AIR FO	RCE GENERAL	OFFICER PR	ОМОТІ	ON RECOMMENDA	ATION	
AUTHORITY: 10 United States Code 80 PURPOSE: Used to document promotion ROUTINE USES: May specifically be displayed. Polyon Poly	n selection. sclosed outside the Do vide SSN may cause t	DD as a routine us form to be exclude	cutive Orde se pursuan	er 9397 (SSN), as amend t to 5 U.S.C. 552a(b)(3).	DoD Blanket Rout	
1. NAME (Last, First, Middle Initial) MAGRAM, JEFFREY W.		2.	. SSN		3. GRADE Brig Gen	
4. DUTY TITLE (Primary, Additional Duty/Dution ASSISTANT ADJUTANT GIASSISTANT TO THE DIREC	ENERAL - Air &	ANG H	Ieadqua	ATION, COMMAND, AND L rters California A ethe Road, Sacram	ir National G	
6. TAFCSD/TYSD 25 May 1985	7. MRD/DOS 9 Apr 2024			3. REASON FOR REPORT (Check appropriate block)		S propriate block)
10. PERIOD OF REPORT			1	ANNUAL	MEET:	S
FROM: 01 June 2021	то: 31 Мау 20	22	li	CHANGE OF RATER		NOT MEET
FROM: 01 June 2021	10: <u>31 Way 20.</u>	<u> </u>	片	DIRECTED BY HQ USA		**************************************
11. RATER'S COMMENTS (Mandatory - comments in Times New Roman 12 pitch) - Led Army & Air talent mgmt prgms; est'd prgm goals for components; created common sr. leader framework - DSCA SME; Eisenhower School lecturer; educated sr. leaders on how DSCA msns impact Nat'l Sec Strategy - Provided oversight of HQ CNG processes; addressed workflow/knowledge mgmt issues; est'd new HQ rqmts - Led CNG efforts to ID supplies/equip to assist UKR government as conflict erupted; saved lives and property - Respected ldr; CNGs interface w/ DoD Joint Staff on UKR; leveraged SPP expertise to shape DoD response 12. RATER'S TYPED NAME, GRADE, AND DUTY TITLE DAVID S. BALDWIN Major General The Adjutant General						
15a. INDORSER'S PROMOTION RECOMME X ELIGIBLE FOR PROMOTION THIS CYC □ NOT ELIGIBLE FOR PROMOTION TH RETIREMENT (Mark only if retirement is	LE IS CYCLE	onate block)	15b. INDC	RSER'S NUMERICAL RAN 2 of 2		PROMOTION
16. INDORSER'S COMMENTS The rater is also the endorsing	official.					
17. INDORSER'S TYPED NAME, GRADE, A DAVID S. BALDWIN Major General The Adjutant General	ND DUTY TITLE	18. SIGNATURE	l			19. DATE 31 July 2022
	are consistent and consistent consistence of the co	INSTRUCT	TIONS			decourant control of the second of the secon
Comments will be typed in sentence for Only Brigadier Generals "Eligible for Pro Evaluators will complete all reports corr officers, within 30 days of the report clost The Management Level should provide	omotion This Cycle" re ectly and forward them se-out date.	ceive a numerical n to AF/DPG for E	I rank. AD officer	s; NGB-GO for ANG office	cers; and AF/REG	for Reserve

AIR FORCE GENERAL OFFICER PROMOTION RECOMMENDATION PRIVACY ACT STATEMENT AUTHORITY: 10 United States Code 8013, Secretary of the Air Force and Executive Order 9397 (SSN), as amended. PURPOSE: Used to document promotion selection. ROUTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3). DoD Blanket Routine uses apply. DISCLOSURE: Voluntary; Failure to provide SSN may cause form to be excluded from promotion package or provide positive identification of member. SORN: F036 AF PC A, Effectiveness/Performance Reporting Systems 1. NAME (Last, First, Middle Initial) 2. SSN 3. GRADE MAGRAM, JEFFREY W. Brig Gen 4. DUTY TITLE (Primary, Additional Duty/Duties) 5. ORGANIZATION, COMMAND, AND LOCATION ASSISTANT ADJUTANT GENERAL - AIR, & ANG | Headquarters California Air National Guard ASSISTANT TO THE DIRECTOR, A-1, NGB 9800 Goethe Road, Sacramento CA 95827 6. TAFCSD/TYSD 7. MRD/DOS 8. REASON FOR REPORT 9. FITNESS 9 Apr 2024 25 May 1985 (Check appropriate block) (Check appropriate block) 10. PERIOD OF REPORT ✓ ANNUAL √Iмеетs CHANGE OF RATER DOES NOT MEET FROM: 01 June 2020 TO: 31 May 2021 DIRECTED BY HQ USAF 11. RATER'S COMMENTS (Mandatory - comments in Times New Roman 12 pitch) -Spearheaded ANG COVID response; 1.4K Amn ISO 20 Med/15 vax strike teams&34 food banks; lives saved -Rapid mob'd 900 Amn <24hrs to trng hub; provided JIT weapon/civ unrest trng; 30+ airlift flights RTB<24hr -Orchestrated gains of top NGB talent; recruited 1 GO, 2WG/CCs and 3 GP/CCs; increased sr. leader diversity -Re-allocated AGR& CGs across 5 WG, 100% AGR execution; overhauled R&R prgm; near 100% end strngth - #1/2 Air O7s; largest DOMOPS mobs for CA, maintained AF fed msn readiness/LOEs, CC-CA ANG-Next! 12. RATER'S TYPED NAME, GRADE, AND DUTY TITLE 13. SIGNATURE 14. DATE DAVID S. BALDWIN Major General BALDWIN.DAVID.SANDERSON.1167570921 13 Jan 2022 The Adjutant General 15a. INDORSER'S PROMOTION RECOMMENDATION (Check appropriate block) 15b. INDORSER'S NUMERICAL RANK IF ELIGIBLE FOR PROMOTION ELIGIBLE FOR PROMOTION THIS CYCLE NOT ELIGIBLE FOR PROMOTION THIS CYCLE 2 of 2 RETIREMENT(Mark only if retirement is approved) 16. INDORSER'S COMMENTS The Indorser is also the rater. 17. INDORSER'S TYPED NAME, GRADE, AND DUTY TITLE 18. SIGNATURE 19. DATE DAVID S. BALDWIN Major General BALDWIN.DAVID.SANDERSON.1167570921 13 Jan 2022 The Adjutant General **INSTRUCTIONS** Comments will be typed in sentence format. Only Brigadier Generals "Eligible for Promotion This Cycle" receive a numerical rank. Evaluators will complete all reports correctly and forward them to AF/DPG for EAD officers; NGB-GO for ANG officers; and AF/REG for Reserve officers, within 30 days of the report close-out date. The Management Level should provide a copy of the completed report to the ratee.

PREVIOUS EDITIONS ARE OBSOLETE

AIR FORCE GENERAL OFFICER PROMOTION RECOMMENDATION PRIVACY ACT STATEMENT AUTHORITY: 10 United States Code 8013, Secretary of the Air Force and Executive Order 9397 (SSN), as amended. PURPOSE: Used to document promotion selection. ROUTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3). DoD Blanket Routine uses apply. DISCLOSURE: Voluntary; Failure to provide SSN may cause form to be excluded from promotion package or provide positive identification of member. SORN: F036 AF PC A, Effectiveness/Performance Reporting Systems 1. NAME (Last, First, Middle Initial) 2. SSN 3. GRADE MAGRAM, JEFFREY W. Brig Gen 4. DUTY TITLE (Primary, Additional Duty/Duties) 5. ORGANIZATION, COMMAND, AND LOCATION ASSISTANT ADJUTANT GENERAL - AIR, & ANG Headquarters California Air National Guard ASSISTANT TO THE DIRECTOR, A-1, NGB 9800 Goethe Road, Sacramento CA 95827 6. TAFCSD/TYSD 7. MRD/DOS 8. REASON FOR REPORT (Check appropriate block) 9 Apr 2024 25 May 1985 (Check appropriate block) 10. PERIOD OF REPORT ANNUAL ✓ MEETS CHANGE OF RATER DOES NOT MEET FROM: 9 Apr 2019 TO: 31 May 2020 DIRECTED BY HQ USAF **EXEMPT** 11. RATER'S COMMENTS (Mandatory - comments in Times New Roman 12 pitch) - #1/2 Air O7s; Mob'd/Airlifted 1.2K prsnl for civ unrest msn <24hrs; 1.7K DOMOPS mob largest ever for