

**BY ORDER OF THE COMMANDER
SPACE AND MISSILE SYSTEMS
CENTER**

**AIR FORCE INSTRUCTION 36-2301
SPACE AND MISSILE SYSTEMS CENTER**



**SUPPLEMENT
6 AUGUST 2012**

Personnel

DEVELOPMENTAL EDUCATION

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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RELEASABILITY: There are no releasability restrictions on this publication.

OPR: 61 FSS/FSDE

Certified by: 61 ABG/CC
(Colonel Frank W. Simcox)

Supersedes: SMCI36-2301, 28 March
2005

Pages: 19

This Instruction requires collecting and maintaining information protected by the *Privacy Act of 1974*. Title 10, United States Code, Section 8013 and Executive Order 9397, 22 November 1943, authorizes the Air Force to collect and maintain the records in this instruction. All records created will be maintained and disposed of as prescribed IAW AFI 33-332, *Air Force Privacy Act Program*

SUMMARY OF CHANGES

This revision includes office symbol changes, updates the responsibilities, nomination procedures and clarifies the SMC SOS selection board process and procedures used to select military personnel to attend SOS in-residence. Additional minor administrative corrections were made and references updated.

3.10.5. (Added) The Space and Missile Systems Center Commander: Delegates the authority to administer the SOS Central Selection Board (CSB) program to SMC/CV.

7.1.1. (Added) Eligible officers assigned to SMC and subordinate organizations will be selected to attend SOS in-residence via a centralized selection board (CSB). The fundamental purpose of the CSB is to select officers through a fair and competitive selection process for in-residence attendance at SOS. A CSB is necessary because there are not enough quotas for 100%

attendance by eligible officers. Specific CSB procedures follow:

7.1.1.1. (Added) Pre-board Organizational Procedures

7.1.1.1.1. (Added) The Space and Missile Systems Center Vice Commander:

7.1.1.1.1.1. (Added) Conducts an annual review of administrative briefings provided to the CSB by 61 FSS/FSDE and ensures they are consistent with and do not alter eligibility criteria for the SOS in-residence selection process.

7.1.1.1.1.2. (Added) Appoints the chairperson of the board and board members. The chairperson of the board must be of grade O-6 or higher, and board members must be of grade O-5 or higher. Civilian equivalents will be considered as appropriate. Appointed personnel must be qualified and able to perform their duties without prejudice or partiality. Board members must not be appointed for the purpose of affecting the selection of any individual by the board.

7.1.1.1.1.3. (Added) The Board must include at least one member from the 61 ABG, one from any SMC program office and one from the SMC Staff. SMC/CV will approve or delegate approval authority for the final board composition. The number or range of SOS board members including the board chairman should normally be 5-7 members.

7.1.1.1.1.4. (Added) An individual cannot serve as a member of two successive boards.

7.1.1.1.1.5. (Added) Ensures written operating procedures are used to govern the administrative support for selection boards.

7.1.1.1.1.6. (Added) SMC/CV may give additional instructions to the board beyond those contained in this instruction. These instructions may include, but are not limited to, how push notes should be evaluated and also any key information available from AFSPC or Air University regarding SOS. Use of AF Form 3227, *Privacy Act Coversheet*, is mandated to protect and cover PII contained in records at all times from casual viewing by individuals who do not have a need to know the PII in the performance of their duties.

7.1.1.1.2.1. (Added) Determines which officers are eligible to meet the SOS selection board in accordance with (IAW) AFI 36-2301.

7.1.1.1.2.2. (Added) Announces the board convening date to SMC population, to include detachments and geographically separated units, approximately 70 days prior to the board convening date. Eligibility lists will also be provided at this time if made available from HQ AFSPC.

7.1.1.1.2.3. (Added) Appoints the recorders and administrative staff.

7.1.1.1.2.4. (Added) Ensures only one nomination package is submitted per officer. Ensures a candidate's organization is notified of opportunity to submit nomination package.

7.1.1.1.2.5. (Added) Suspenses units to forward nomination packages to arrive NLT 30 days prior to the board convening date or provide a negative response.

7.1.1.1.2.6. (Added) Briefs board members on board operations.

7.1.1.1.2.7. (Added) Processes the board report.

7.1.1.1.3. (Added) Units:

7.1.1.1.3.1. (Added) Review eligibility list provided by 61 FSS/FSD and internal organizational records to ensure all eligible candidates are taken into account.

