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SECRETARY OF THE AIR FORCE
(USAFE)**

**RAMSTEIN AIR BASE INSTRUCTIONS
36-2502**

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Personnel

**SENIOR AIRMAN BELOW-THE-ZONE
PROCEDURES**



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This publication implements AFI36-2502, *Airman Promotion/Demotion Programs*. It provides guidance and procedures to implement the Ramstein AB Senior Airman Below-the- Zone (BTZ) program. It applies to Active Duty Air Force units and personnel assigned or serviced by Ramstein Air Base Military Personnel Flight Identification (MPF ID) (this includes tenant and geographically separated units IAW MyPers “tenant units policy”). It establishes the Central Base Board (CBB) for BTZ selection, provides information on quota distribution, defines responsibilities and provides BTZ procedures for Airmen in student status. Do not apply to Air Force Reserve and Air National Guard units, except where noted otherwise. This publication may be supplemented at any level, but all supplements must be routed to the Office of Primary Responsibility listed above for coordination prior to certification and approval. Refer recommended changes and questions about this publication to the Office of Primary Responsibility listed above using the Air Force Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate chain of command. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See Air Force Instruction (AFI) 33-360, *Publications and Forms Management*, **Table 1.1** for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System Records Disposition

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SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed.

Chapter 1

SENIOR AIRMAN BELOW-THE-ZONE PROGRAM ELEMENTS

1.1. Objective.

1.1.1. The BTZ program provides exceptionally qualified Airmen First Class (A1C) a one-time consideration for promotion to Senior Airmen (SrA) ahead of their peers, effective 6 months prior to the normal promotion date.

1.1.2. A1Cs must meet the minimum eligibility requirements in AFI 36-2502, **Table 2.1**, and have 36 months' time-in-service (TIS) and 20 months' time-in-grade (TIG), or 28 months TIG, whichever occurs first, and be recommended by their commander.

Table 1.1. Significant Dates.

PROCESSING MONTH	SELECTION MONTH	PROMOTION MONTH
January	March	Apr-Jun
April	June	Jul-Sep
July	September	Oct-Dec
October	December	Jan-Mar

1.2. 86th Airlift Wing (86 AW) Responsibilities.

1.2.1. The wing commander (WG/CC) is the promotion authority for the CBB. In addition, the WG/CC prescribes the procedures for large unit boards and the CBB.

1.2.2. The WG/CC, Command CMSgt or a designated CMSgt, will serve as Board President.

1.2.3. The Command Chief's Executive Assistant will determine time, location, and CBB panel and notify 786 FSS/FSPD. The panel will consist of one voting board president, one non-voting board recorder and one Chief from each group represented at the CBB (Group Chiefs preferred, but may be delegated to Squadron Chiefs or CMSgt Selects as necessary). If there is only one group competing at the CBB, the Command Chief will designate a minimum of two additional voting board members.

1.2.4. The WG/CC may elect not to use the full quota.

1.2.5. The WG/CC must either approve the board's order-of-merit list, arrange the order-of-merit as he or she sees fit, or disapprove the order-of-merit entirely and direct a new board.

1.2.6. If a selectee becomes ineligible before the promotion effective date, the WG/CC may promote the first alternate selectee.

1.2.7. The WG/CC may non-recommend the promotion of an Airman whose record does not, in his or her judgment, justify the BTZ promotion.

1.2.8. Notify large units, small units, and 786 FSS/FSPD of date to release results.

1.3. 786 FSS/FSPD Responsibilities.

- 1.3.1. Distribute and suspense unit rosters, AF Form 1206s, and Board Minutes.
- 1.3.2. Determine large unit board and CBB quotas, inform units on removal and withhold policies and procedures.
- 1.3.3. Serve as the board recorder for the CBB and prepare the CBB board minutes.
- 1.3.4. Update selects within Military Personnel Data System and assist with supplemental consideration or alternate designation situations.

