," cite specific examples of performance.

d. A rating of "Far Below" or "Below Standard" should be recorded whenever an officer meets any of the criterion in that category.

Step 4—Section IV is optional—see sample format AF Form 707.

Step 5—Complete section V.

a. ~~On controlled reports, indicate a rating—~~(1) Consider the officer's potential for increased responsibility when compared with contemporaries in the review group. *IMC 78-2*

(2) Ratings are subject to controls in accordance with guidance contained in chapter 6.

b. ~~On abbreviated reports, mark the block indicating the reason the report is abbreviated.~~ *IMC 78-2*

Step 6—Complete section VI—Limit comments to space provided, unless it is a referral report.

II. ADDITIONAL RATER:

Step 1—Review the ratings and comments for completeness and objectivity.

Step 2—Complete section VII—Comments are optional if you concur with the rater (see sample AF Form 707).

The additional rater will indicate disagreement with the rater, if appropriate, by initialing the appropriate box in section III. Significant disagreements (see paragraph 2-13) with ratings or comments require complete justification.

III. REVIEWER:

~~Step 1—Secure and hold all Air Force Forms 707 for review in annual or semiannual cycle.~~ *IMC 78-2*

Step 2—Review the ratings and comments for completeness and objectivity.

Step 3—Complete section VIII—Comments are optional if you concur with the report (see sample AF Form 707). *IMC 78-2*NOTE: The reviewer has responsibility for final rating assigned, ~~and must ensure that Air force rating distribution standards are being maintained.~~ *IMC 78-2*

If the reviewer disagrees with evaluations of the previous evaluator, indicate the disagreement by initialing in the appropriate box in section III. Should the box already contain an "X" or the initials of a previous evaluator, initial to the right of the box. Significant disagreement (see paragraph 2-13) with ratings or comments of the previous evaluator requires complete justification.

Step 4—Ensure that all reports are completed and provided to your servicing CBPO not later than ³⁰~~40~~ calendar days after the closeout date of the annual or semiannual review (see table 4-8 and paragraph 4-7). *IMC 78-2*

NOTE: Only corrections or erasures that change sentence meanings need be initialed by the evaluators. AF Forms 707 containing an excessive number of erasures or any corrections of ratings in section III or V are reaccomplished.

AF Form 707, Officer Effectiveness Report (SAMPLE)

I. RATEE IDENTIFICATION DATA (Read AFR 36-10 carefully before filling in any item)		
1. NAME (Last, First, Middle Initial) Huff, Kent B., Jr.	3. SSN (Include suffix) 231-34-5432FR	8. PERIOD OF REPORT FROM: 13 Jul 75 THRU: 31 Oct 76
2. ORGANIZATION, COMMAND, LOCATION, PAS CODE 345 Tac Ftr Wg (TAC) Mt Home AFB, ID MTOTDKLS	4. PAFSC 1455	5. DAFSC A1321X
	6. ACTIVE DUTY GRADE Capt	9. DAYS OF SUPERVISION 376
	7. PERMANENT GRADE 1 Lt	10. REASON FOR REPORT Annual
II. JOB DESCRIPTION 1. DUTY TITLE: Enter command level and duty title as they show in the computer as of the closeout date of the report. 2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Item 2: Describe the type and level of responsibility, the impact, the number of people supervised, the dollar value of projects managed, and any other facts which describe the job of this particular ratee.		
III. PERFORMANCE FACTORS NOT OBSERVED OR NOT RELEVANT FAR 1 BELOW STANDARD BELOW STANDARD MEETS STANDARD ABOVE STANDARD WELL ABOVE STANDARD		
1. JOB KNOWLEDGE (Depth, currency, breadth) 0 <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>What has the ratee done to actually demonstrate depth, currency or breadth of job knowledge? Consider both quality and quantity of work.</p>		
2. JUDGMENT AND DECISIONS (Consistent, accurate, effective) <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>How does the ratee think clearly and develop correct and logical conclusions? How does the ratee grasp, analyze, and present workable solutions to problems?</p>		
3. PLAN AND ORGANIZE WORK (Timely, creative) 0 <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <p>Does the ratee look beyond immediate job requirements? How has the ratee anticipated critical events?</p>		
4. MANAGEMENT OF RESOURCES (Manpower and material) 0 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <p>How does the ratee get maximum return for personnel, material and energy expended? Consider the balance between minimizing cost and mission accomplishment.</p>		
5. LEADERSHIP (Initiative, accept responsibility) 0 <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>How has the ratee demonstrated initiative, acceptance of responsibility, and ability to direct and motivate group effort towards a goal?</p>		
6. ADAPTABILITY TO STRESS (Stable, flexible, dependable) 0 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <p>How has the ratee handled pressure? Does quality of work drop off? Improve?</p>		
7. ORAL COMMUNICATION (Clear, concise, confident) 0 <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <p>How has the ratee demonstrated the ability to present ideas orally?</p>		
8. WRITTEN COMMUNICATION (Clear, concise, organized) 0 <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <p>How has the ratee demonstrated the ability to present ideas in writing?</p>		
9. PROFESSIONAL QUALITIES (Attitude, dress, cooperation, bearing) 0 <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <p>How well does the officer meet and enforce Air Force standards of bearing, dress, grooming and courtesy? Is the image projected by the ratee an asset to the Air Force?</p>		
10. HUMAN RELATIONS (Equal opportunity participation, sensitivity) <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <p>How has the ratee demonstrated support for the AF Equal Opportunity Program, and sensitivity for the human needs of others? Evaluation of this factor is MANDATORY.</p>		