7.1.1.1.3.2. (Added) Ensure each nomination package is assembled as specified in the SMC Nomination Package Checklist (Attachment 11).

7.1.1.1.4. (Added) Eligible Officers:

7.1.1.1.4.1. (Added) Review Report on Personnel (ROP) and Assignment Management System (AMS) Single Uniform Retrieval Format (SURF) for accuracy of personnel data.

7.1.1.1.4.2. (Added) Review Officer Performance Report (OPR)s for accuracy and discuss any concerns with rating officials.

7.1.1.1.4.3. (Added) Consider submitting a letter to the Board if required, to address corrections and/or inconsistencies found in the member's record which have previously been brought to the attention of the 61 FSS/MPE.

7.1.1.1.4.4. (Added) Report any errors of military personnel record to the appropriate MPF work center.

7.1.1.1.4.5. (Added) E-mail Transmission of nomination packages. Use e-mail encryption to protect any document used for nomination purposes that contains SMC's unclassified critical information, Privacy Act (PA), Personal Identifiable Information (PII), and individually identifiable health, IAW AFI 33-119, Air Force Messaging. The number of e-mail recipients should be kept to a minimum. Refer to AFI 31-401, Atch 2, for other protection measures.

7.1.1.2. (Added) Conducting the Board

7.1.1.2.1. (Added) Rules Governing All Boards. When the board is in session, it works directly for the SMC/CV under the supervision of the board chairperson. No person may:

7.1.1.2.1.1. (Added) Direct a particular individual be selected or not selected by the board.

7.1.1.2.1.2. (Added) Censure, reprimand, or admonish the board or any member of the board for recommendations or for exercising any function within the discretion of the board.

7.1.1.2.1.3. (Added) Attempt to coerce or influence, by any means, any action of a board or any member of a board in formulating the board's recommendations.

7.1.1.2.1.4. (Added) Board members will not discuss or disclose non-board member's opinions about eligible officers unless such opinions were provided in their nomination package.

7.1.1.2.2. (Added) The Board Chairperson:

7.1.1.2.2.1. (Added) Performs administrative duties in connection with the board proceedings, to include preparing a written report on board findings/recommendations.

7.1.1.2.2.2. (Added) Oversees the conduct of the board, including approving "rescores," monitoring discussions, and resolving "gray" records as defined in paragraph 7.1.1.2.14.

7.1.1.2.2.3. (Added) Monitors the quality of records in the "gray" plus records below and above the "gray." If the scoring standards of these records are not consistent, the chairperson of the board will take action to resolve inconsistencies. Refer to paragraph 7.1.1.2.15 for clarification.

7.1.1.2.3. (Added) Board Members:

7.1.1.2.3.1. (Added) Perform their duties based on the best interests of the Air Force.

7.1.1.2.3.2. (Added) Will not represent or sponsor any particular career field, organization, or any other category of officers.

7.1.1.2.3.3. (Added) Will request relief from SMC/CV if they cannot, in good conscience perform their duties without prejudice or partiality.

7.1.1.2.4. (Added) Board Recorders:

7.1.1.2.4.1. (Added) Manage the flow of records to the board members, answer administrative questions, screen information for presentation to the board, and advise the board chairperson and members on board processes and other administrative matters.

7.1.1.2.4.2. (Added) Distribute records to board members to ensure a random distribution.

7.1.1.2.4.3. (Added) Ensure at least one board recorder is present during all board deliberations.

7.1.1.2.4.4. (Added) Not serve as a recorder on boards for which they are being considered.

7.1.1.2.4.5. (Added) Not serve as a board member and a recorder for the same board.

7.1.1.2.5. (Added) Administrative Support Staff. Organizes records for presentation to the board, screens information for presentation to the board, transcribes scores into a database and verifies their accuracy, accounts for records that have been re-scored, answers administrative questions, and maintains the order of merit established by the board members' scores. 61

FSS/FSD will ensure sufficient personnel are available to fulfill administrative requirements.

7.1.1.2.6. (Added) Writing Letters to a Board.

7.1.1.2.6.1. (Added) Officers eligible for selection may write a letter to the board to address corrections and/or inconsistencies found in the member's record that have previously been brought to the attention of the 61 FSS/FSM.

7.1.1.2.6.2. (Added) Officers submit the letter in good faith, and ensure it contains verifiable information not already contained in the record..