1.4. Unit Responsibilities.

- 1.4.1. Ensures all Airmen meet eligibility requirements and commander recommends promotion in writing. (T-3)
 - 1.4.1.1. Airmen who have PCA'd shall be considered at the organization they were assigned to as of the day before the processing month begins (i.e. assigned on 31 Mar, 30 Jun, 30 Sep or 31 Dec) of which their cycle begins.
 - 1.4.1.2. Airmen who have PCS'd shall be considered at their losing organization if their RNLTID is on or after the first day of the processing month (i.e. on or after 1 Jan, 1 Apr, 1 Jul or 1 Oct) of which their cycle begins.
- 1.4.2. Review alpha roster to verify eligible BTZ members and notify the MPF of any missing candidates. Do not rely solely on Report on Individual Personnel (RIPs).
- 1.4.3. Notify the MPF if an Airman is removed from the select listing and consider recommending promotion for the alternate, if applicable.
- 1.4.4. Refrain from announcing BTZ results until directed by the 86 AW/CC.

1.5. Board President Responsibilities.

- 1.5.1. Administer oath to board recorder.
 - 1.5.1.1. Oath to the recorder: "I solemnly swear or affirm I will keep a true record of the proceedings of this board."
- 1.5.2. Review the score sheets and determine ties and split disparities.
- 1.5.3. The Board President will confirm the board minutes via signature and forward the recommended order of merit (identifying selects and alternates) to the WG/CC for approval.

1.6. Board Member Responsibilities.

- 1.6.1. Boards will consist of one voting board president, one non-voting recorder, and no less than three other voting board members.
- 1.6.2. Board membership for the CBB will be reserved for Group Chiefs (including selects) assigned to the organization. In the event a Group Chief is not able to participate, they may coordinate with the Command Chief to select a Squadron Chief to fill their position. **EXCEPTION:** GSUs without Chief representation may send their most senior, Senior Noncommissioned Officer (SNCO) excluding Master Sergeants (MSgt) selects.
- 1.6.3. Besides the board president, large unit board members will be compiled of no less than three SNCOs to include SNCO Selects from the assigned unit (Exception: If an organization

does not have enough SNCOs then Technical Sergeant (TSgt)s may participate as board members (excluding TSgt selects).

1.6.4. Coordinate any absence or replacements with the Command Chief's Executive Assistant.

1.6.5. Review and annotate scores on score sheet and provide feedback to nominees' organization or supervisor.

1.7. Board Recorder Responsibilities.

1.7.1. The Board Recorder is a non-voting member in the grade of E-3 or higher (an E-3 may serve as the board recorder only if they were previously considered for BTZ in a previous cycle).

1.7.2. Administer the oath to all voting board members.

1.7.2.1. Oath to the board members: "I solemnly swear or affirm I will perform the duties imposed upon me without prejudice or partiality, having in view both the special fitness of the Airman and the efficiency of the United States Air Force."

1.7.3. Upon completion of the large unit board or CBB, prepare minutes comprised of the following:

1.7.3.1. Date and time board convened and adjourned.

1.7.3.2. Name of board president, board members, and board recorder.

1.7.3.3. Nominees placed in an order of merit as a "Select" or "Alternate" (i.e. select #1, select #2... alternate #1, alternate #2, etc.). Do not use the term "Non-Select."

1.7.4. Large unit board minutes will be approved by the unit commander and the CBB minutes will be signed by the WG/CC. All approved minutes must be provided to the Base Promotions Office for update prior to notifying selects.

Chapter 2

SENIOR-AIRMAN BELOW-THE-ZONE PROCEDURES

2.1. Determining Quota.

2.1.1. SrA BTZ quotas for the CBB and large units are based on 15 percent of the total TIG and TIS eligible Airmen (regardless of normal ineligibility conditions) listed on **Parts I, II, and III** of the quarterly BTZ rosters.

2.1.2. For Airmen who are projected or may have already departed the unit, commanders may still be required to consider them for BTZ promotion. If an Airman's Report No Later Than Date (RNLTD) is on or after the first day of the quarter (regardless of their in-processing date), then they must be considered by the losing unit; all others will compete at Ramstein AB.

2.1.3. The Large units (seven or more eligibles) receive quotas and promote at the unit level. Small units (six or less eligibles) are combined into one pool of eligible members to form the CBB population. To determine the quota, multiply the number of eligible by 15 percent. Example: 13 eligible x 0.15 = 1.95 or 2 BTZ quotas. **Note:** Fractions of 0.5 or more are rounded up.

2.2. Scoring.

2.2.1. Records are scored on a best-qualified basis. Commanders will ensure that their Airmen nominated to receive a BTZ promotion are deserving to assume the next higher grade.