AF FORM 707 PREVIOUS EDITION IS OBSOLETE. DEC 77

OFFICER EFFECTIVENESS REPORT

IV. RECOMMENDED ASSIGNMENT INFORMATION												
1. STRONGEST QUALIFICATION:		3. ORGANIZATION LEVEL:										
2. SUGGESTED JOB ASSIGNMENT (Include AFSC):		4. TIMING:										
V. EVALUATION OF POTENTIAL												
<p><i>PMC 782</i></p> <p>TOP BLOCK CONTROLLED</p> <p>Evaluate the ratee's capability, relative to that of officers in the same grade in the group being evaluated, for expanded/more diverse responsibility. Indicate your rating by placing an "X" in the designated portion of the appropriate block.</p>		<table border="1"> <tr> <td style="text-align: center;">X</td> <td></td> <td style="text-align: center;">X</td> </tr> <tr> <td></td> <td style="text-align: center;">X</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </table> <p style="text-align: right; margin-right: 10px;">↑ Highest</p>		X		X		X				
X		X										
	X											
RATER ADDN RATER	REVR	RATER ADDN RATER	REVR									
RATER ADDN RATER	REVR	RATER ADDN RATER	REVR									
RATER ADDN RATER	REVR	RATER ADDN RATER	REVR									
<p>IF REPORT IS ABBREVIATED, "X" APPROPRIATE BLOCK</p> <p> <input type="checkbox"/> REPORT CLOSES OUTSIDE CYCLE <input type="checkbox"/> RATEE RETIRES/SEPARATES WITHIN 4 MONTHS <input type="checkbox"/> RATEE SELECTED FOR PROMOTION <input type="checkbox"/> LATE TO REVIEWER <input type="checkbox"/> OTHER (Rater explain) </p>												
VI. RATER COMMENTS												
<p>Organize the comments within the standards of good writing. Do not use headings; underline, indent, or capitalize merely to add emphasis. Include those comments required by paragraph 5-7f. Add any other comments not covered elsewhere and not excluded by paragraph 4-9 which will increase the value and meaning of the report. Amplify those positive aspects of the ratee's performance deserving special note.</p>												
NAME, GRADE, BRANCH OF SVC, ORGN, LOCATION		DUTY TITLE	DATE									
FREDERICK FINCH, Lt Col, USAF 380 Cmbt Spt Gp (SAC) Plattsburgh AFB NY		Sq Operations Officer SSN (Include suffix) 012-34-5678FR	1 Nov 76									
		SIGNATURE										
		<i>Frederick Finch</i>										
VII. ADDITIONAL RATER COMMENTS												
<p>Review the ratings and comments of the rater for completeness and impartiality. If the additional rater does not concur with any rating in section III or V, check the nonconcur block. To reflect disagreement, initial appropriate blocks (section III) and mark additional rater block (section V). Significant disagreement (para 2-13) requires justification.</p> <p style="text-align: center;"> <input type="checkbox"/> CONCUR <input type="checkbox"/> NONCONCUR </p>												
NAME, GRADE, BRANCH OF SVC, ORGN, LOCATION		DUTY TITLE	DATE									
FELIX CARIELLO, Col, USAF 380 Cmbt Spt Gp (SAC) Plattsburgh AFB NY		Commander SSN (Include suffix) 987-65-4321FR	2 Nov 76									
		SIGNATURE										
		<i>Felix Cariello</i>										
VII. REVIEWER COMMENTS												
<p>Review the ratings and comments of the rater and additional rater for completeness and impartiality. If the reviewer does not concur with the additional rater, check the nonconcur block. To reflect disagreement, initial appropriate blocks (section III) and mark reviewer block (section V). Significant disagreement (para 2-13) requires justification.</p> <p>(Review group size will not be entered on reports for medical service officers (AFSC 9XXX) or for any abbreviated reports.) <i>sw PMC 78 Dant 98(d)</i></p> <p style="text-align: center;"> <input type="checkbox"/> CONCUR <input checked="" type="checkbox"/> NONCONCUR </p>												
REVIEW GROUP SIZE	NO. OF	(25)	(35)									
30	(45)	(55)	(65)									
	1											
NAME, GRADE, BRANCH OF SVC, ORGN, LOCATION		DUTY TITLE	DATE									
JAMES M. ROBINSON, Col, USAF 380 Cmbt Spt Wg (SAC) Plattsburgh AFB NY		Commander SSN (Include suffix) 234-56-7890FR	4 Nov 76									
		SIGNATURE										
		<i>James M. Robinson</i>										

