

NARRATIVE PERFORMANCE STATEMENTS

STRIPES

AN AIRMAN'S WRITING AND
CAREER MANAGEMENT GUIDE

SECOND EDITION



STRIPES

AN AIRMAN'S WRITING AND
CAREER MANAGEMENT GUIDE

HAMP LEE III



SAN ANTONIO, TEXAS

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INTRODUCTION

The enlisted evaluation form is among the most important documents in an Airman's career. Evaluations help make important personnel decisions, such as promotion consideration, career opportunities, retraining, and reenlistments. With the significant weight evaluations can have in your career, I wanted to write a guide to help you map your career expectations and goals and outline narrative writing mechanics.

Stripes: An Airman's Writing and Career Management Guide is the culmination of my experiences mentoring Airmen. My mentoring journey started in 2007 during my base's Senior Noncommissioned Officer Professional Enhancement Seminar (SNCOPEs). It was connected to the SNCO induction ceremony as I was a recent Master Sergeant promotion selectee. I was truly excited to be a part of the Top 3. Several months prior, I attended one of the base's first Noncommissioned Officer Professional Enhancement Seminars (NCOPEs).

When I attended the SNCOPEs, it was the same information from the NCOPEs. Same slides. Same instructors. I was furious. But at that moment, I decided I wanted to be a part of the solution. I told myself that if I were ever a Chief Master

Sergeant (CMSgt), I would teach bullet writing. At the time, I thought CMSgts should have primarily taught these seminars as they're best positioned to provide wisdom and insight. So, I started teaching bullet writing a few months later.

When I started, I wasn't a good bullet writer. And my presentations were rough. But I kept at it. I searched the Internet for help, but there wasn't a lot of information on bullet writing. Finally, after a couple of years, I decided to develop my own process for writing bullets. And as I "practiced" on myself and my peers and subordinates, I slowly learned what worked and what didn't. I continued to shape my presentations. I sharpened my message little by little.

After writing a book for first sergeants in 2014, I started thinking about writing one for bullet writing and career management. I wanted this message to go beyond what I could teach person-to-person and location-to-location.

After my first sergeant duty ended, I started solidifying my presentations and structuring the message for the first edition of this book. My intention wasn't to get promoted, as I was already a CMSgt. I wrote *Stripes* because I know firsthand what it's like to desire mentoring and guidance and have few opportunities to receive it.

Stripes is the culmination of what I've learned throughout my career to help others receive recognition for their outstanding achievements. And over my years of service, I've lived by one mantra: "*Leave your unit better than you found it and help everyone.*" And if I can retire from the Air Force, leaving

it better than I found it, that's more than I could ever ask for in a lifetime.

For almost my entire career, bullet statements filled evaluations. There was a time when Airman Performance Reports was the current evaluation, and there were double and triple sub-bullets. But now, performance statements have taken center stage. And as the Air Force reestablishes its requirements for this current generation of Airmen, I want *Stripes* to continue to serve as a helpful guide. So if you're ready, let's get started.

ENLISTED EVALUATION SYSTEM

Air Force Instruction (AFI) 36-2406, *Officer and Enlisted Evaluation Systems* lists three purposes for our enlisted evaluation system:¹

1. effectively communicate performance standards and expectations and provide meaningful feedback on how those standards and expectations are being upheld,
2. establish a reliable, long-term, and cumulative record of performance and promotion potential based on that performance,
3. give sound information in making talent management decisions.

Because the enlisted evaluation system focuses on performance, a supervisor's role is crucial. Supervisors must

¹ Department of the Air Force Instruction 36-2406, *Officer and Enlisted Evaluation Systems*. Paragraph 1.1. United States Air Force. 14 November 2019. https://static.e-publishing.af.mil/production/1/af_a1/publication/dafi36-2406/dafi36-2406.pdf.

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have an adequate understanding of the enlisted evaluation system to ensure Airmen are accurately assessed and rated through their performance in three specific areas:²

1. what the Airman accomplished,
2. how well the Airman accomplished it,
3. the Airman's potential based on that performance throughout the rating period.

Supervisors don't select their Airmen for advancement or specific career opportunities, but their assessments are often a part of the record for consideration. Through Airman Comprehensive Assessments (ACA) and evaluations, supervisors can accurately document an Airman's performance.

Enlisted Force Structure

The Enlisted Force Structure is the foundational guide that outlines our enlisted force's framework, development levels, responsibilities, and standards. It provides the enlisted force with the necessary information for meeting mission requirements and individual Airman proficiency and competency development. This is both foundationally and for their specific occupations. *The Enlisted Force Structure*

² Ibid., 1.6.3.5.

describes what makes an enlisted member in the Air Force an Airman and not just a functional specialist.³

Airman Comprehensive Assessment

AFI 36-2406, *Officer and Enlisted Evaluation Systems* describes the ACA as the formal, two-way communication between a rater and ratee.⁴ It communicates standards, responsibilities, expectations, and goals.⁵ In addition, ACAs outline objectives, standards, behavior, and performance with the ratee.⁶ This information is meant to assist the ratee in improving positive communication and performance and growing professionally.⁷

Enlisted Performance Brief (EPB)

The EPB is a transition from the previous Enlisted Performance Report (EPR). The focus is a shift in philosophy, value, and culture to provide a more accurate and holistic performance assessment system.⁸ This shift encompasses what the Air Force values: four Major Performance Areas

³ *The Enlisted Force Structure*. Pages 2-3. United States Air Force. 16 May 2022. https://www.doctrine.af.mil/Portals/61/documents/Airman_Development/Brown-Book.pdf.

⁴ Department of the Air Force Instruction 36-2406, *Officer and Enlisted Evaluation Systems*. Paragraph 2.1. United States Air Force. 14 November 2019. http://static.e-publishing.af.mil/production/1/af_a1/publication/afi36-2406/afi36-2406.pdf.

⁵ Ibid.

⁶ Ibid.

⁷ Ibid.

⁸ AF ALQ Writing Guide, page 1.

(MPA) and ten Airman Leadership Qualities (ALQ)⁹ to represent performance characteristics the Air Force wants to define, develop, incentivize, and measure in Airmen with clarity and feedback effectiveness:¹⁰

Major Performance Areas (MPA)			
Executing the Mission	Leading People	Managing Resources	Improving the Unit
Airman Leadership Qualities for Each MPA			
Job Proficiency	Inclusion and Teamwork	Stewardship	Decision Making
Initiative	Emotional Intelligence	Accountability	Innovation
Adapability	Communication		

⁹ Refer to the MPA and ALQ Summary for brief descriptions of each area and quality.

¹⁰ AF ALQ Writing Guide, page 1.

T W O

CAREER MAP

When traveling to a new location, you often use a GPS or travel website for directions. You input your current location as well as your desired destination. The results might provide several routes that vary in time, distance, and cost. Based on these factors, you select the most promising path to take. Having a career map is no different.

A career map is a professional and personal resource that outlines specific expectations and goals that span your military career. Each expectation and goal can move you closer to your Point B like a GPS.

Point B

Your Point B represents your destination while assigned to a specific unit or base or at your current rank. It encompasses the goals you set at particular times throughout your career.

The career map on the following pages will be a great example for helping you develop your Point B. For the rest of the chapter and the remainder of the book, I'll use fictitious

scenarios between a rater and ratee, Sergeant Jones and Airman Snuffy.

Jones & Snuffy

Sergeant Jones calls Airman Snuffy into his office for his initial feedback. Sergeant Jones shares the specific MPAs and ALQs he wants Airman Snuffy to value for the reporting period. He also asks Airman Snuffy what personal and professional goals he would like to make as they build a career map for the next three years.