2.2.2. Board members must use a panel or Management Level Review (MLR) scoring process by which BTZ records are scored, in 6 to 10 point increments (**Table 2.1**). Then "rack-n-stack" by which each panel member rank orders (e.g. 1, 2, 3...) all records from highest to lowest.

2.2.3. Scoring is based upon the content in each member's nomination folder only (i.e. AF Form 1206 and MilPDS Surf). Board members are prohibited from using any other document when scoring records.

2.2.4. Panel members will assign each eligible a score (6 to 10 point), reflecting their assessment of relative performance, leadership/followership, and the potential to serve at the next higher grade.

2.2.5. If a board member identifies a record-based matter that causes concern, he/she will surface the matter to the board recorder who will discuss it with the board president. The board president may approve bringing that matter to the attention of the board members. Such records may be rescored after discussion.

2.2.6. Board members are encouraged to discuss their own personal knowledge and evaluation of the professional qualifications of their respective promotion eligible Airmen. Board members may not discuss or disclose the opinion of any person not a member of the board concerning the member.

2.2.7. Defining "Splits". A "split" is a significant disagreement between board members about the score of a record. A "split" is considered a difference in a score of 2 or more points between any two board members (e.g., 6 and 8, or 8 and 10).

2.2.8. Resolving "Splits" and "Ties". All scoring stops and all voting board members must be present (physically or virtually) to discuss the records involved in a "split" or "tie." Only board members with splits may change their scores in the process of resolving a split. A "split" is resolved when there is a difference in a score of 1.5 or less points between any two board members (e.g., 6 and 7.5, or 8 and 9.5). A "tie" will be resolved when there are two scores with the same score. The board member's will discuss the records involved and change their score; but if there is no change, the Board President will resolve the tie with their score.

2.2.9. New Documents: New documents must be a matter of official record (i.e. updated in member's MilPDS record, PRDA, etc.) before it may be presented to the board. New documents will not be accepted after the panel has adjourned.

Table 2.1. Scoring Scale.

10.0 Absolutely Superior	8.5 Strong	7.0 Slightly Below Average
9.5 Outstanding	8.0 Slightly Above Average	6.5 Well Below Average
9.0 Few Could Be Better	7.5 Average	6.0 Lowest

2.3. Large and Small Unit Procedures.

2.3.1. The host wing or installation commander (or senior Air Force officer serving in that capacity) is the promotion authority for all units under their installation MPF ID (regardless of command) if the unit has fewer than seven eligible candidates. Units or Wings requesting an exception to this policy will need to provide justification to AFPC demonstrating why their structure is different from other supported units AF-wide and how considering their BTZ eligible Airmen amongst the CBB is unfair to their consideration.

2.3.2. Large and small units are notified of their eligible Airmen as soon as possible but no later than the tenth day of the processing month. Units may not aggregate at the group level. **EXAMPLE:** 86 MDG is divided into four units and each unit commander has promotion authority; therefore, they should not be considered by the group, but as individual units, and cannot be combined to make a large unit.

2.3.3. Commanders of large units (those with seven or more eligibles) will use guidance provided in this instruction to implement their programs. Unless directed by the host wing commander, large unit commanders may not compete at the CBB (excluding approved supplementals).

2.3.4. Once selections are made, large unit commanders will provide board minutes and signed eligible RIPs to 786 FSS Promotions Office no later than the suspense date provided. In the event a commander or officer on G-Series orders is unable to sign for their unit, any commander in the organizational chain may sign on their behalf.

2.3.5. Small units with less than seven eligibles cannot combine their eligibles with other units to make a large unit (i.e., a group or wing level board).

2.3.6. When a large unit board convenes, it must consist of at least three voting members (not including the board president) in the grade of E-7 (MSgt) or higher, a nonvoting recorder in

the grade of E-3 (A1C) or higher (A1C must have been previously considered for BTZ), and a board president in the grade of E-9 (CMSgt). If a CMSgt is not available, the commander will act as board president or appoint the most senior, SNCO. If there are not enough SNCOs to serve as board members, Technical Sergeants (not including selects) may fill the role.

2.3.7. Commanders of large units are not required to select a nominee to fill the squadron's quota if they deem the quality of eligible(s) is below that expected of this program. Unused quotas may not be carried over into other eligibility periods nor be provided to other squadrons or the wing.