PERFORMANCE

PERFORMANCE FACTORS

FAR BELOW STANDARD (Any Item)

BELOW STANDARD (Any Item)

- | | | |
|--|---|--|
| 1. JOB KNOWLEDGE (Depth, currency, breadth) | <ul style="list-style-type: none"> • Has serious gaps in technical and professional knowledge • Knows only most rudimentary phases of job • Lack of knowledge affects productivity • Requires abnormal amount of checking | <ul style="list-style-type: none"> • Technical and professional knowledge is inadequate for the job • Must be assigned only routine duties and monitored regularly • Requires close supervision |
| 2. JUDGMENT AND DECISIONS (Consistent, accurate, effective) | <ul style="list-style-type: none"> • Reluctant to make decisions on his or her own • Decisions are usually not reliable • Declines to accept responsibility for decisions | <ul style="list-style-type: none"> • Usually makes sound routine decisions • Tends to procrastinate on necessary decisions • Reluctant to evaluate factors before arriving at decisions |
| 3. PLAN AND ORGANIZE WORK (Timely and creative) | <ul style="list-style-type: none"> • Fails to plan ahead • Disorganized and usually unprepared • Objectives are not met on time | <ul style="list-style-type: none"> • Scheduling and organizational efforts normally fail • Encounters difficulty with tasks other than routine • Finished products are usually behind schedule |
| 4. MANAGEMENT OF RESOURCES (Manpower and material) | <ul style="list-style-type: none"> • Wastes or misuses resources • No system established for accounting of material • Causes delay for others by mismanagement | <ul style="list-style-type: none"> • Accomplishes conservation of material on a sporadic basis • Squanders resources to get job done |
| 5. LEADERSHIP (Initiative, acceptance of responsibility) | <ul style="list-style-type: none"> • Often weak. Fails to show initiative and accept responsibility • Lacks self-confidence • Inconsistent in dealing with subordinates | <ul style="list-style-type: none"> • Avoids responsibility • Displays confidence only when working with familiar subjects • Initiative and acceptance of responsibility adequate in most situations |
| 6. ADAPTABILITY TO STRESS (Stable, flexible, dependable) | <ul style="list-style-type: none"> • Panics in new situation • Tendency to shirk difficult situations • Reaction is unpredictable | <ul style="list-style-type: none"> • Prefers to work on routine tasks • Jumps to erroneous conclusions in new situations • Hesitates to become involved in new situations |
| 7. ORAL COMMUNICATION (Clear, concise, confident) | <ul style="list-style-type: none"> • Does not convey ideas clearly and concisely • Has limited vocabulary • Cannot express thoughts in a logical sequence | <ul style="list-style-type: none"> • Only occasionally able to verbally convey useful information • Briefings and discussions frequently exhibit a lack of confidence |
| 8. WRITTEN COMMUNICATION (Clear, concise, organized) | <ul style="list-style-type: none"> • Written communications are inadequate due to errors in vocabulary, spelling, and grammar • Communications often raise doubt as to exact meaning • Others must continually seek clarification or correct errors | <ul style="list-style-type: none"> • Clarity of written communications is inconsistent • Only occasionally able to convey a cogent idea • Extensive editing and correcting is usually required before communications can be dispatched |
| 9. PROFESSIONAL QUALITIES (Attitude, cooperation, bearing) | <ul style="list-style-type: none"> • Displays a negative attitude toward the military • Bearing is slipshod and generally reflects carelessness • Totally unable to work with others • Does not accept or practice Air Force standards of bearing, behavior or grooming | <ul style="list-style-type: none"> • Does not accept AF standards and must be continually reminded to comply • Shows lack of enthusiasm with the success or failure of AF mission • Is aware of shortcomings but makes excuses for them • Frequently unable to work with others • Bearing, behavior and grooming create a very poor impression • Does not enforce Air Force standards of bearing, behavior or grooming |
| 10. HUMAN RELATIONS (Equal opportunity participation, sensitivity) | <ul style="list-style-type: none"> • Openly and knowingly practices discrimination • Uses racial epithets or sexual slurs maliciously • Is deliberately hostile to minorities or members of the opposite sex • Does not show any consideration or concern for others | <ul style="list-style-type: none"> • Displays very limited sensitivity to equal opportunity policies • Treats minorities or members of the opposite sex markedly different than other personnel • Employs inflammatory or derogatory terms toward minorities or members of the opposite sex • Tends to lack concern for peers and subordinates |