Big Rocks

Big rocks represent three to five significant goals you want to achieve while at your current base, rank, and enlisted force structure tier.

Sergeant Jones believes Airman Snuffy is off to a great start in his career. After reviewing his ACA, they established the following three “big rocks:”

1. Be selected as a Senior Airman (SrA) Below-the-Zone.
2. Be selected for promotion to Staff Sergeant (SSgt) on his first attempt.
3. Earn his Community College of the Air Force (CCAF) degree.

With these “big rocks,” Sergeant Jones knows Airman Snuffy will need to accomplish many things along the way. Airman Snuffy can’t simply walk into a testing room, Junior Enlisted Airman Council (JEAC) meeting, or Central Base Board. He’ll need to put in some work—in his unit, across the base, and in the local community. Following are the many things Sergeant Jones will need to consider and forecast for Airman Snuffy to have an opportunity to meet his “big rock” goals.

Small Rocks

Smaller rocks represent the items and steps you might need to accomplish to meet your “big rock” goals.

Professional Military Education (PME) and Training Requirements. Identify the mandatory PME and training requirements for your rank and enlisted force structure tier. Complete your PME and training requirements immediately unless extenuating circumstances exist.

To outline Airman Snuffy’s PME and training requirements, Sergeant Jones considers the mandatory education and training requirements Airman Snuffy needs to complete within the next 12-18 months:

- a. First Term Airman Center (FTAC).
- b. Career Development Courses (CDCs).

- c. Five-skill level upgrade training (UGT) requirements, as identified in his Career Field Education and Training Plan (CFETP).

Work Center Training Requirements and Certifications.

Identify the training and certifications required to fulfill your assigned duties. Complete these requirements immediately unless extenuating circumstances exist.

Airman Snuffy's UGT will satisfy his training requirements. No certifications are required.

Leadership. *The Enlisted Force Structure* defines leadership as “the art and science of accomplishing the Air Force mission by motivating, influencing, and directing personnel. Leadership motivates and inspires people to interact and understand one another by encouraging a sense of achievement, self-esteem, recognition, and belonging. Qualities that help leaders gain respect are credibility, a positive influence on others’ self-awareness, cultural awareness, and empathy.”¹¹ Regardless of rank, every Airman can assume a leadership role.

Breadth of Knowledge and Experience. Breadth of knowledge and expertise comes through successfully performing varied yet increasing responsibilities, special duties, and rotating duty sections and assignments.

¹¹ *The Enlisted Force Structure*. Page 8. United States Air Force. 16 May 2022. https://www.doctrine.af.mil/Portals/61/documents/Airman_Development/Brown-Book.pdf.

With each opportunity, provide strong duty performance: leading, problem-solving, and process and product improvement. In addition, demonstrate strong competence, initiative, dependability, and influence.

Mentoring. Mentoring comes through the interactions of a “wise, trusted, and experienced individual who shares knowledge, experience, skills, and advice with a less experienced person. Mentoring is a professional relationship where the person with greater experience and wisdom guides another person to develop personally and professionally.”¹² Like leading, every Airman can mentor others. They share their knowledge, experience, skills, and advice to promote a climate of inclusion that can foster and develop an Airman's diverse strengths, perspectives, and capabilities.¹³

When Airman Snuffy learned the “fine art” of cooking in the dorm dayroom microwave, Sergeant Jones helped him organize a cooking class. Then, with the dorm manager's support, Airman Snuffy provided recipes for cooking healthy meals in a microwave to fifty dorm residents.

Professional and Personal Education. Identify professional and personal education opportunities and goals. For many Airmen, this will begin with completing their CDCs before moving to postsecondary education or civilian certifications.

¹² Ibid.

¹³ Ibid.

Because Airman Snuffy will spend the next few months completing his CDCs, he'll aim to complete one college class within the following year. Airman Snuffy's career map will increase the number of projected classes he should take to meet his "big rock" education goal.

Unit, Base, and Community Involvement. Show significant impacts in your unit, across the base, and in your local community. You shouldn't participate in every available volunteering event. Instead, be very deliberate about your volunteering efforts from year to year.

For example, one year, Airman Snuffy might serve as the unit booster club secretary and volunteer in JEAC events. Toward the end of the year, he leads a private organization event. Then, Airman Snuffy is voted as next year's JEAC vice president. With this new executive position, he then tapers what he's doing in the booster club but continues volunteering and supporting their events throughout the year.

Awards. Be deliberate about award submissions. Don't focus on winning every quarter. Instead, show variety in your award nominations (e.g., unit, wing, Numbered Air Force, Major Command (MAJCOM), functional, etc.). If necessary, build an award submission schedule. But be sure to speak with your supervisor/subordinate about award submissions and the importance of being recognized for superior performance when warranted.

Sergeant Jones hopes Airman Snuffy will perform well enough to compete for a base Honor Guard quarterly award

within the next several months. But he'll also look for other unit and functional award opportunities.

Review. Periodically review your career map to ensure you remain on track for meeting your goals. Add and subtract goals as necessary. Allow your career map to be a living document supporting and enhancing your Air Force progression.

Though I don't recommend reviewing your career map every day, my suggestion is to check your career map:

- a. after each evaluation period,
- b. at the start of each calendar year,
- c. before arriving at a new duty section or base.

In addition to these three reviews, I recommend reviewing your previous evaluations for the Enlisted Force Distribution Panel and promotion board (as applicable) and *The Enlisted Force Structure*. The career map you build today should be the foundation and catalyst for your career goals.

Feedback & Feedforward. Feedback provides assessments based on what you accomplished. Feedforward offers recommendations for the future. Whether serving in the military or any other profession, you need both. Therefore, speaking to your supervisor, mentors, and other senior leaders you trust will be important. Share your desired expectations and goals. Ask for feedback. Welcome their

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honest feedback and sage counsel. Their perspectives can help you further shape your career map.

Summary of Airman Snuffy's Goals

Big Rocks

1. Be selected as a SrA Below-the-Zone.
2. Be selected for promotion to SSgt on his first attempt.
3. Earn his CCAF degree.

Small Rocks

Year 1 (0-12 months)

- a. CDC completion in three months with a score of ninety percent or above on the end-of-course CDC test.
- b. Complete one college course.
- c. Serve as a significant supporter in the unit Booster Club and JEAC.
- d. Serve as a base Honor Guard member.
- e. Volunteer for one base-wide or local community event.

Year 2 (13-24 months)

- a. Lead one large section project (typical SSgt assignment).
- b. Complete at least two college courses.
- c. Serve on the Booster Club or JEAC executive council.
- d. Volunteer for three local community events.
- e. Lead one local community event.
- f. Earn one quarterly and one annual award (unit, base, or functional).

Year 3 (25-36 months)

- a. Lead two or three large section projects (typical SSgt assignments).
- b. Complete at least three college courses.
- c. Serve on a different executive council on base or in the local community.
- d. Volunteer for one base-wide event.
- e. Lead one base-wide event.
- f. Provide one speech on base or in the local community.

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- g. Earn two quarterly and one annual award (unit, base, or functional).
- h. Receive a Must Promote or Promote Now on the first eligible evaluation.

Big Rock: Earn SrA Below-the-Zone.