7.1.1.2.6.3. (Added) Officers ensure letter is signed and dated.

7.1.1.2.6.4. (Added) Letters must be received by 61 FSS/FSD no later than 2 duty days prior to the board convening date. The board will not consider letters arriving after the deadline.

7.1.1.2.6.5. (Added) If requesting return of the letter, the officer provides a stamped, self-addressed envelope.

7.1.1.2.6.6. (Added) 61 FSS/FSD advises officers within 24 hours of receipt when letters do not meet the above requirements and returns the letter.

7.1.1.2.6.7. (Added) Letters on behalf of other officers are not permitted.

7.1.1.2.7. (Added) Reviewing Records.

7.1.1.2.7.1. (Added) Board members will provide a quality review and score for every nominated record.

7.1.1.2.8. (Added) Scoring Records.

7.1.1.2.8.1. (Added) Score records on a best-qualified basis.

7.1.1.2.8.2. (Added) Selections for SOS in-residence are based on general guidelines contained in AFI 36-2501, which include: job performance, leadership, professional qualities, breadth and depth of experience, current job responsibility, professional military education ex. completion of SOS via correspondence, and specific achievements including awards, decorations, and special recognitions.

7.1.1.2.8.3. (Added) Base all scores on the following:

7.1.1.2.8.3.1. (Added) The material in each officer's official military record and nomination package.

7.1.1.2.8.3.2. (Added) Any information communicated by letter from the officer concerning his or her own record.

7.1.1.2.8.4. (Added) Score records by secret ballot, without benefit of discussion, unless a significant disagreement (a “split,” see Para 7.1.1.2.11. for definition) occurs in the scores on a particular record. The board chairperson approves requests to discuss records that are not “splits.” Board members may discuss their own personal knowledge and evaluation of the professional qualifications of eligible officers as long as they discuss only matters permitted by law, this supplement, or SMC/CV guidance and instructions

7.1.1.2.9. (Added) Using the Scoring Scale.

7.1.1.2.9.1. (Added) Board chairperson and members will use this scoring scale:

10.0	Absolutely superior
9.5	Outstanding
9.0	Few could be better
8.5	Strong
8.0	Slightly above average
7.5	Average
7.0	Slightly below average
6.5	Well below average
6.0	Lowest

7.1.1.2.10. (Added) Conducting Trial Runs. The board recorder provides board members with pre-identified records to practice scoring and to illustrate situations the board may encounter during the scoring process. The trial run records will not be actual records of officers being considered by the board.

7.1.1.2.10.1. (Added) The board chairperson makes the determination if a second trial run is needed.

7.1.1.2.10.2. (Added) After each trial run, the board discusses scoring to ensure all members have a similar scoring baseline. There is no requirement for absolute uniformity of scores; the trial runs and discussions are valuable tools to help resolve differences.

7.1.1.2.11. (Added) Defining Scoring “Splits.” A scoring “split” is a significant disagreement between board members about the score of a record. Board members are to consider a difference in a score of 2 points or more between any two board members (i.e., 6 and 8, or 8 and 10.)

7.1.1.2.12. (Added) Resolving “Splits.” Board members discuss the record involved in the “split” and may change scores to resolve the “split” or re-score the record. Normally board

members with split scores may change their scores in the process of resolving a split. If the split is not resolved, the record is re-scored by the board. The board chair has the option of calling for a total rescore of that individual record.

7.1.1.2.13. (Added) Establishing the “Cut Line.” The board recorder or administrative support staff totals the scores for each record and lists the scores in an order of merit. The primary cut line is determined by the number of seats allocated by HQ AFSPC for SOS classes under consideration.

7.1.1.2.14. (Added) Identifying the “Gray.” “Gray” occurs when the preliminary “cut line” falls between officers who have the same score.

7.1.1.2.15. (Added) Resolving the “Gray.” Board members re-score the records of all officers in the “gray” until a preliminary “cut line” falls between officers having different scores. Board members must make a good faith effort to resolve the “gray,” to include multiple attempts at rescoring, before deferring to SMC/CV.

7.1.1.2.15.1. (Added) If the board cannot resolve the “gray”; SMC/CV will have full authority to determine the final determination.

7.1.1.2.16. (Added) Establishing a Recommended List.

7.1.1.2.16.1. (Added) Officers above the “cut line” will comprise a tentative primary selectee list.