2.3.8. In cases where there is only one large unit and there are not enough eligibles from all the small units to meet the 1-quota requirement (based on 15 percent of the eligible population), then the large unit and small units will combine to meet at the centralized base board. Do not deviate from established written procedures for these boards.

2.3.9. In cases where there are no large units and there are only 2-6 eligibles from all the small units, the base is authorized to hold a central base board and allowed 1-quota.

2.3.10. In cases where there are no large units and there is only 1 eligible out of the entire base population eligibles, the MPF Promotions office will notify the MPF/CC to determine if a board should be held. The MPF/CC may authorize 1-quota.

2.3.11. Commanders of small units will use the BTZ eligibility list and an appropriate evaluation process (i.e. a unit board, record review, recommendation from supervisors/first sergeants, etc.) to determine nominees for the CBB.

2.3.12. Commanders are not limited to the amount of Airmen they nominate to the CBB; however, they should consider only nominating their most qualified.

2.3.13. **Face-to-Face Boards:** Prior to conducting a face-to-face board, large units must submit a memorandum for record to the 86 AW/CCC. The memorandum must detail specifically how the board will be conducted (i.e. type and amount of questions, facing movements, dress and appearance procedures, scoring, etc.) and be signed by the unit commander.

2.4. Selection Requirements.

2.4.1. To ensure fair, equitable, and timely BTZ consideration, results of large unit boards and the CBB will be announced on the same day, upon WG/CC notification.

2.4.2. All individuals appearing on the eligibility listing must be considered; however, it doesn't necessarily mean they must be nominated. It does mean the commander reviews their personnel records, personal information file, and discusses the consideration with the individual's chain of command before making a decision to nominate or not to nominate.

2.5. Selection Folder.

2.5.1. Selection folders include the BTZ RIP, AF Form 1206 and Board Minutes.

2.5.2. The AF Form 1206 provided by the Base Promotions Office will be accomplished for all nominees. Use of AF Form 1206s not provided by the Base Promotions Office will be returned for correction.

2.5.3. The nomination will be no more than 10 bullets in length, not including the following headings:

2.5.3.1. Performance in Primary Duties/Training Requirements, consisting of 6 bullets.

2.5.3.2. Followership/Leadership, consisting of 2 bullets.

2.5.3.3. Whole Airman Concept, consisting of 2 bullets.

2.5.3.4. Uncommon acronyms must be spelled out.

2.5.3.5. Common acronyms throughout the Air Force, such as CGO, NCO, PERSCO, TDY, CONUS, etc., are not required to be spelled out.

2.5.3.6. When acronyms are used, the acronyms must be listed alphabetically and on separate lines.

Chapter 3

MISCELLANEOUS GUIDANCE

3.1. Alternate Selectees.

3.1.1. Alternates are selected by their score obtained during the board. If the first alternate is subsequently selected for promotion and their date of rank (DOR) is past due, they will receive the original BTZ DOR and an effective date (for pay purposes) with the unit commander's approval. **Note:** The 786 FSS Promotions Office will assist in applying for a retroactive promotion effective date from HQ AFPC.

3.1.2. Alternates may be selected in the event a selectee is removed or not recommended for promotion prior to the promotion effective date. The MPF identifies who the first alternate is via the board minutes and forwards the members name to the respective commander for consideration (this includes Airmen who have PCS'd). If the commander recommends the alternate for promotion, he/she must provide written notice to the MPF Promotions Office.

3.1.3. Airmen who compete at the CBB and are non-recommend for promotion or placed in a withhold status, will be removed from the select listing. The next alternate in that particular board cycle can be promoted in the selectee's place with WG/CC concurrence. **Note:** If no eligible alternates are available, stripes may not be allocated to future boards, past boards or large unit boards.

3.1.4. If an Airman who competed at the large unit board is non-recommend for promotion or placed in a withhold status, then the next alternate can be promoted in the selectee's place with unit commander's concurrence. **Note:** If no eligible alternates are available, stripes may not be allocated to future boards, past boards, other large unit boards or the CBB.

3.2. Supplemental BTZ Consideration.

3.2.1. Large and small unit commanders may request supplemental BTZ consideration for members that should have been considered by a previous board and the error was not discovered until after promotions were announced. **Note:** It is imperative that supplemental BTZ consideration is requested only when the basis for the supplemental request is because the member did not receive fair consideration or was not considered at all at their last duty station (contact the losing unit and MPF Promotions Office before requesting supplemental consideration).