T H R E E

WORD PICTURE

Former Chief Master Sergeant of the Air Force James Cody once explained that the Air Force is not looking at numbers to determine an Airman's performance, but a word picture that describes their performance...“you either perform to a certain level or you [don't], and we want to be able to describe that in words.”¹⁴

A word picture establishes your performance history and differentiates your performance from your peers. It shows how you might be the best qualified for promotion and other career opportunities. Illustrating the right word picture requires deliberate development from every supervisor and Airman.

Whether you realize it or not, you've had a word picture since you entered the Air Force. For example, if I were to ask you who was the best and “*not-so-best*” Airman you met in Basic Military Training, you would know. **How?** You would describe

¹⁴ “CMSAF Cody shares advice on EPR, AF changes ahead.” Scott Air Force Base. Accessed 7 March 2017. <http://www.scott.af.mil/News/Article-Display/Article/766887/cmsaf-cody-shares-advice-on-epr-af-changes-ahead>.

them based on their conduct, achievements, or lack thereof. Likewise, when other Airmen consider you, they describe you based on your conduct and achievements. **This is a word picture.**

So how do Airmen build a strong word picture?

Competence + Initiative + Dependability = Influence

1. Competence. Competence is the ability to do something successfully or efficiently. It encompasses education and training that demonstrate skills, abilities, and knowledge. Competent Airmen know their job and perform it very well.

2. Initiative. Initiative is the ability to assess and initiate things independently. With initiative comes originality, self-motivation, resourcefulness, creativity, inventiveness, imagination, and ingenuity. Competence Airmen show initiative by discovering ways to improve their daily tasks, processes, and procedures. And through each act of initiative, an Airman's sphere of dependability and influence widens.

3. Dependability. Dependability is the quality of being relied upon and counted on. When Airmen display competence and initiative, supervisors increase their trust and confidence in them. They know their Airmen can—and will—get the job done.

4. Influence. You're often given increased opportunities to lead and excel as you prove trustworthy and capable of

completing detailed and challenging tasks. This provides you with more significant opportunities to influence Airmen near and far.

The influence you gain helps you build a strong word picture. The word picture you create shapes your evaluations and enables you to meet your expectations and goals. Having a strong word picture is good, but you must be able to describe your performance through your evaluations.

F O U R

PERFORMANCE STATEMENTS

Since its inception, the Air Force has used many methods for recognizing Airmen ready for promotion. The updated evaluation system implements a competency-based assessment through the ALQs. The assessment measures observable behaviors resulting from various abilities, knowledge, motivations, traits, and skills an Airman might possess. This allows supervisors to deliberately develop Airmen through feedback on their achievements and behaviors—the “what” and “how” Airmen perform.

Competencies are what you know and can do;

Performance is what you do and how well you do it;

Evaluations demonstrate performance in alignment with Air Force values.¹⁵

¹⁵ Ibid.

Jones & Snuffy

Sergeant Jones familiarized himself with the new evaluation system and how to value and measure Airman Snuffy's behavior and performance. He also reviewed Airman Snuffy's career map to ensure it aligned with the new system. To help him throughout the reporting period, Sergeant Jones developed a four-step process:

- 1. Feedback.** Deliberate and personalized feedback and goals established for the reporting period.
- 2. Value.** Establish goals for what Airman Snuffy does and how well he does it within the MPAs and ALQs.

Though Airman Snuffy won't receive an EPB before completing a minimum of 36 months time in service, Sergeant Jones will split what MPAs and ALQs are valued and measured for each year:

Year 1

Executing the Mission: Job Proficiency

Leading People: Inclusion

Managing Resources: Stewardship

Improving the Unit: Decision Making

Year 2

Executing the Mission: Initiative

Leading People: Teamwork and Communication

Managing Resources: Stewardship

Improving the Unit: Decision Making

Year 3

Executing the Mission: Initiative

Leading People: Emotional Intelligence

Managing Resources: Accountability

Improving the Unit: Innovation

Because the AF ALQ writing guide states that raters should not attempt to include all ten ALQs in a single performance statement, focusing on one or two for each reporting period—when combined with other evaluations—provides a holistic description of performance for consideration.

3. Measure. Document performance based on established feedback and assessed values throughout the rating period.

Performance statements are efficient, increase clarity, and improve understanding of an Airman's performance correctly and equitably.¹⁶ Performance statements are written using narrative-style and plain language to describe an Airman's performance in each of the four MPAs without extensive technical or contextual knowledge. Guidance for writing performance statements is deliberately not overly prescriptive to enable flexibility and freedom when capturing performance. However, there are two basic principles:

1. Standalone. Each performance statement is a standalone sentence and includes 1) an action and 2) at least one of the following: impact or results/outcome.¹⁷

2. Readability. Write performance statements in plain language. Limit the use of acronyms and abbreviations. If using acronyms and abbreviations, only utilize those identified on the approved Air Force Acronym and Abbreviation List unless noted by an approved category.¹⁸

To improve the readability of his performance statements, Sergeant Jones will use the Tongue & Quill's guidance on using plain language. The Tongue and Quill states plain language "promotes the use of clear, concise, and well-organized language in documents to effectively communicate

¹⁶ "Awards." Air Force Personnel Center. Accessed 9 January 2023. <https://www.afpc.af.mil/Career-Management/Awards/>.

¹⁷ "Awards." Air Force Personnel Center. Accessed 9 January 2023. <https://www.afpc.af.mil/Career-Management/Awards/>.

¹⁸ Ibid.

with intended audiences.”¹⁹ They further break this down into three concepts:

1. Be clear. Use plain language whenever possible; avoid jargon. Avoid overuse of acronyms. Format narrative performance statements so they are easy to read and understand.

2. Be concise. Remove unnecessary words. Focus narrative performance statements on a single thought or action. Strive to write statements within the established character limits.

3. Be Specific. Include only information that the reader must know. Use words with a precise meaning. Include details that are directly relevant to the main point.

Performance Statement Process

Sergeant Jones developed a five-step process for writing performance statements to simplify his evaluation reporting. He wanted to show how a simple achievement can become a completed performance statement. Following are the five steps in greater detail:

1. Get the whole story.
2. Identify the proficiency level.
3. Draft the performance statement.

¹⁹ AFH 33-337, *The Tongue and Quill*. Page 2. United States Air Force. 26 July 2016. https://static.e-publishing.af.mil/production/1/saf_cn/publication/afh33-337/afh33-337.pdf.

4. Draft the performance statement in plain language.
5. Finalize the performance statement.

1. Get the whole story. Getting the whole story was always important with bullet statements, but even more so now with performance statements. Sergeant Jones explained that each accomplishment tells an entirely separate story. And it's critical to get that story. So, it doesn't matter if he "thinks" one part of a story is unimportant. Every piece of information is important because—as a whole—the accomplishment can be "weighed" to determine if it's "worthy" of being a part of an evaluation. So, to get the whole story, Sergeant Jones starts with getting the **Who, What, Why, When, Where, and How** of an accomplishment.

As an example, Sergeant Jones used one of Airman Snuffy's accomplishments to walk through the performance statement writing process:

- *Managed a critical organizational merger of the squadron's maintenance and operations*
- *The merger saved 360 manhours per week*
- *First time leading in this capacity*
- *Sortie generation increased 10%*

2. Identify the proficiency level. Sergeant Jones will use his best judgment when determining Airman Snuffy's proficiency level, bearing in mind that this selection should be relative to Airman Snuffy's specific grade, AFSC, and assigned duties. As such, when identifying Airman Snuffy's specific proficiency

level, the description on the EPB should align with the selected proficiency level of performance.

Proficiency Levels

Needs improvement: Member needs further growth to enhance understanding and/or performance.

Developing: Member understands the quality and how that quality is illustrated in behavior but requires prompting to consistently demonstrate.