7.1.1.2.16.2. (Added) Officers below the “cut line” will comprise a tentative alternate selectee list. The number of officers designated as alternates will be dependent on the number of class seats received. Normally this number will equate to the number of seats received x 75%.

7.1.1.2.16.3. (Added) Conduct an additional review of nominees in their last year of eligibility to ensure accuracy of their original score.

7.1.1.2.16.4. (Added) SMC/CV is the final decision authority for the recommended list

7.1.1.2.17. (Added) Disclosing Board Recommendations.

7.1.1.2.17.1. (Added)Prior to signing of the board report, board participants may only disclose board recommendations or proceedings to other board participants who have been designated in writing by SMC/CV.

7.1.1.2.17.2. (Added) Public release of results will be determined by SMC/CV upon review of the board report.

7.1.1.2.18. (Added) Preparing Board Reports. The board chairperson, with the recorders’ assistance, prepares a written report to the SMC/CV “Eyes Only” on its proceedings according to

this instruction. Board results forwarded to the SMC/CV will include the list of primary and alternate selectees, a certification that the board report was reviewed and is in compliance with the instructions, information, and guidelines furnished to the selection board. The certification must also specifically state the conduct of the board was in accordance with this instruction. The board chairperson, board members, recorders, and administrative staff will, as a minimum, certify that:

7.1.1.2.18.1. (Added) To the best of their knowledge, the board complied with this instruction.

7.1.1.2.18.2. (Added) They were not subject to, or aware of, any attempt to coerce or influence any action in the formulation of the board's recommendations.

7.1.1.2.18.3. (Added) They were not a party to, or aware of, any attempt at unauthorized communications.

7.1.1.2.18.4. (Added) To the best of their knowledge, the board carefully considered the records of each officer nominated.

7.1.1.2.18.5. (Added) The officers recommended for SOS selection are, in the opinion of the majority of the voting members of the board, fully qualified and best qualified for SOS attendance among those officers whose names were furnished to the board.

7.1.1.2.19. (Added) Approving Board Reports. SMC/CV reviews the report to ensure the board followed applicable directives and local guidance. SMC/CV then approves/disapproves and sends the report to 61 FSS/FSD for processing.

7.1.1.2.20. (Added) Releasing Board Information. 61 FSS/FSD will release only the recommendations of the board upon approval of the board report. Do not disclose board proceedings, including specific information on how the board scored each record, to any individual not a member of the board, except as required for the official processing of board results. Do not release information on the number of officers considered and selected, and the names of the board members.

7.1.1.2.21. (Added) Destruction of Board Materials. All board materials including packages, letters, and additional documentation will be destroyed 60 days after the board selection list goes public.

7.1.1.3. (Added) Post-board Responsibilities

7.1.1.3.1. (Added) Board Recorders.

7.1.1.3.1.1. (Added) Collect all score rosters, internal working papers, etc., and ensure board members do not retain any board documents.

7.1.1.3.1.2. (Added) Identify and maintain 1 to 2 benchmark records (provided there is sufficient

quota) from among the lowest scoring selects and 1 to 2 benchmark records from among the highest scoring non-selects for a 2-year period following board completion.

7.1.1.3.2. (Added) Board Chairperson. Provides direct feedback to the SMC/CV on whether board was in compliance with the instructions contained in this document.

7.1.1.3.3. (Added) 61 FSS/FSD:

7.1.1.3.3.1. (Added) Includes a copy of the board report in the SOS selection board continuity binder to be maintained on file for 2 years.

7.1.1.3.3.2. (Added) Matches board selects with the appropriate school allocation date, utilizing the selectee's SOS priority listing provided on the SOS Nomination Form.

7.1.1.3.3.3. (Added) Notifies eligibles selected as primaries and alternates to be prepared to attend any SOS class offered.

7.1.1.3.3.4. (Added) Exceptions/releases must be on a case-by-case basis and can only be approved by the SMC/CV. A letter from the member and member's commander/director must be forwarded to SMC/CV through 61 FSS/FSD.

7.1.1.3.3.5. (Added) After SOS allocations have been assigned, primaries who receive a valid medical profile (ex., pregnancy, surgery, broken leg, etc.) excluding them from SOS attendance will be eligible for re-validation of attendance upon expiration of medical profile. Profiles will be processed as indicated on SOS website at <http://www.au.af.mil/au/soc/sos.html>.