3.2.2. If an individual should have been considered during the current board and the error is discovered before promotions are announced, large unit commanders will consider the Airman and adjust selections accordingly. The CBB will reconvene to consider small unit eligibles and ensure selections are adjusted accordingly or the WG/CC will make his/her own determination. If discovered after selections are announced and supplemental is approved, large and small unit nominees will compete at the wing.

3.2.3. If an Airman competes under supplemental conditions, a stripe is allocated specifically for them and may not be awarded to any other Airman if not selected for promotion or removed from the select listing.

3.2.4. It is the responsibility of the Commander, Chief Enlisted Manager, First Sergeant, Superintendent, Supervisor, and Commander's Support Staff to ensure proper identification of

eligibles for BTZ nomination prior to announcements. Supplemental consideration will not be given for the following reasons:

3.2.4.1. Incorrect data reflected on the BTZ RIP or denied nomination due to incorrect data reflected on the RIP.

3.2.4.2. BTZ eligibility listing not returned to 786 FSS/FSPD or individual was overlooked on the listing.

3.2.4.3. Nomination package, AF Form 1206, Classification/On-The-Job Training Action, or decoration was not completed, submitted, and/or approved in time to meet the board.

3.2.4.4. Missed two consecutive quarterly boards.

3.2.5. If selected, members may apply for a retroactive change to his/her effective date.

3.2.6. If an Airman competes under supplemental conditions, they must be placed within the top number of selects to be awarded a stripe. For example, if the CBB is allocated 5 stripes then the supplemental nominee must score well enough to put themselves in positions 1 through 5. If this occurs, the supplemental nominee will receive a stripe that is allocated specifically for them and the Airman in the number 6 position will be considered the number 5 selectee.

3.2.7. If a supplemental Airman was awarded a stripe because they placed within the top number of selects and is later removed from the select listing, the stripe may not be awarded to anyone else (including alternates).

3.2.8. In the event that a nominee is removed from the select listing, the stripe then goes to the next alternate. If that alternate happens to be someone that competed under supplemental conditions, then they may accept the stripe with commander's recommendation and if not already promoted to the grade of SrA. If by chance the supplemental nominee was awarded a stripe as an alternate and is also removed from the listing, that stripe may be allocated to the next alternate.

MARK R. AUGUST, Brigadier General, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 36-2502, *Enlisted Airman Promotion/Demotion Programs, 4 October 2016*

Prescribed Forms

None

Adopted Forms

AF Form 1206, *Nomination for Award*

AFH 36-2647, *Competency Modeling*

Abbreviations and Acronyms

A1C—Airman First Class

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFPC—Air Force Personnel Center

AIR—Action; Impact—Result

AOR—Area of Responsibility

BTZ—Below-the-Zone

CBB—Central Base Board

CCC—Command Chief

CC—Commander

CGO—Company Grade Officer

CLEP—College Level Examination Program

CMSgt—Chief Master Sergeant

DOR—Date of Rank

FSP—Force Support Personnel Career Development

FSS—Force Support Squadron

GSU—Geographically Separated Unit

HHQ—Higher Headquarters

IAW—In Accordance With

MilPDS—Military Personnel Data System

MLR—Management Level Review

MPF ID—Military Personnel Flight Identification
MPF—Military Personnel Flight
MSgt—Master Sergeant
NCO—Noncommissioned Officer
OPR—Office of Primary Responsibility
PCA—Permanent Change of Assignment
PCS—Permanent Change of Station
PERSCO—Personnel Support for Contingency Operations
PRDA—Personnel Records Display Application
RIP—Report on Individual Personnel
RNLTD—Report No Later Than Date
SNCO—Senior Noncommissioned Officer
SrA—Senior Airman
SURF—Single Unit Retrieval Format
TDY—Temporary Duty
TIG—Time-in-Grade
TIS—Time-in-Service
TOS—Tactical; Operational--Strategic
TSgt—Technical Sergeant
USAF—United States Air Force

Attachment 2**SCORING GUIDANCE LINES FOR AF FORM 1206****A2.1. Action; Impact--Result (AIR)**

A2.1.1. Action: Individual Performance

A2.1.2. Impact: How the task affected the next level

A2.1.3. Result: Tie results to the big picture

A2.2. Tactical; Operational--Strategic (TOS)

A2.1.1. Tactical: Individual Performance

A2.1.2. Operational: Impact to Base, next level

A2.1.3. Strategic: Results to AOR, HHQ, etc.