Proficient: Member understands the quality and demonstrates it consistently, illustrated through the Airman's behavior, forming a part of their character.

Highly Proficient: Member understands the quality and consistently illustrates it in their behavior while influencing other members in the organization to further develop the same quality.

Exceptionally Skilled: Member consistently illustrates this quality in their behavior and proactively influences others' growth in this quality at an organizational scale.

Based on what Airman Snuffy provided in the first step, Sergeant Jones determined his performance was "exceptionally skilled" based on his position and rank.

3. Draft the performance statement. Writing a draft performance statement is just that—a draft. Your initial draft is

not about writing a promotion-getting, award-winning statement on the first go. The initial draft helps you get the accomplishment on paper. The *beauty* comes later in editing. So for now, expand the bullets or points into one clear, concise, and specific sentence focusing on the action, impact, and/or result.

Action. Measures what an Airman accomplishes based on established feedback, goals, and identified MPAs and ALQs for the reporting period.

The performance statement should begin with a strong action verb. Action verbs should be complementary to the performance in question. Don't focus on overly technical or extravagant words in your description. Use plain language.

Impact. The impact is the immediate benefit of your actions. It shows how your actions affected, impacted, or benefitted others in your work center and across your unit, base, Air Force, Department of Defense, etc.²⁰ (There are times when the impact and result can—and should—be combined.)

Result. The result is the final outcome or benefit of the accomplishment. When possible, the result should include quantitative data.

Quantitative data expresses a certain quantity, amount, or range related to numerical quantities such as measurements

²⁰ Air Force Handbook 33-337, Tongue and Quill. Page 251. United States Air Force. 27 July 2016. http://static.e-publishing.af.mil/production/1/saf_cio_a6/publication/afh33-337/afh33-337.pdf.

or counts.²¹ This is often associated with time saved, money saved, or increases in efficiency. **For enlisted evaluations and awards, providing quantitative data is very important.**

Whether there's a description of time or money saved or an increase in productivity, quantitative data can show how Airmen improved a process or product.

Following is the draft performance statement from the information Sergeant Jones collected in the first step:

On Airman Snuffy's first opportunity to lead, he championed a key organizational merger of the squadron's maintenance and operations, saving over 360 maintenance manhours per week and raising sortie generation 10%.

4. Draft the performance statement in plain language.

Plain language allows writers to focus on clear, concise, and specific wording. It also promotes well-organized language in documents to effectively communicate with intended audiences.²² Following are the updates to the performance statement written in plain language. Review the original and final statements:

Original: On Airman Snuffy's first opportunity to lead, he championed a key organizational merger of the squadron's

²¹ Quantitative Data. Organisation for Economic Co-operation and Development. Accessed 17 February 2019. <https://stats.oecd.org/glossary/detail.asp?ID=2219>.

²² Air Force Handbook 33-337, Tongue and Quill. Page 10. United States Air Force. 27 July 2016. http://static.e-publishing.af.mil/production/1/saf_cio_a6/publication/afh33-337/afh33-337.pdf.

maintenance and operations, saving over 360 maintenance manhours per week and raising sortie generation 10%.

Final: Airman Snuffy championed a critical merger of the squadron's maintenance and operations flights, increasing sortie generation by 10% and saving over 18,000 manhours per year.

As you noticed, Sergeant Jones chose to change 360 manhours per week to a yearly total and move it to the end of the performance statement. He also rounded the number down from 18,720 for readability. This change aimed to show the most significant possible result for the action and ensure it was visible to all reviewers.

5. Finalize the performance statement. In this final step, Sergeant Jones ensures he has the proper acronyms, abbreviations, and characters allowed before writing the final version of his performance statement.

As stated earlier, limit using acronyms and abbreviations in performance statements.²³ However, the Air Force provides an individually approved list of acronyms and abbreviations. Inclusion on the approved list is associated with broad understanding rather than the frequency of use or functional significance. Additionally, inclusion on the list doesn't imply the acronym or abbreviation must be used. The default is to spell out acronyms and abbreviations in performance statements.

²³ "Awards." Air Force Personnel Center. Accessed 9 January 2023. <https://www.afpc.af.mil/Career-Management/Awards/>.

The Air Force provides categories of approved acronyms and abbreviations:

- *Common ranks/tiers across all services* (SrA, Maj, Brig Gen, SNCO, etc...)
- *Common office symbols* (CC, CMSAF, A4, JA, etc...)
- *Common organizations at squadron and above* (CPTS, AFGSC, DoD, FBI, STARCOM, CCMD, FW, CJTF, etc...)
- *Common weapons and platforms* (F-16, AIM-9, HH-60, MILSTAR, etc...)
- *Common symbols and measurements* (lbs, MPH, \$25B, 5%, hrs, FY23, etc...)

An additional option exists to request approval for acronyms and abbreviations through the AFPC website.²⁴

As Sergeant Jones reviews the performance statement, he wants to ensure it's within the required character limit. Because Airman Snuffy's performance statement didn't include any specific acronyms or abbreviations, Sergeant Jones only focused on the character limit:

Airman Snuffy championed a critical merger of the squadron's maintenance and operations flights, increasing sortie generation by 10% and saving over 18,000 manhours per year.

4. Feedback. Returning back to the four-step performance statement process, the Feedback step encompasses

²⁴ Ibid.

discussions throughout—and specifically—before the end of the reporting period.

Sergeant Jones will return to this step several times throughout the reporting period if he sees behaviors or performance inconsistent with their established goals. Then, at least one quarter before Airman Snuffy's evaluation suspense date, Sergeant Jones will review Airman Snuffy's performance to ensure the appropriate measurement is made and/or provide opportunities for correction.

F I V E

DUTY DESCRIPTION

The duty description is the foundation of an evaluation. It should be just as clear, concise, and specific as your performance statements. Your duty description should accurately describe your area of responsibility and the scope of your key duties, tasks, and responsibilities. The duty description is the “standard” your supervisor establishes for you to meet during the reporting period. So, when someone says, “You exceeded the standard,” you worked above and beyond your duty description, and your performance statements show how.

With the updated EPB, there might not be four specific duties to outline on the form as it was on the EPR. However, consider the following points for building a solid duty description:

1. The Lead Off. It’s very important to provide a statement outlining the entire scope of your duties and area of responsibility. This establishes the beginning of a strong word picture. Consider this word picture for this first line:

Training NCOIC for the Air Force's largest maintenance squadron supporting 15K personnel across three continents

So, where do you find such a great first line? First, consider what makes your unit unique among similar units on base, across the MAJCOM, or throughout the Air Force. Sometimes, your commander's biography will list the significance of your unit in the Air Force. You can also speak with your unit or base historian, search your installation's website, or even review Wikipedia. If you find something on Wikipedia, verify the information with your historian.

2. Work center responsibilities. Summarize the daily duties and responsibilities given by your supervisor.

3. Unit and installation support and services. Summarize the services, products, and support you provide your unit or installation.

4. Support and services for external agencies. Summarize the services, products, or support you provide external agencies. External agencies can be a higher headquarters or organizations in the local community.

5. Significant additional duties, deployments, and previous assignments. Consider including additional duties with significant leadership, mentoring, or influence in your duty description. Lastly, if you deployed or recently relocated to a new duty location, consider including this information to capture the full scope of your accomplishments during the evaluation period.

STRUCTURING YOUR EVALUATION

In the previous edition, I covered a line-by-line analysis of evaluations for SrA-SMSGT. However, with the updated EPB, I want to cover several points to consider rather than focusing on each section. The following information might help you structure the best performance statements to highlight your accomplishments.