7.1.1.3.3.6. (Added) Upon cancellation of a primary SOS attendee, 61 FSS/FSD will, using the rank order listing of the SOS Board, coordinate the availability of alternates with their owning organizations. If the alternate is available to attend, the alternate's status will be elevated to primary status.

7.1.1.3.3.7. (Added) Provides SOS allocation notification to member.

7.1.1.3.3.8. (Added) Destroys all score rosters, internal working papers associated with the board, nomination packages, letter, and additional documentation 60 days after public release. Records used for trial runs will be disposed of per instructions contained in paragraph 7.1.1.3.1.2.

7.1.1.3.4. (Added) Selected Officers:

7.1.1.3.4.1. (Added) Must be prepared to attend any SOS class applied for; refusal will result in removal from the select and alternate list. Future consideration without prejudice will be allowed at the next board. (Note: Medical exceptions are permitted IAW paragraph 3.3.4.)

7.1.1.3.4.2. (Added) Individuals selected to attend as a primary selectee and subsequently

identified for deployment during scheduled class will be released without prejudice and will be considered for a future class seat, if available and if the officer is otherwise still eligible.

7.1.1.3.4.3. (Added) Completes allocation package and returns the completed package to 61 FSS/FSD by indicated suspense date. Failure to comply with this requirement may result in loss of class seat.

ELLEN M. PAWLIKOWSKI, Lt Gen, USAF
Commander

Attachment 11 (Added)**SOS NOMINATION PACKAGE CHECKLIST**

A standard 1" x 3" white label is placed in top-center area, of the front of a dark blue 2 pocket folder. Verify that label includes Last Name, First Name, Middle Initial, rank and office symbol of candidate.

Left top – Push note (5' x 7' sheets only, no 8 ½ x 11 sheets) – Example at Figure A11.1.

Left middle – Rank order listing (rack and stack) – Example at Figure A11.2.

Left bottom – SURF – on two pages (AMS surf only, no acquisition SURFS)
Verify total active federal commissioned service (TAFCS) – Based on SURF

Left last page (if necessary) – Waiver letter – Example at Figure A11.3.

Right top – SOS nomination form signed by commander/director – Example at Figure A11.4.

Right bottom – OPRs, letters of evaluation (LOEs) and /or AF IMT 475 (training)

OPR's head to foot.

No draft OPRs.

State on plain paper, with member's name and rank, the reason an OPR is missing.

No highlights/stray marks on OPR.

Missing OPR memo – Example at Figure A11.6.

Figure A11.1. COMMANDER/DIRECTOR RECOMMENDATION (PUSH) NOTE
(Optional) (1 page, 5" x 7 ")

(Date)

FROM: (Office symbol)

TO SMC/CC

Subject: Promotion Recommendation for Capt John Q. Jones

(This can be typed or handwritten with bullets or prose language. If handwritten in prose, ensure legibility).

Very Respectfully,
2-Letter CC/Dir, Col, USAF
Commander

Figure A11.2. RANK ORDER LISTING SAMPLE

SOS Recommendation List

OFFICE SYMBOL: _____

NAME**Derogatory Info (Y*/N)**

(Art 15, Court-Martial, Referral OPR, Letter of Reprimand, (LOR), or Unfavorable Information File (UIF))

- | | |
|-------------------------------|-----------------------------|
| 1. Doe, Jane R. (Janie) | N |
| 2. Smith, Joseph S. (Joe) | Y (Court Martial in Nov 02) |
| 3. Unlucky, Zeb U. (Zeb) | Y (Referral OPR Jan 99) |
| 4. Zealous, Stanley R. (Ryan) | Y (UIF, Mar 04) |
| 5. Adams. Stacey | N |

I have reviewed all eligible members' Personal Information files from my organization.

*I understand that I am responsible for forwarding any derogatory information contained in an eligible officer's PIF (i.e., copy of LOR, Referral OPR, AF Form 1058) along with the SOS Nomination Form, if required, for consideration by the board members.