A2.3. Performance in Primary Duties/Training Requirements Definition.

A2.3.1. Define the scope and impact of how well the member embraces the following... Task Knowledge/Proficiency: Consider the quality, quantity, results, and impact of the Airman's knowledge and ability to accomplish tasks. Initiative/Motivation: Describe the degree of willingness to execute duties, motivate colleagues, and develop innovative new processes. Skill Level Upgrade Training: Consider skill level awarding course, CDC timeliness completion, course exam results, and completion of core task training. Duty Position Requirements, Qualifications, and Certifications: Consider duty position qualifications, career field certifications, and readiness requirements. Training of Others: Consider the impact the Airman made to train others.

A2.4. Followership/Leadership Definition.

A2.4.1. Define the scope and impact of how well the member embraces the following... Resource Utilization (eg. time management, equipment, manpower, and budget): Consider how effectively the Airman utilizes resources to accomplish the mission. Comply with/Enforce Standards: Consider the personal adherence and enforcement of fitness standards, dress and personal appearance, customs and courtesies, and professional conduct. Communication Skills: Describe how well the Airman receives and relays information, thoughts, and ideas up and down the chain of command; fosters an environment for open dialogue. Caring, Respectful, and Dignified Environment (teamwork): Rate how well the Airman's selfless consideration and expectation of others and value of diversity, set the stage for an environment of dignity and respect, to include promoting a healthy organizational climate.

A2.5. Whole Airman Concept Definition.

A2.5.1. Define the scope and impact of how well the member embraces the following: Air Force Core Values: Consider how well the Airman adopts, internalizes, and demonstrates our Air Force Core Values of Integrity First, Service Before Self, and Excellence in all We Do. Personal and Professional Development: Consider the amount of effort the Airman devoted to improve themselves and their work center/unit through education and involvement. Esprit de Corps and Community Relations: Consider how well the Airman promotes camaraderie, embraces esprit de corps, and acts as an Air Force ambassador.

Attachment 3

EXAMPLES AND DEFINITIONS OF BULLETS

A3.1. Fluff

A3.1.1. Fluff occurs when there is not enough meat in the bullet or if the bullet does not follow the package requirements.

A3.1.2. An example of a fluff bullet is “Dedication helped unit win Air Force level Verne Orr Award.” In this example, the author did not capture the actions of the individual which led to the unit earning the award. Additionally, authors sometimes fail to capture what the individual actually did, resulting in a TOS (tactical, operational, strategic) error. In the following example, you can see where the author did not bridge the gap, to show what the individual effort was... “Amassed 232 flt hrs; crushed 165 msns/25 airdrops--spt'd AMC's global reach/primed 158 mbrs f/3 COCOMs.”

A3.2. Membership-level.

A3.2.1. Tactical level performance that demonstrates a basic-level of proficiency in executing institutional competencies (IC) and slight advancement of the Continuum of Learning (Annex 1-1, Force Development).

A3.2.2. Using Core Doctrine Volume 2 (Levels of Leadership), the primary type of performance at this level falls under Personal Competencies. AFH36-2647, *Competency Modeling*, [Attachment 2](#), defines Basic- Level performance that supports the Personal Competencies (Embodies Airman Culture and Communicating) and sub-competencies (Ethical Leadership, Followership, Warrior Ethos, Develops Self, Speaking and Writing, and Active Listening), as performance that shows an understanding of ethical leadership (basic); followership role in their organization (basic); maintains military bearing or professionalism and places welfare of peers above their own (basic); slight improvement of education, training and experience (basic); and demonstrates capability to effectively communicate (basic).

A3.2.3. Membership-level bullets may contain action verbs such as helped, assisted, participated, supported, etc. Examples of membership-level bullets are can be seen in [Figure A3.1](#)

Figure A3.1. Membership-level Examples.

1. Bullets that depict individual impact with limited responsibility
2. Narrow tasks with minimal mission impact
3. Bullets that show minimal adherence to required training
4. Low-level recognition such as flight-level team, squadron-level quarterly awards and squadron-level coins
5. Minor progress with on and off-duty education (i.e. a few college classes, CLEPS, short AF course)
6. Professional development bullets that are one and done with minimal impact to others
7. Minimal support and participation with organization and community events through volunteerism

8. Member of a professional organization, team or committee involved with the base or community activities

A3.3. Leadership-level.