1. Review previous evaluations. One of your first tasks should be to review your previous evaluations that will be reviewed for promotion boards or Enlisted Force Distribution Panel. Reviewing your records allows you to identify areas where you did—or did not—show continued growth in leadership, mentoring, and breadth of knowledge and experience. You should ensure each evaluation shows greater leadership, mentoring, breadth of knowledge and experience, and impact and influence than the previous evaluation.

2. Review expectations and responsibilities. Review expectations and responsibilities outlined for your current and

higher enlisted force structure tier in *The Enlisted Force Structure*. Hopefully, you've used *The Enlisted Force Structure* to develop your career map for the evaluation period. Still, it's good to review these again so you can shape a deliberate word picture of your accomplishments. You want to illustrate a word picture that says you're ready to assume the next higher grade or opportunity in your career.

3. Read the EPB small print and instructions. As you review the sections on the evaluation, make sure you first read the "small print" as well as the instructions at the bottom of the document. Each section identifies specific performance expectations, instructions, and criteria, as well as guidance for completion.

4. General guidance for performance statements. Though there is no specific Air Force guidance on the topic, there are several items to consider when structuring your evaluation:

Strong statements. Your performance statements should align with your duty description and EPB section requirements. They should show varied but complementary statements that capture a strong yet well-rounded perspective of your performance across the specific MPAs and ALQs established for the reporting period.

Higher level reviewer assessment. Because not every Airman receives a "Promote Now" or "Must Promote" allocation or senior rater stratification or endorsement, use this section to identify competence, leadership, mentoring, judgment, etc. Align descriptions with responsibilities outlined for the next

higher grade in *The Enlisted Force Structure*. But be very cautious about your word choice. These statements should complement and complete the assessment of performance. When warranted, you want senior raters to provide very impactful comments for the evaluation period.

S E V E N

PROMOTION BOARD SCORING

MSgt Snuffy thinks he plateaued in his career. Though he had a great start with Sergeant Jones, he has yet to receive another supervisor and mentor like him. So after receiving the same board score for two promotion cycles, he thought it was time to reach out to his old supervisor.

Chief Jones was now one of Sergeant Snuffy's MAJCOM functional managers. Sergeant Snuffy reached out to the chief and asked for his help. He wondered if Chief Jones could review his records and tell him what he was missing. Chief Jones asked Sergeant Snuffy to send over his records and give him a few days before responding with feedback. Following are three things Chief Jones identified in Sergeant Snuffy's records:

- 1. No breadth of knowledge or experience.** Though Sergeant Snuffy changed duty sections and bases, his evaluations listed several similar accomplishments year after year. He lacked breadth of knowledge and experience within

his work centers, functional community, and performance as a SNCO.

2. Lack of impactful accomplishments. There needed to be more detail, quantitative data, and impactful results throughout Sergeant Snuffy's evaluations. His results were described as:

“100% accountability”

“100% compliant”

“enriched lives”

“bolstered knowledge”

“guaranteed accountability”

If you consider the six questions for finding the story of an accomplishment, one of the first questions you might ask in each of the “results” above is “*how?*.”

If there was 100% program accountability, what was the program like before Sergeant Snuffy’s arrival? There might be quantitative data to gather. The same with “100% compliant.”

How did Sergeant Snuffy “enrich lives?”

How does someone “bolster knowledge?”

For example, Sergeant Snuffy could have shown how the college classes he completed improved his daily mission or local community.

3. Senior Noncommissioned Officer (SNCO) Deficiencies.

Sergeant Snuffy wasn't showing himself as an active, visible SNCO.²⁵ He wasn't describing how his Airmen were being developed into better followers, leaders, and supervisors. Additionally, there was little mentoring, professional or personal development, awards, or unit, base, or community involvement within his evaluations.

Chief Jones told Sergeant Snuffy that there was nothing he could do to change the written record, but he could change the narrative of the next evaluation. They then talked about building a solid career map. Chief Jones also summarized the messages he shared with Sergeant Snuffy as an Airman. Lastly, Chief Jones asked to review his evaluation performance statements before submitting them to his supervisor.

²⁵ *The Enlisted Force Structure*. Page 17. United States Air Force. 22 May 2022. https://www.doctrine.af.mil/Portals/61/documents/Airman_Development/Brown-Book.pdf.

CONCLUSION

I appreciate the time you've taken to invest in your career and your Airmen. You organize, train, and equip great Airmen who live out our Air Force Core Values and accomplish the mission daily. You serve your country proudly and give your best effort in her defense. You owe it to yourself and your Airmen to accurately document your accomplishments.

Thank you for allowing me the opportunity to share my story and message of career management and narrative writing. I truly hope this book can help you and your Airmen receive the recognition you've earned and deserve. There are no shortcuts to being recognized and promoted, only hard work and the ability to communicate that in writing.

MPA AND ALQ SUMMARY

Executing the Mission: Effectively uses knowledge initiative, and adaptability to produce timely, high quality, quantity results to positively impact the mission.

a. *Job Proficiency:* Demonstrates knowledge and professional skill in assigned duties, achieving positive results and impact in support of the mission.

b. *Adaptability:* Adjusts to changing conditions, to include plans, information, processes, requirements and obstacles in accomplishing the mission.

c. *Initiative:* Assesses and takes independent or directed action to complete a task or mission that influences the mission or organization.

Leading People: Fosters cohesive teams, effectively communicates, and uses emotional intelligence to take care of people and accomplish the mission.

a. *Inclusion & Teamwork:* Collaborates effectively with others to achieve an inclusive climate in pursuit of a common goal or to complete a task or mission.

b. *Emotional Intelligence*: Exercises self-awareness, manages their own emotions effectively; demonstrates an understanding of others' emotions, and appropriately manages relationships.

c. *Communication*: Articulates information in a clear and timely manner, both verbally and non-verbally, through active listening and messaging tailored to the appropriate audience.

Managing Resources: Manages assigned resources effectively and takes responsibility for actions, behaviors to maximize organizational performance.

a. *Stewardship*: Demonstrates responsible management of assigned resources, which may include time, equipment, people, funds and/or facilities.

b. *Accountability*: Takes responsibility for the actions and behaviors of self and/or team; demonstrates reliability and transparency.

Improving the Unit: Demonstrates critical thinking and fosters innovation to find creative solutions and improve mission execution.

a. *Decision Making*: Makes well-informed, effective and timely decisions under one's control that weigh constraints, risks, and benefits.

b. *Innovation*: Thinks creatively about different ways to solve problems, implements improvements and demonstrates calculated risk-taking.