Performance Standards. NOTE: These standards are not to be used or paraphrased as specific examples in section III of AF Form 707. They are simply standards by which the rater can judge which performance rating is supported by the specific example the rater is using. Use of general terms such as these in place of specific examples is inappropriate and is grounds for the report being returned to the rater for reaccomplishment.

STANDARDS (see note)

MEETS STANDARD (Any Item)	ABOVE STANDARD (All Items)	WELL ABOVE STANDARD (All Items)
1. <ul style="list-style-type: none"> • Demonstrates adequate technical and professional knowledge required for the job • Searches out facts and arrives at sound solutions to problems • Broad knowledge of related jobs and functions • Conversant with significant job-related developments 	<ul style="list-style-type: none"> • Possesses keen insight and the ability to evolve it into practical solutions • Keeps informed of important developments in related fields • Can handle difficult situations effectively • Broad knowledge of related missions • Rarely requires guidance or assistance 	<ul style="list-style-type: none"> • Possesses superb technical and professional knowledge • Sufficiently well versed in his or her job to discuss and implement improved methods resulting in savings in manpower or material • Maintains and increases professional and technical knowledge • Actively pursues new ideas and developments and their relation to the overall mission • Recognized authority in his or her field
2. <ul style="list-style-type: none"> • Seeks out all available data before arriving at decisions • Consistently provides accurate decisions • Accepts responsibility for decisions and learns from incorrect judgments • Provides effective decisions by clear and logical thinking 	<ul style="list-style-type: none"> • An exceptionally sound, logical thinker • Does not hesitate to make required decisions • Decisions are consistently correct • Opinions and judgment are often solicited by others 	<ul style="list-style-type: none"> • Keen, analytical thinker • Makes accurate decisions under intense pressure • Extremely effective in exercising logic in broad areas of responsibility
3. <ul style="list-style-type: none"> • Careful, effective planner • Anticipates and solves problems • Effectively balances resources • Finished products are consistently submitted on time 	<ul style="list-style-type: none"> • Plans beyond requirements of present job • Plans coincide with related activities • Is flexible and able to adjust priorities • Frequently called on to organize complex tasks 	<ul style="list-style-type: none"> • Able to anticipate critical events and makes prior provisions to deal with them • Plans encompass all feasible contingencies • Extremely effective in utilization of resources
4. <ul style="list-style-type: none"> • Uses minimum material with good results • Establishes controls to ensure that manpower and material are accounted for and conserved • Develops and uses cost-effective methods 	<ul style="list-style-type: none"> • Excellent results accomplished at minimum cost • Consistently suggests methods of conserving resources • Skillfully uses cost-effectiveness studies 	<ul style="list-style-type: none"> • Extremely effective in use of material • Consistently seeks and projects ways of using existing equipment • Is often assigned to difficult and important projects where limited resources are a significant factor
5. <ul style="list-style-type: none"> • Accepts responsibility of assigned tasks • Consistently displays initiative • Commands respect of subordinates • Is fair and consistent in dealing with subordinates 	<ul style="list-style-type: none"> • Demonstrates a high degree of initiative and acceptance of responsibility • Displays exceptional skill in directing others • Promotes enthusiasm by interest and sincerity • Acknowledged leader among his or her peers 	<ul style="list-style-type: none"> • Consistently demonstrates outstanding initiative and acceptance of responsibility • Exhibits complete confidence in his or her ability to handle any task • Induces maximum effort from everyone • Is decisive in critical situations • Provides direction and guidance for broad areas of responsibility • Leadership not limited to subordinates and peers