 Director/Commander Signature and Date

NOTE: Use 1 inch margins

Figure A11.3. ELIGIBILITY WAIVER MEMORANDUM SAMPLE

(Date)

MEMORANDUM FOR 61 FSS/FSDE

FROM: 61 SFS/CC
483 N. Aviation Blvd., Ste 1467
El Segundo, ca 90245

SUBJECT: FOUO - SOS Eligibility Waiver for Capt John J. Smith

1. Per AFI 36-2301, request a waiver to the 7 year TAFCS limit for member to attend SOS.
2. Capt Smith was not afforded the opportunity to attend SOS in-residence due to a recent assignment in the Middle East. There were not adequate facilities for him to enroll in SOS by correspondence, or to begin his Master's program. Capt Smith's accomplishments and focus at his previous assignment is clearly evident in both his level of responsibility as a junior captain, and his award of the Meritorious Service Medal upon tour completion.
3. It is imperative that Capt Smith be granted a waiver to attend SOS in-residence. His window of opportunity is rapidly closing and he will be meeting the O-4 board next year. I have no doubt he will benefit from the PME experience, and will share the knowledge gained from this experience with his peers.
4. If you have any questions, please contact me at DSN 653-XXXX.

IMMEDIATE CC, Lt Col, USAF
Commander, 61st Security Forces Squadron

NOTE: Ensure you address the following in your justification:

- a. Why the member has not yet attended.

b. Why the AF should allow him/her to attend.

Figure A11.4. Instructions for Filling out an SOS Nomination Form

The following is additional guidance on how to prepare an SOS Nomination Form. The purposes of the SOS Nomination Form are to: (1) give the 2-Letter organization an important voice on the process, (2) capture accomplishments since the last OPR, and (3) find out the officer's priorities for class dates. Please follow the instructions precisely so your people will be as competitive as possible when their records meet the selection Board. Note: **Each bullet must not exceed one line in length.**

Bullet One

This is arguably the most important bullet on the nomination form and should be treated as such. The format for the bullet is simple. Give the record a rank order out of the pool your unit is nominating. For example, if Captain Jones is your number one person and your unit is nominating five Captains then your nomination form will read something like Captain Jones is my number one of five from EA for this Board. The bullet should list the name of the member, his/her rank out of the pool, and the nominating unit. No more, no less.

Current perception is that if you give someone a ranking below the top one or two positions it hurts the member's record. Board feedback indicates this is not the case. The member's record is the most important factor being considered. The nomination form provides additional information to the Board about the member.

Bullet Two

This is a mandatory bullet. The class order and preference will go here. If a member is eligible for a limited number of classes or can only go to one class due to mission constraints, please list here.

Bullet Three

State the percentage of completion by correspondence. (Ex.: Nominee has completed _____% of SOS by correspondence) based on the number of exams passed.

Bullet Four through Six

These are the real "meat and potatoes" of the nomination form. These bullets are to be used primarily to document accomplishments that occurred since the last OPR was written. You can also use these bullets as clarifying tools. If there

is an error in the record or a discrepancy, please use one of the bullets to clarify the issue and eliminate questions before they arise, e.g. percentage of Masters Degree completed. Remember, PME is critical to career development. The nomination form can be the deciding factor in whether or not your nominee attends SOS in residence.

Do not use these bullets to include information concerning education. If you must, put information concerning education on the push note.

Please be sure and use all bullets at your disposal. Leaving one out or the misuse of one will raise questions that you will not be able to defend since SOS Boards are closed proceedings. Use every available resource at your disposal to raise your nominee's chance for selection.

Also, bullet items should not duplicate information found elsewhere within the package (e.g. completed Education found in a SURF/RIP).

Don't forget to include your signature block and sign the supplemental sheet.

Figure A11.5. SAMPLE SOS NOMINATION FORM

TAFSCD: _____

**SOS NOMINATION
FOR
CAPTAIN JOHN Q. JONES**
(12 point, Times New Roman font, 1" margins)

Captain Jones is my number _____ out of _____ nominees, out of _____ eligibles from SMC/_____ for this board
(Org)

1. Class Order/Preferences: (1)

(2)

(3)

2. Nominee has completed _____% of SOS by correspondence.

3. 3 bullets must be one line only (no wrap sentences) pertaining to member's career which may include information since the last OPR. **Also, bullet items should not duplicate information found elsewhere within the package (e.g. Education).**

(1-inch margin, 12 point normal Times New Roman font)

6 bullets total

_____, Colonel, USAF
System Program Director

Figure A11.6. MISSING OPR SAMPLE

Public Capt. John Q.
Public

Capt. Public's OPR for the period of 20 Jun 09 – 20 Jun 10 is missing because it's waiting coordination by Lt General Sheridan.

Director/Commander Signature and

Date