ACTION VERB LIST

On the following pages is an action verb list of over two thousand verbs. This verb list has been a part of my professional development toolbox since 2006. I hope it'll help you as it has helped me.

accelerated	expressed	hastened	expedited
accepted	acknowledged	recognized	acclaimed
accomplished	consummated	completed	achieved
accounted	explained	elucidated	described
achieved	completed	attained	accomplished
acknowledged	admitted	recognized	affirmed
acquired	contracted	ordered	procured
acted	executed	officiated	transacted
activated	utilized	applied	exercised
actuated	propelled	drove	launched
adapted	arranged	allocated	adopted
added	adjoined	annexed	appended
addressed	applied	directed	approached
adjusted	modified	altered	revised
administered	discharged	contributed	dispensed
adopted	embraced	imitated	espoused

advanced	furthered	served	proceeded
advertised	contracted	engaged	reserved
advised	informed	considered	enlightened
advocated	recommended	sanctioned	approved
aided	assisted	benefited	helped
aligned	arranged	regulated	adjusted
allocated	adapted	appointed	designated
altered	modified	adjusted	revised
analyzed	examined	scrutinized	investigated
answered	acknowledged	confirmed	responded
anticipated	expected	prepared	predicted
applied	utilized	activated	exercised
appointed	chose	designated	nominated
appraised	informed	advised	notified
approved	authorized	certified	allowed
arbitrated	mediated	decided	reconciled
argued	debated	discussed	pleaded
arranged	assorted	grouped	indexed
articulated	voiced	expressed	pronounced
ascertained	demonstrated	proved	established
assembled	constructed	fabricated	created
assessed	negotiated	funded	deferred
assigned	constrained	compelled	absorbed
assisted	controlled	supervised	conducted
assured	guaranteed	affirmed	pledged
attained	completed	finished	concluded
attended	accompanied	succeeded	supported
audited	approved	balanced	validated

augmented	increased	enlarged	developed
authorized	allowed	sanctioned	empowered
automated	programmed	streamlined	computerized
awarded	honored	granted	bestowed
balanced	equalized	offset	evened
beat	conquered	defeated	surpassed
began	initiated	started	embarked
bolstered	reinforced	supported	sustained
booked	contracted	engaged	reserved
boosted	advocated	validated	endorsed
bought	purchased	acquired	ordered
briefed	outlined	summarized	advised
broadened	increased	augmented	expanded
brought	accomplished	completed	executed
budgeted	purchased	acquired	ordered
built	constructed	fabricated	completed
calculated	planned	designed	steered
calibrated	regulated	tuned	balanced
catalogued	grouped	classified	assorted
categorized	assorted	classified	arranged
caught	seized	captured	snared
caused	produced	procured	effected
centralized	incorporated	assembled	gathered
chaired	administered	moderated	conducted
changed	altered	modified	adjusted
charged	assessed	expensed	supervised
charted	summarized	diagrammed	outlined
checked	curbed	limited	examined

chose	picked	named	elected
cited	named	mentioned	referred
clarified	simplified	facilitated	reduced
classified	grouped	catalogued	assorted
closed	ended	finished	concluded
coached	mentored	guided	trained
co-authored	designed	composed	initiated
co-founded	instituted	established	achieved
collaborated	cooperated	approved	assented
collated	accumulated	gathered	concentrated
collected	amassed	compiled	accumulated
combined	linked	joined	united
commanded	ordered	established	regulated
communicated	informed	announced	declared
compared	collated	compiled	measured
competed	contented	strived	opposed
compiled	grouped	catalogued	assorted
completed	concluded	built	achieved
complied	acceded	followed	conformed
composed	designed	authored	drafted
computed	sized	gauged	counted
conceived	instituted	achieved	founded
conceptualized	visualized	theorized	discerned
conciliated	soothed	appeased	mollified
concluded	ended	terminated	finished
condensed	consolidated	massed	accumulated
conditioned	changed	altered	modified
conducted	controlled	supervised	directed

conferred	granted	presented	bequeathed
confronted	opposed	disputed	challenged
connected	combined	merged	united
conserved	preserved	maintained	sustained
considered	contemplated	investigated	weighed
consolidated	accumulated	massed	compiled
constructed	completed	assembled	created
consulted	discussed	conferred	counseled
contacted	communicated	reached	called
contributed	granted	conferred	bestowed
controlled	directed	guided	managed
conversed	spoke	discussed	talked
converted	transformed	remade	transfigured
convinced	converted	persuaded	indoctrinated
cooperated	united	banded	collaborated
coordinated	connected	balanced	offset
corrected	repaired	mended	fixed
correlated	activated	exercised	adjusted
corresponded	communicated	wrote	informed
counseled	recommended	advised	taught
counted	enumerated	reckoned	influenced
crafted	produced	assembled	constructed
created	constructed	crafted	completed
critiqued	examined	inquired	studied
cultivated	refined	finished	enlightened
customized	fitted	conformed	tailored
cut	penetrated	lanced	pierced
dealt	contracted	arranged	pledged

debated	argued	contested	discussed
decided	resolved	concluded	determined
decreased	reduced	contracted	diminished
deduced	concluded	postulated	understood
deferred	postponed	adjourned	prolonged
defined	outlined	fixed	limited
delegated	commissioned	authorized	appointed
delivered	transferred	rendered	issued
demonstrated	proved	established	ascertained
described	depicted	pictured	illustrated
designated	determined	destined	specified
designed	planned	aimed	calculated
detailed	specified	itemized	enumerated
detected	discovered	unearthed	encountered
determined	settled	decided	concluded
developed	perfected	advanced	refined
devised	invented	arranged	concocted
diagnosed	forecasted	predicted	prepared
diagrammed	sketched	pictured	described
differentiated	changed	altered	modified
digested	permeated	assimilated	metabolized
diminished	discontinued	abandoned	released
directed	controlled	supervised	conducted
disassembled	dismantled	divided	dismounted
disconnected	separated	detached	switched
discovered	encountered	detected	unearthed
discriminated	distinguished	sifted	separated
discussed	explained	considered	reviewed

dismantled	disconnected	divided	dismounted
dispatched	sent	transmitted	issued
dispensed	granted	conferred	bestowed
displayed	exhibited	exposed	demonstrated
disposed	adjusted	settled	adapted
disproved	refuted	revoked	invalidated
dissected	examined	operated	divided
disseminated	dissipated	scattered	dispersed
distinguished	characterized	identified	discerned
distributed	issued	scattered	arranged
diverted	deflected	distracted	redirected
documented	accounted	recorded	registered
drafted	made	designed	wrote
dramatized	performed	produced	portrayed
drew	attracted	enticed	pulled
drilled	rehearsed	taught	trained
dropped	discontinued	released	abandoned
drove	forced	propelled	pushed
uplicated	redoubled	multiplied	increased
earned	deserved	merited	warranted
edited	revised	corrected	composed
educated	trained	learned	accomplished
effected	concluded	completed	finalized
elected	picked	named	chose
electrified	delighted	impressed	excited
elevated	raised	lifted	improved
eliminated	dislodged	removed	extracted
employed	occupied	engaged	worked

enabled	sanctioned	enabled	confirmed
enacted	decided	determined	accomplished
encouraged	enlivened	motivated	energized
enforced	compelled	exerted	incited
engaged	contracted	occupied	absorbed
engineered	maneuvered	schemed	masterminded
enhanced	corrected	modified	updated
enjoyed	benefited	welcomed	relished
enlarged	expanded	augmented	developed
enlisted	secured	engaged	recruited
ensured	assured	guaranteed	secured
entered	admitted	installed	enrolled
entertained	engrossed	absorbed	engaged
equipped	implemented	readied	supplied
erected	produced	constructed	fabricated
established	fixed	secured	instituted
estimated	assessed	appraised	computed
evaluated	judged	appraised	estimated
examined	investigated	weighed	determined
exceeded	surpassed	beat	surmounted
executed	accomplished	completed	finished
exercised	utilized	applied	activated
exhibited	exposed	displayed	disclosed
expanded	increased	enlarged	augmented
expedited	hastened	accelerated	assisted
experienced	trained	matured	seasoned
experimented	examined	analyzed	probed
explained	elucidated	clarified	illustrated