6. <ul style="list-style-type: none"> • Flexible and open to new ideas • Willingly seeks assistance in difficult situations • Provides reliable decisions under pressure • Consistently displays calm and controlled behavior 	<ul style="list-style-type: none"> • Readily adapts to fluctuations and changing priorities • Consistently performs well in difficult situations • Anticipates changes and is prepared to react accordingly 	<ul style="list-style-type: none"> • Responds quickly and effectively to crises • Systematically succeeds where others fail • Consistently provides outstanding leadership and guidance under difficult and stressful conditions
7. <ul style="list-style-type: none"> • Gives direct and understandable responses to questions • Gives briefings which are organized and well presented 	<ul style="list-style-type: none"> • Very articulate in a wide range of difficult communications situations • Puts extra effort into conversing well • Capable of persuading an audience 	<ul style="list-style-type: none"> • Delivers concise, well-organized presentations • Is often called on to present and explain difficult and complex subjects • Can sway a hostile audience to his or her point of view
8. <ul style="list-style-type: none"> • Writing is clear and concise • Written instructions and reports are readily understandable • Written communications are consistently well organized and grammatically correct 	<ul style="list-style-type: none"> • Written reports can be easily followed by all readers • Communications are succinct and concise, containing only those words necessary to express an idea 	<ul style="list-style-type: none"> • Able to describe complex or technical concepts so well that even the casual reader can readily comprehend the idea • Is consistently chosen for the most important and difficult writing assignments • Is frequently asked to edit the written correspondence of others
9. <ul style="list-style-type: none"> • Is aware of and follows Air Force policies and objectives • Remains current on developments and procedures • Cooperates fully with new ideas and policies • Volunteers for additional duties and promotes participation • Bearing, behavior and grooming create a good impression • Effective in working with peers and subordinates 	<ul style="list-style-type: none"> • Practices and actively promotes AF policies among peers and subordinates • Pursues new developments and applies them to existing procedures • Actively promotes participation and willingly accepts jobs that others avoid • Bearing, behavior and grooming create a very favorable impression • Demonstrates exceptional skill in working with others and eliciting their cooperation 	<ul style="list-style-type: none"> • Firm, fair, and uniform in enforcing Air Force policies on bearing, behavior, and grooming • Represents his or her organization and the AF for the most important events • Actively promotes organizational and AF objectives • Bearing, behavior and grooming are outstanding • Demonstrates clearly superior ability to work with others and to elicit their cooperation
10. <ul style="list-style-type: none"> • Treats all personnel fairly and equitably • Voluntarily participates in activities in support of equal opportunity • Shows concern and is sensitive to needs of others 	<ul style="list-style-type: none"> • Establishes and enthusiastically maintains standards of equal opportunity • Encourages practice of equal opportunity and treatment in all activities • Displays a high degree of sensitivity and concern for others 	<ul style="list-style-type: none"> • Actively demonstrates strong, visible, and credible support of equal opportunity • Is extremely knowledgeable in the area of equal opportunity and treatment • Displays extreme sensitivity and a deep concern in all dealings with peers and subordinates • Is extremely effective in solving human relations problems - solutions always reflect fair and equal treatment

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OER RATING DISTRIBUTION

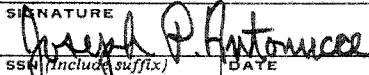
No. of Rates 1-4 (see note)	Maximum (1) Ratings	No. of Rates	Maximum (1) Ratings
5	1	60	13
6	1	61	13
7	2	62	14
8	2	63	14
9	2	64	14
10	2	65	14
11	2	66	15
12	3	67	15
13	3	68	15
14	3	69	15
15	3	70	15
16	4	71	16
17	4	72	16
18	4	73	16
19	4	74	16
20	4	75	17
21	5	76	17
22	5	77	17
23	5	78	17
24	5	79	17
25	6	80	18
26	6	81	18
27	6	82	18
28	6	83	18
29	6	84	18
30	7	85	19
31	7	86	19
32	7	87	19
33	7	88	19
34	7	89	20
35	8	90	20
36	8	91	20
37	8	92	20
38	8	93	20
39	9	94	21
40	9	95	21
41	9	96	21
42	9	97	21
43	9	98	22
44	10	99	22
45	10	100	22
46	10	101	22
47	10	102	22
48	11	103	23
49	11	104	23
50	11	105	23
51	11	106	23
52	11	107	24
53	12	108	24
54	12	109	24
55	12	110	24
56	12	111	24
57	13	112	25
58	13	113	25
59	13	114	25