Air - Led CY20 wildfire response: 4 air frames; 500 sorties flown; 2K flight hrs; 650K gals dropped; 3 lives saved Built CA ANG strat plan: 144FW re-mersion to F15X/F35; 163d ATKW WG to cmbt status; 195WG to SNG Expanded sr. Idrshp pool; identified external talent/improved diversity; overhauled R&R prgm; 100%+strngth - Reallocated 30+ AGRs across 5 WGs effecting readiness; MAFFS/C130J MC rates 100%; CAANG/CC next! 12. RATER'S TYPED NAME, GRADE, AND DUTY TITLE 13. SIGNATURE 14 DATE DAVID S. BALDWIN Digitally signed by BALDWIN.DAVID.SANDERSON.1167570921 Major General 18 Dec 2020 Date: 2020.12.18 13:00:21 -08'00' The Adjutant General 15a. INDORSER'S PROMOTION RECOMMENDATION (Check appropriate block) 15b. INDORSER'S NUMERICAL RANK IF ELIGIBLE FOR PROMOTION ELIGIBLE FOR PROMOTION THIS CYCLE NOT ELIGIBLE FOR PROMOTION THIS CYCLE 1 of 2 RETIREMENT(Mark only if retirement is approved) 16. INDORSER'S COMMENTS The Indorser is also the rater. 17. INDORSER'S TYPED NAME, GRADE, AND DUTY TITLE 18. SIGNATURE 19. DATE DAVID S. BALDWIN Digitally signed by BALDWIN.DAVID.SANDERSON.1167570921 Major General 18 Dec 2020 Date: 2020.12.18 13:00:47 -08'00' The Adjutant General INSTRUCTIONS Comments will be typed in sentence format. Only Brigadier Generals "Eligible for Promotion This Cycle" receive a numerical rank. Evaluators will complete all reports correctly and forward them to AF/DPG for EAD officers; NGB-GO for ANG officers; and AF/REG for Reserve officers, within 30 days of the report close-out date. The Management Level should provide a copy of the completed report to the ratee.

OFFICER PERFO	RMANCE	R	EPORT (L	t thru	Col)			
I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before		em)	•					
1. NAME (Last, First, Middle Initial) MAGRAM, JEFFREY, W.	3. RANK Col	1	4. DAFSC 97E0	5. REA		R REPORT nual	6. PAS (B32IFL1C
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT		_				DD OF REPORT		NO. DAYS SUPV.
Joint Forces Headquarters California National Guard					FROM	1 Feb 2018		365 D. DAYS NON-RATED
Sacramento, California (NON-EAD)					THRU	31 Jan 201	19	
II. JOB DESCRIPTION (Limit text to 4 lines) DUTY TITLE Chief of Staff - Air								10. SRID 06HQS
 Director of Headquarters California Air National Management, and Training programs and Activitie Provides liaison with CA ARNG leadership, CM 	s; daily a	cti	ions directl	ly imp	oact ar	nd support t	he Stat	e's five wings
- Develops and Implements State policies and mon								
III. PERFORMANCE FACTORS						DOES NOT EET STANDARDS	М	EETS NDARDS
Job Knowledge, Leadership Skills (to include Promoting a Healthy Organizatio Organizational Skills, Judgment and Decisions, Communication Skills (see review).								X
IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)		_						
 Readiness Champion! ANG state lead for the mage Lead problem solver for KO Issues! Facilitated b Top advisor for CA Recruiting Program; DANG DSCA Expert! Led ANG resp in most catastroph Unparalleled negotiator; secured ANG facilities/J My #1/39 O6s! Jeff was a key advisor for TAG/A 	alance of goal achie ic w-fire s IFTB Los	Ai eve sea A	ir/Army K ed! #1/54 ason in CA Al-Enabled	O por CA hist- Intel	rtfolio access 8 fire Sq Pa	w/Dir of N sed 6.2% of es/14 counti sscode & C	GB/A0 total A es/289 A ANO	Q & USPFO CA ANG production! sort/1200 flt hrs G msn expansion