explored	investigated	inquired	researched
expressed	declared	stated	asserted
extracted	separated	transferred	eliminated
fabricated	constructed	completed	assembled
facilitated	simplified	reduced	clarified
familiarized	learned	enlightened	educated
fashioned	fabricated	made	manufactured
figured	computed	calculated	estimated
filed	applied	requested	submitted
filtered	refined	separated	purified
financed	provided	underwrote	arranged
fixed	attached	defined	assigned
followed up	ensured	proceeded	succeeded
forecasted	predicted	anticipated	foretold
foresaw	anticipated	planned	predicted
formed	shaped	molded	created
formulated	expressed	devised	drafted
forwarded	transferred	relocated	moved
fostered	prepared	nurtured	raised
found	established	created	discovered
founded	instituted	achieved	established
fulfilled	executed	completed	achieved
functioned as	performed	operated	officiated
gained	achieved	obtained	procured
gathered	congregated	assembled	collected
gave	bestowed	granted	donated
generated	made	created	originated
governed	superintended	managed	supervised

graded	rated	evaluated	judged
graphed	summarized	diagrammed	charted
greeted	saluted	welcomed	approached
grew	enlarged	expanded	increased
grossed	enlarged	increased	achieved
grouped	classified	assorted	arranged
guarded	protected	shielded	safeguarded
guided	controlled	supervised	conducted
handled	manipulated	rearranged	maneuvered
harmonized	coordinated	balanced	conformed
hastened	rushed	accelerated	dispatched
headed	determined	designated	destined
heightened	extended	elevated	enhanced
held	retained	defended	controlled
helped	assisted	upheld	sustained
highlighted	stressed	emphasized	pointed
hiked	explored	traveled	worked
hired	employed	engaged	procured
housed	built	established	harbored
hunted	pursued	searched	explored
identified	ascertained	analyzed	classified
illustrated	depicted	embellished	portrayed
imagined	hypothesized	conceived	pictured
immersed	submerged	engaged	intended
implemented	accomplished	fulfilled	achieved
improved	rectified	updated	corrected
improvised	constructed	created	produced
included	embodied	contained	encompassed

incorporated	instituted	achieved	founded
increased	extended	enhanced	heightened
indexed	sorted	tabulated	catalogued
indicated	suggested	implied	insinuated
indoctrinated	propagandized	convinced	imbued
induced	affected	convinced	moved
inferred	deduced	implied	reasoned
influenced	affected	persuaded	convinced
informed	enlightened	educated	learned
initiated	inaugurated	enrolled	entered
injected	interjected	introduced	inserted
innovated	originated	devised	discovered
inspected	approved	validated	certified
inspired	galvanized	motivated	energized
installed	admitted	enrolled	entered
instigated	originated	launched	proposed
instituted	achieved	founded	chartered
insured	guaranteed	underwrote	safeguarded
integrated	connected	attached	joined
interfaced	meshed	weaved	twisted
interpreted	comprehended	examined	perceived
intervened	arbitrated	mediated	negotiated
interviewed	conversed	questioned	examined
introduced	acquainted	perceived	conducted
invented	originated	devised	discovered
inventoried	listed	catalogued	recorded
invested	enfolded	enclosed	infused
investigated	considered	weighed	determined

involved	included	entailed	comprised
isolated	separated	guaranteed	insulated
issued	published	distributed	dispatched
itemized	enumerated	recorded	arranged
joined	linked	connected	united
judged	tried	adjudicated	considered
kept	possessed	enjoyed	dominated
labeled	catalogued	assorted	grouped
labored	worked	strived	cultivated
launched	instituted	began	established
learned	experienced	discovered	mastered
lectured	addressed	expounded	taught
led	guided	ushered	conducted
leveled	equalized	balanced	compared
licensed	approved	authorized	accredited
listed	registered	certified	authorized
lobbied	influenced	induced	affected
located	discovered	detected	encountered
looked	scrutinized	expected	examined
lowered	reduced	decreased	diminished
made	fabricated	fashioned	manufactured
maintained	continued	extended	prolonged
managed	administered	directed	conducted
manipulated	maneuvered	managed	handled
mapped	summarized	diagrammed	charted
marked	inscribed	imprinted	labeled
marketed	sold	bargained	traded
mastered	conquered	subjugated	learned

matched	balanced	offset	evened
maximized	magnified	stressed	emphasized
measured	gauged	calibrated	graded
mediated	arbitrated	reconciled	settled
mentioned	cited	named	specified
met	fulfilled	realized	achieved
minimized	lowered	decreased	diminished
mixed	combined	united	joined
mobilized	engaged	employed	selected
modeled	shaped	molded	created
moderated	reduced	curbed	modified
modified	changed	adjusted	altered
monitored	observed	watched	regulated
motivated	inspired	energized	encouraged
mounted	ascended	rose	scaled
moved	influenced	impressed	affected
multiplied	doubled	reproduced	increased
named	called	titled	labeled
navigated	guided	steered	conducted
negotiated	settled	bargained	moderated
netted	profited	accrued	gained
neutralized	offset	negated	nullified
noted	distinguished	celebrated	eminent
notified	apprised	informed	advised
observed	noticed	perceived	watched
obtained	completed	fulfilled	achieved
offered	proposed	extended	suggested
opened	initiated	began	inaugurated

operated	handled	conducted	produced
orchestrated	arranged	organized	managed
ordered	arranged	organized	placed
organized	established	instituted	planned
oriented	familiarized	informed	instructed
originated	established	launched	proposed
outlined	delineated	summarized	defined
overcame	conquered	captured	appropriated
overhauled	renovated	restored	rebuilt
oversaw	supervised	commanded	managed
paid	collected	gathered	accumulated
painted	portrayed	depicted	delineated
paraphrased	explained	interpreted	translated
participated	competed	contended	engaged
perceived	comprehended	understood	discerned
perfected	completed	developed	realized
performed	fulfilled	rendered	achieved
persuaded	converted	convinced	indoctrinated
photographed	illustrated	pictured	painted
piloted	steered	conducted	drove
pinpointed	determined	established	identified
pioneered	established	discovered	explored
placed	arranged	situated	established
planned	programmed	outlined	arranged
played	performed	competed	engaged
pointed	indicated	displayed	evinced
policed	patrolled	regulated	guarded
positioned	arranged	placed	established

practiced	experienced	versed	skilled
predicted	expected	anticipated	forecasted
prepared	arranged	anticipated	contrived
prescribed	directed	appointed	guided
presented	granted	conferred	bestowed
preserved	guarded	secured	sheltered
presided	directed	controlled	officiated
prevailed	predominated	commanded	won
prevented	stopped	averted	blocked
prioritized	arranged	organized	ordered
probed	investigated	examined	explored
proceeded	progressed	advanced	initiated
processed	advanced	progressed	developed
procured	acquired	ordered	budgeted
produced	completed	assembled	created
profited	gained	benefited	recovered
programmed	computerized	automated	streamlined
prohibited	restricted	disallowed	prevented
projected	programmed	planned	outlined
promoted	recommended	approved	assisted
proofed	reviewed	analyzed	inspected
proofread	revised	corrected	rewrote
proposed	intended	designated	calculated
protected	defended	secured	safeguarded
proved	established	accepted	affirmed
provided	furnished	arranged	contributed
publicized	recognized	prominent	noted
published	distributed	printed	announced