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No. of Ratees	Maximum (1) Ratings	No. of Ratees	Maximum (1) Ratings
115	25	158	35
116	26	159	35
117	26	160	35
118	26	161	35
119	26	162	36
120	28	163	36
121	27	164	36
122	27	165	36
123	27	166	37
124	27	167	37
125	28	168	37
126	28	169	37
127	28	170	37
128	28	171	38
129	28	172	38
130	29	173	38
131	29	174	38
132	29	175	39
133	29	176	39
134	29	177	39
135	30	178	39
136	30	179	39
137	30	180	40
138	30	181	40
139	31	182	40
140	31	183	40
141	31	184	40
142	31	185	41
143	31	186	41
144	32	187	41
145	32	188	41
146	32	189	42
147	32	190	42
148	33	191	42
149	33	192	42
150	33	193	42
151	33	194	43
152	33	195	43
153	34	196	43
154	34	197	43
155	34	198	44
156	34	199	44
157	35	200	44

NOTE: Reviewers must review five or more reports except as provided by paragraph 6-6b.

AF Form 475, Education/Training Report (SAMPLE)

I. IDENTIFICATION DATA (Read AFR 36-10 carefully before filling in any item)				
1. NAME (Last, First, Middle Initial)		2. SSN (Include suffix)	3. ACTIVE DUTY GRADE	4. PERMANENT GRADE
Knutson, Charles R.		000-00-0000FR	- 1st Lt	1st Lt
5. ORGANIZATION, COMMAND, LOCATION AND PAS CODE		6. ACADEMIC PERIOD	8. PERIOD OF REPORT	
657th Personnel Research Lab Lackland Air Force Base TX (AFSC) LAOFWXTZ		36 days	FROM 8 Sep 76	THROUGH 14 Jun 77
		7. LENGTH OF COURSE	9. REASON FOR REPORT	
		39 weeks	<input checked="" type="checkbox"/> FINAL <input type="checkbox"/> ANNUAL <input type="checkbox"/> DIRECTED	
10. NAME AND LOCATION OF SCHOOL OR INSTITUTION				
Trinity University, San Antonio, Texas				
11. NAME OR TITLE OF COURSE				12. DUTY AFSC
Graduate Program in Business (final year under AFM 213-1)				7024
II. REPORT DATA (Complete as applicable)				
1. COURSE HRS COMPLETED	2. COURSE HRS FAILED	3. AFSC AWARDED	4. AERO RATING AWARDED	5. DEGREE AWARDED
30	0			MA
6. COURSE SUCCESSFULLY COMPLETED (Final report only) <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO (If "No" give reason)				
7. DISTINGUISHED GRADUATE (Final report only) <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO DISTINCTION MADE FOR THIS COURSE				
8. TITLE OF THESIS			9. ACADEMIC FIELD	
Job Analysis - Key to Better Management			Business Administration	
III. COMMENTS (If applicable or appropriate)				
ACADEMIC/TRAINING ACCOMPLISHMENTS (Special achievements related to curriculum, research, communication, etc.)				
<p>Use this report in such management areas as promotions, school selections, assignments, and career planning. Use the same care and attention in preparing this report as you do in preparing AF Form 707 (Officer Effectiveness Report). Include in this area a word picture of each student that accurately and completely portrays his or her skills or abilities. Include those comments required by paragraph 8-3.</p>				
PROFESSIONAL QUALITIES (Bearing, appearance, conduct)				
OTHER COMMENTS				
Add any other comments not covered elsewhere. Enter explanation if paragraph 8-2e(9) is used in section II of report.				
IV. REPORTING OFFICIAL				
NAME, GRADE, SVC, ORGN, LOCATION		DUTY TITLE	SIGNATURE	
Joseph P. Antonucce, Col, USAF 6570th Personnel Research Lab Lackland AFB TX (AFSC)		Commander	 SSN (Include suffix) DATE 000-00-0000FR 14 Jun 1977	

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