Last performance feedback was accomplished on: 12 Jul 2018 (IAW AFI 36-2406) (If not accomplished, state the reason)								
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE							DATE
CLAY L. GARRISON, Maj Gen, CA ANG	Assistant	A	djutant Gen	eral -	Air			27 Feb 2019
HQ CA ANG (NGS) Sacramento, CA	SSN 1502		SIGNATURE	GARRIS 33535	SON.CLA	11.2201.111777	Digitally signed b SARRISON.CLA Date: 2019.02.27	Y.LEON.1177733535
V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 li.		一	CONCUR		Г	NON-CONCU		
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	Assistant	A	djutant Gen	eral -	Air			DATE
	SSN		SIGNATURE	GARRIS 33535	SON.CLA		ARRISON.CLA	y Y.LEON.1177733535 17:09:10 -08'00'
VI. REVIEWER (If required, limit text to 3 lines)			CONCUR			NON-CONCL	JR	
ADDITIONAL RATER IS ALSO THE REVIEW	ER							
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	:						DATE 27 Feb 2019
	SSN		SIGNATURE	GARRIS 33535	SON.CLA		rigitally signed b ARRISON.CLA rate: 2019.02.27	Y.LEON.1177733535
VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box)	FUNC ¹	TIO	NAL EXAMINER	₹		AIR FORCE ADV	ISOR	
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	=						DATE
	SSN		SIGNATURE					
VIII. RATEE'S ACKNOWLEDGMENT	1							
I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt	SIGNAT	ΓUR	RE MAGRAM.JEF	FREY.WA	RREN.109	Digitally signed by	T	DATE 29 Feb 2010
of this report.			2307227		/\	MAGRAMJEFFREY.WARREN.10 Date: 2019.02.28 02:27:22 -08'00'	092307227	28 Feb 2019

RATEE NAME: MAGRAM, JEFFREY, W.		
IX. PERFORMANCE FACTORS (If Section III is marked Does N	lot Meet Standards, fill in applicable block[s])	DOES NOT MEET STANDARDS
1. Job Knowledge. Has knowledge required to perform duties effe	ectively. Strives to improve knowledge. Applies knowledge to handle non-routing	e situations.
	Healthy Organizational Climate. Works well with others. Fosters teamwork. Disponfidence of subordinates. Fair and consistent in evaluation of subordinates.	plays
dress and appearance, customs and courtesies, and professional con-	, integrity, honesty, and officership. Adheres to Air Force Standards (i.e. Fitness duct.) Accepts personal responsibility. Is fair and objective. s resources effectively. Meets suspenses. Schedules work for self and others e	
effectively. Anticipates and solves problems.	ons. Emphasizes logic in decision making. Retains composure in stressful situat	· ,
Recognizes opportunities. Adheres to safety and occupational health		tions.
6. Communication Skills. Listens, speaks, and writes effectively	<i>i</i> .	
X. REMARKS (use this section to spell out acronyms from the from		
Matter Expert. CNGB - Chief, National Guard National Guard Bureau. N/S - North/South. C	AG - The Adjutant General. SA - Situational aware rd Bureau. NG - National Guard. MDG - Medical C DTF - Counter Drug Task Force	Group. NGB -
` ' ' '	al comments or the overall standards block is marked as does not meet standard	*
I am referring this OPR to you according to AFI 36-2406, para 1.10. It Specifically,	contains comment(s)/rating(s) that make(s) the report a referral as defined in AF	- I 36-2406, para, 1.10.
	rely acknowledges that a referral report has been rendered; it does not imply according on a copy of this memo. You may submit rebuttal comments. Send your written on the comments of the comments of the comments of the comments of the comments.	