purchased	acquired	ordered	procured
pushed	drove	inspired	propelled
qualified	experienced	capable	trained
questioned	inquired	sought	interrogated
quoted	cited	reviewed	mentioned
raised	constructed	prepared	elevated
ran	picked	elected	chosen
rated	appraised	evaluated	assessed
read	interpreted	translated	explained
realized	accomplished	achieved	performed
rearranged	organized	regulated	ordered
reasoned	argued	influenced	persuaded
reassembled	renewed	rallied	returned
recalled	eliminated	removed	expended
recapitulated	surrendered	submitted	yielded
received	obtained	secured	acquired
reckoned	calculated	computed	estimated
recognized	acclaimed	celebrated	accredited
recommended	endorsed	sanctioned	approved
reconciled	validated	balanced	audited
reconditioned	renovated	restored	rebuilt
reconstructed	reconditioned	renovated	restored
recorded	registered	chronicled	transcribed
recruited	secured	engaged	procured
redesigned	revised	amended	overhauled
reduced	diminished	decreased	curtailed
referred	designated	destined	headed
refined	cultivated	polished	accomplished

regrouped	recovered	triumphed	recaptured
regulated	arranged	ordered	classified
rehabilitated	restored	stimulated	refreshed
reinforced	strengthened	intensified	bolstered
related	affiliated	associated	connected
relayed	informed	imparted	disclosed
remodeled	remade	improved	rebuilt
removed	transferred	eliminated	replaced
rendered	completed	finished	executed
renovated	remodeled	remade	improved
reordered	rearranged	reorganized	systematized
reorganized	arranged	organized	regulated
repaired	reconstructed	mended	corrected
repeated	restated	reiterated	recapitulated
rephrased	restated	reiterated	reworded
replaced	exchanged	substituted	transposed
replenished	inflated	expanded	boosted
reported	accounted	noted	recorded
represented	presented	denoted	portrayed
reproduced	duplicated	generated	multiplied
requested	inquired	petitioned	appealed
rescued	discovered	detected	unearthed
researched	investigated	examined	inquired
reshaped	formed	shaped	molded
resolved	determined	established	decided
responded	understood	retained	heeded
restated	repeated	reiterated	retold
restocked	refreshed	replenished	modernized

restored	reestablished	reinstated	reintroduced
restructured	rearranged	reorganized	overhauled
retold	recounted	narrated	reported
retrieved	discovered	detected	unearthed
returned	replaced	reinstated	reestablished
revamped	reworked	overhauled	redrafted
revealed	disclosed	exposed	unveiled
reviewed	analyzed	inspected	examined
revised	modified	adjusted	altered
revitalized	bolstered	energized	invigorated
revived	revitalized	refreshed	restored
reworked	adapted	modified	transformed
rewrote	restated	rephrased	reiterated
rotated	interchanged	alternated	substituted
routed	directed	detoured	bypassed
safeguarded	defended	protected	shielded
said	voiced	spoke	expressed
salvaged	retrieved	rescued	restored
saved	rescued	salvaged	liberated
saw	observed	witnessed	noticed
scanned	comprehended	interpreted	examined
scheduled	entered	registered	installed
scouted	explored	investigated	examined
screened	guarded	shielded	safeguarded
scrutinized	examined	inspected	investigated
searched	explored	investigated	researched
secured	safeguarded	defended	protected
selected	picked	named	elected

sent	bestowed	imparted	conferred
served	enlisted	enrolled	provided
serviced	maintained	prepared	sustained
set	determined	decided	concluded
set up	prepared	contrived	arranged
shaped	formed	created	carved
sharpened	whetted	updated	amended
shipped	consigned	loaded	transmitted
shortened	condensed	abridged	summarized
showed	produced	presented	exhibited
sifted	filtered	screened	refined
signaled	gestured	indicated	suggested
signified	communicated	indicated	expressed
simplified	reduced	clarified	interpreted
sketched	planned	outlined	drafted
smoothed	evened	equalized	balanced
sold	purchased	finalized	transacted
solicited	canvassed	lobbied	influenced
solved	answered	deciphered	interpreted
sorted	ordered	arranged	distributed
sought	pursued	followed	aspired
sparked	enkindled	stimulated	motivated
spearheaded	initiated	commenced	instituted
specified	designated	stipulated	requested
spoke	communicated	verbalized	articulated
staffed	employed	enlisted	engaged
standardized	regulated	normalized	organized
started	founded	initiated	established

stated	declared	pronounced	asserted
stimulated	accelerated	motivated	encouraged
stirred	excited	provoked	stimulated
stopped	terminated	hindered	impeded
stored	packaged	gathered	collected
stowed	stored	packed	consigned
straightened	adjusted	corrected	leveled
streamlined	programmed	automated	computerized
strengthened	reinforced	restored	bolstered
stressed	emphasized	accentuated	highlighted
structured	arranged	configured	organized
studied	investigated	practiced	learned
submitted	relinquished	volunteered	proposed
succeeded	replaced	supplanted	superseded
suggested	implied	indicated	insinuated
summarized	encapsulated	abridged	condensed
superintended	oversaw	controlled	directed
supervised	controlled	directed	guided
supplied	outfitted	equipped	provided
supported	maintained	upheld	sustained
surmounted	transcended	mastered	overcame
surveyed	detected	perceived	viewed
switched	exchanged	substituted	transposed
synchronized	adjusted	adapted	harmonized
synthesized	consolidated	blended	coalesced
systematized	organized	coordinated	rearranged
tabulated	systematized	catalogued	complied
tackled	undertook	endeavored	exerted

talked	communicated	conversed	discussed
tallied	counted	recorded	calculated
targeted	marked	imprinted	registered
taught	educated	instructed	trained
tended	protected	guarded	safeguarded
tested	inspected	examined	weighed
tightened	compressed	condensed	curtailed
timed	gauged	regulated	measured
took	acquired	obtained	seized
totaled	calculated	estimated	computed
toured	journeyed	visited	traveled
traced	pursued	investigated	determined
tracked	followed	pursued	shadowed
traded	exchanged	transposed	substituted
trained	educated	initiated	indoctrinated
transcribed	reproduced	deciphered	duplicated
transferred	conveyed	yielded	assigned
transformed	converted	transfigured	transmuted
translated	interpreted	reworded	paraphrased
transmitted	transported	transferred	conveyed
transported	conveyed	transmitted	transferred
traveled	seasoned	experienced	accomplished
treated	prescribed	ministered	attended
trimmed	pruned	sheared	truncated
troubleshoot	explored	investigated	interrogated
turned	averted	diverted	transformed
tutored	educated	trained	enlightened
typed	transcribed	deciphered	prepared

uncovered	exposed	unveiled	unmasked
unearthed	discovered	detected	exposed
unfurled	uncoiled	expended	expanded
unified	affiliated	linked	connected
updated	corrected	amended	improved
underlined	underscored	emphasized	accentuated
upgraded	improved	modernized	modified
utilized	employed	manipulated	handled
validated	legalized	approved	certified
verbalized	articulated	vocalized	expressed
verified	authenticated	documented	corroborated
vitalized	animated	energized	invigorated
volunteered	offered	proposed	suggested
welcomed	appreciated	honored	esteemed
widened	broadened	expanded	increased
won	succeeded	triumphed	prevailed
worked	labored	operated	managed
wrote	composed	formulated	created



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The enlisted evaluation form is among the most important documents in an enlisted member's career. This form has long-standing impacts during and after their military service. The final rank on the DD Form 214, Discharge Papers and Separation Documents, is largely based on the information provided in their evaluations.

Evaluations help make important personnel decisions, such as promotion consideration, career opportunities, retraining, and reenlistments. With the significant weight evaluations have in your career and beyond, I wrote *Stripes: An Airman's Writing and Career Management Guide* to help you lay a solid foundation for your career. I'll help you map your career expectations and goals in this book and provide narrative writing mechanics. I also provide a list of over two thousand action verbs.