A3.3.1. These bullets show how an Airman is developing their education, training, and experience, but also how they leverage it to develop others and advance their organizational mission.

A3.3.2. The Continuum of Learning progression is more defined, with a greater level of achievement towards completing a degree and finishing required training ahead of peers and timeliness standards.

A3.3.3. Leadership-level bullets may contain action verbs such as led, managed, took-charge, etc. Examples of leadership-level bullets are can be seen in [Figure A3.2](#)

Figure A3.2. Leadership-level Examples

1. Bullets that depict leadership of one or more members with added responsibility
2. More difficult tasks with greater tactical and operational mission impact
3. Bullets that show finishing required training ahead of peers or scoring above average
4. Recognition such as squadron-level team, squadron-level annual/functional, group-level quarterly awards and wing-level coins
5. Greater level of progress with on and off-duty education (i.e. multiple college classes, CLEPS, long AF course)
6. Multiple professional development activities that show above average impact to others
7. Actively supports and participates in organizations and community events through volunteerism
8. Committee lead for an activity in professional organization or a team involved with the base or community activities

A3.4. Management-level.

A3.4.1. At this level Airmen not only leverage their education, training and experience, but use it to design and develop solutions and processes. Junior Enlisted Airmen performance at this level show a great deal of competence, leadership and quality of their assigned areas of responsibilities, including complex and impactful processes and programs.

A3.4.2. Performance at this level exceeds Personal Competencies (basic-level) and now falls mainly in the People/Teams Competencies (Leading People and Fostering Collaborative Relationships) and sub-competencies (Develops and Inspires Others, Takes Care of People, Diversity, Builds Team and Coalitions, and Negotiating), while still demonstrating the basic-level of descriptive behavior. Performance clearly motivates others to improve skills and sets example for peers (basic), exhibits the Wingman concept of taking care of other Airmen both on and off-duty (basic), promotes inclusion in the Total Force (basic), shows leadership among teams, and conflict management when dealing with change.

A3.4.3. Management-level bullets may contain action verbs such as organized, directed, planned, headed and chaired, etc. Examples of management-level bullets can be seen in [Figure A3.3](#)

Figure A3.3. Management-level Examples.

1. Bullets that depict leading larger teams with significant responsibility
2. More difficult tasks with significant tactical and operational mission impact
3. Bullets that show finishing required training ahead of peers and scoring in $\geq 90\%$
4. Recognition such as group-level team, group-level annual/functional, wing-level quarterly awards and higher headquarters-level coins
5. Airmen are completing CCAF degree
6. Multiple professional development activities that show significant impact to others
7. Actively supports and participates in organizations and community events through volunteerism or appointed leader in an organization
8. Leads multiple committees and activities in professional organizations or a teams involved with the base or community activities

Figure A3.4. Proficiency Level Definitions.

Basic – Airmen are focused on learning and developing a foundation skill set. They face similar challenges and have limited responsibilities and are given narrowly focused tasks.
Intermediate – Airmen continue to learn and develop professional skills, understand how to leverage other professionals and knowledge sources, and begin to apply knowledge of the assigned objectives to their work.
Proficient – Airmen leverage knowledge of issues and objectives to design and develop solutions. They understand how actions taken in one area of competence impact other related areas, and establish and manage the scope and quality of those areas of an assignment for which they are responsible. They may manage complex organizations.
Skilled – Airmen leverage knowledge of strategies and issues to develop, present, and implement solutions. They consult with other subject matter experts and have a deep understanding how actions taken in one area of competence impact other related areas within proposed solutions. They contribute to the development of new levels of capabilities by articulating the added value of proposed solutions to leadership and staff and are considered subject matter experts within their organizational area. In addition, they may manage large, complex multi-tiered organizations.

Advanced – Airmen impact the organization and the Air Force by leveraging their knowledge and expertise across the theatre to identify and address the critical success factors for complex areas. They apply knowledge of the strategic alignment of solutions with Air Force mission objectives and serve as recognized subject matter experts and thought leaders inside and outside their own organizations and/or represent the Air Force externally. In addition, they may manage large, complex multi-tiered organizations.