submit attachments (limit to 10 pages), but they must directly relate to report for file in your personnel record. Copies of previous reports, etc already filed in your records. Your rebuttal comments/attachments ms substantiate and document them. Contact the MPS, Force Managem It is important for you to be aware that receiving a referral report may your commander and/or MPS or Air Force Contact Center if you desire	pelow. If you need additional time, you may request an extension from the indivice the reason this report was referred. Pertinent attachments not maintained elsew is submitted as attachments will be removed from your rebuttal package prior to fay not contain any reflection on the character, conduct, integrity, or motives of the ent section, or the AF Contact Center if you require any assistance in preparing yaffect your eligibility for other personnel related actions (e.g. assignments, promo a more information on this subject. If you believe this report is inaccurate, unjust, chapter 10, Correction of Officer and Enlisted Evaluation Reports, once the report	where will remain attached to the filing since these documents are evaluator unless you can fully your reply to the referral report. totions, etc.). You may consult, or unfairly prejudicial to your
NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR	DUTY TITLE	DATE
	SIGNATURE	
SIGNATURE OF RATEE		DATE
	INCTRUCTIONS	
ALL: Recommendations must be based on performance and the pot completion of or enrollment in Developmental Education, advanced expanily activities, marital status, race, sex, ethnic origin, age, religion or	INSTRUCTIONS ential based on that performance. Promotion recommendations are prohibited. Iducation, previous or anticipated promotion recommendations on AF Form 709, Consexual orientation. Evaluators enter only the last four numbers of SSN.	Do not comment on OPR endorsement levels,
RATER: Focus your evaluation in Section IV on what the officer did, "bullet" format. Your comments in Section IV may include recomment record and provide follow-up feedback to let the ratee know how their	how well he or she did it, and how the officer contributed to mission accomplishn dations for assignment. Provide a copy of the report to the ratee prior to the repo performance resulted in this final product.	nent. Write in concise ort becoming a matter of
ADDITIONAL RATER: Carefully review the rater's evaluation to er evaluation. You may not direct a change in the evaluation. If you still assignment.	sure it is accurate, unbiased and uninflated. If you disagree, you may ask the ra disagree with the rater, mark "NON-CONCUR" and explain. You may include re-	ter to review his or her commendation for
REVIEWER: Carefully review the rater's and additional rater's rating form. If you disagree with previous evaluators, you may ask them to radditional rater, mark "NON-CONCUR" and explain in Section VI. Do	is and comments. If their evaluations are accurate, unbiased and uninflated, man eview their evaluations. You may not direct them to change their appraisals. If y not use "NON-CONCUR" simply to provide comments on the report.	rk "CONCUR" and sign the ou still disagree with the
RATEE: Your signature is merely an acknowledgement of receipt of appeal through the Evaluation Reports Appeals Board IAW AFI 36-24 Correction of Military Records IAW AFI 36-2603 (Air Force Board for Military Records (AFBCMR).	this report. It does not constitute concurrence. If you disagree with the content, 06 Chapter 10 (Correcting Officer and Enlisted Evaluation Reports), or through the Correction of Military Records) and AFPAM 36-2607 (Applicants' Guide to the Air	you may file an evaluation ne Air Force Board for Force Board for Correction of
	PRIVACY ACT STATEMENT	
PURPOSE: Used to document effectiveness/duty performance his separation; research and statistical analysis. ROUTINE USES: May specifically be disclosed outside the DoD	ary of the Air Force: AFI 36-2406, and Executive Order 9397 (SSN), as ame istory; promotion, school and assignment selection; reduction-in-force; continuous as a routine use pursuant to 5 U.S.C. 552a(b)(3). DoD Blanket Routine Use on the processed or to positively identify the person being evaluated. Records	trol roster; reenlistment;

OFFICER PERFO			t thru Col)				
I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before			I= D= 10011 = 0D	DEDODT	To 0.005		
1. NAME (Last, First, Middle Initial) MAGRAM, JEFFREY, W.	3. RANK Col	4. DAFSC 97E0	5. REASON FOR Ann		6. PAS CODE B32IFL1C		
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT		-		OF REPORT	9. NO. DAYS SUPV.		
Headquarters, California Air National Guard (NGS), Sa	acramento, C	California	FROM	1 Feb 2017			
(Non-EAD)			THRU	31 Jan 201	Ů		
II. JOB DESCRIPTION (Limit text to 4 lines) DUTY TITLE Chief of Staff - Air					10. SRID 06HQS		
 Director of Headquarters California Air National Management, and Training programs and Activitie Provides liaison with CA ARNG leadership, CM Develops and Implements State policies and mon 	es; daily act D Joint Sta	ions directly ff, and NGI	y impact and B, ensuring (d support th CA ANG in ANG, ANG	ne State's five wings nterests are represented G, and AF directives		
III. PERFORMANCE FACTORS			ME	DOES NOT ET STANDARDS	MEETS STANDARDS		
Job Knowledge, Leadership Skills (to include Promoting a Healthy Organizatio Organizational Skills, Judgment and Decisions, Communication Skills (see rev			S,		\boxtimes		
IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)							
-Unrivaled senior leader; retained national terrorism-Unparalleled DSCA execution; Orroville Dam, corrovative problem solver; leveraged all duty types -Principal advisor to CA ANG/CC-TAG on manpor-Unmatched interoperability skills within CMD & -My #1/34 Cols! Sustained superior HPO, invaluable Last performance feedback was accomplished on: 8 Jul 2017 (Insert performance feedback was accomplished on: 8 Jul 2017)	omplex fire, s to reinvigo ower issues NGB; world ble contribu	, SAR & IA orate state I ; mntr to Ai ked flawless itor to ldr d	A activation T manning r R&R pgm sly with HR	ns; 51 Msns; 95% AGR ; 655 gaine O; met all 1 levels; DOS	s 1220 flt hrs ISO OES R execution, tech 87+% ed, 93.5% end strength Title-5 pgm milestones		
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE				DATE		
CLAY L. GARRISON, Maj Gen, CA ANG		djutant Gene	eral - Air		09 May 2018		
HQ CA ANG (NGS) Sacramento, California	SSN 1502	SIGNATURE	GARRISON.CLAY	GA	igitally signed by ARRISON.CLAY.LEON.1177733535 tet: 2018.05.09 14:29:17 +02'00'		
<u> </u>				7			
V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 li	ines) ×	CONCUR		NON-CONCU	<u> </u>		
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION CLAY L. GARRISON, Maj Gen, CA ANG	DUTY TITLE Assistant Adjutant General - Air DATE 09 May 20						
HQ CA ANG (NGS) Sacramento, California	SSN 1502		GARRISON.CLAY 33535	GA	gitally signed by RRISON.CLAY.LEON.1177733535 ite: 2018.05.09 14:29:31 +02'00'		
VI. REVIEWER (If required, limit text to 3 lines)	\succeq	CONCUR		NON-CONCUI	R		
ADDITIONAL RATER IS ALSO REVIEWER							
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION CLAY L. GARRISON, Maj Gen, CA ANG HQ CA ANG (NGS)	SSN	djutant Gene	eral - Air GARRISON.CLAY	7.LEON.11777 Dig	DATE 09 May 2018		
Sacramento, California VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR	1502	3	33535		ARRISON.CLAY.LEON.1177733535 tte: 2018.05.09 14:29:45 +02'00'		
(Indicate applicable review by marking the appropriate box)	. —	ONAL EXAMINER	A	IR FORCE ADVI			
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE				DATE		
	SSN	SIGNATURE					
VIII. RATEE'S ACKNOWLEDGMENT							
I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt	SIGNATU		REY.WARREN.109 Dig	itally signed by	DATE 2010		
of this report.		2307227	MA	GRAMJEFFREY.WARREN.109 e: 2018.05.09 16:30:40 -07'00'	09 May 2018		

RATEE NAME: MAGRAM, JEFFREY, W.				
IX. PERFORMANCE FACTORS (If Section III is marked Does Not	t Meet Standards, fill in applicable block[s])		ES NO	
,		MEET S	TAND	DARDS
Leadership Skills. Sets and enforces standards. Promotes a He	tively. Strives to improve knowledge. Applies knowledge to handle non-routine ealthy Organizational Climate. Works well with others. Fosters teamwork. Disp			
·	fidence of subordinates. Fair and consistent in evaluation of subordinates.		=	
dress and appearance, customs and courtesies, and professional condu			X	
4. Organizational Skills. Plans, coordinates, schedules and uses r effectively. Anticipates and solves problems.	resources effectively. Meets suspenses. Schedules work for self and others ec	quitably and		
5. Judgment and Decisions. Makes timely and accurate decision Recognizes opportunities. Adheres to safety and occupational health recognizes of the company of the compan	 Emphasizes logic in decision making. Retains composure in stressful situation quirements. Acts to take advantage of opportunities. 	ons.		
6. Communication Skills. Listens, speaks, and writes effectively.				
X. REMARKS (use this section to spell out acronyms from the front)				
DSCA: Defense Support of Civil Authorities; SOES: Office of Emergency Services; FT: Full-CMD: California Military Department; HPO: F	SAR: Search and Rescue; IAA: Incident Awarenes: Time; TAG: The Adjutant General; R&R: Recruiting High Performance Officer; DOS-JS: Director of Sta	s and Asses ag and Rete ff - Joint St	sme entic aff	ent; on;
1 7 7	comments or the overall standards block is marked as does not meet standards	<u>, </u>		
I am referring this OPR to you according to AFI 36-2406, para 1.10. It of Specifically,	ontains comment(s)/rating(s) that make(s) the report a referral as defined in AFI	36-2406, para, 1.	.10.	
	y acknowledges that a referral report has been rendered; it does not imply acce a copy of this memo. You may submit rebuttal comments. Send your written co		ement	t with
submit attachments (limit to 10 pages), but they must directly relate to the report for file in your personnel record. Copies of previous reports, etc. already filed in your records. Your rebuttal comments/attachments may substantiate and document them. Contact the MPS, Force Managemen It is important for you to be aware that receiving a referral report may aff your commander and/or MPS or Air Force Contact Center if you desire recareer, you may apply for a review of the report under AFI 36-2406, Chadefined in AFI 36-2406, Attachment 2.	low. If you need additional time, you may request an extension from the individual reason this report was referred. Pertinent attachments not maintained elsewisubmitted as attachments will be removed from your rebuttal package prior to fill not contain any reflection on the character, conduct, integrity, or motives of the it section, or the AF Contact Center if you require any assistance in preparing your eligibility for other personnel related actions (e.g. assignments, promotimore information on this subject. If you believe this report is inaccurate, unjust, apter 10, Correction of Officer and Enlisted Evaluation Reports, once the report	nere will remain at ing since these do evaluator unless y our reply to the ref ions, etc.). You m or unfairly prejudic becomes a matter	ttache ocume you ca ferral in ay co cial to	ed to the ents are an fully report. onsult
NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR	DUTY TITLE	DATE		
	SIGNATURE		—	
SIGNATURE OF RATEE	l r	DATE		
SIGNATURE OF NATEE		/AIL		
ALL: Recommendations must be based on performance and the poten completion of or enrollment in Developmental Education, advanced educ family activities, marital status, race, sex, ethnic origin, age, religion or so	INSTRUCTIONS Itial based on that performance. Promotion recommendations are prohibited. Discation, previous or anticipated promotion recommendations on AF Form 709, Of exual orientation. Evaluators enter only the last four numbers of SSN.	o not comment or PR endorsement l	n levels	;,
RATER: Focus your evaluation in Section IV on what the officer did, ho "bullet" format. Your comments in Section IV may include recommendal record and provide follow-up feedback to let the ratee know how their pe	ow well he or she did it, and how the officer contributed to mission accomplishm tions for assignment. Provide a copy of the report to the ratee prior to the report of the report of the resulted in this final product.	ent. Write in cond t becoming a matt	cise ter of	
ADDITIONAL RATER: Carefully review the rater's evaluation to ensu evaluation. You may not direct a change in the evaluation. If you still disassignment.	ure it is accurate, unbiased and uninflated. If you disagree, you may ask the rate sagree with the rater, mark "NON-CONCUR" and explain. You may include rec	er to review his or ommendation for	her	
REVIEWER: Carefully review the rater's and additional rater's ratings form. If you disagree with previous evaluators, you may ask them to revadditional rater, mark "NON-CONCUR" and explain in Section VI. Do not	and comments. If their evaluations are accurate, unbiased and uninflated, mark riew their evaluations. You may not direct them to change their appraisals. If you tuse "NON-CONCUR" simply to provide comments on the report.	t "CONCUR" and ou still disagree wi	sign t ith the	the e
RATEE: Your signature is merely an acknowledgement of receipt of th appeal through the Evaluation Reports Appeals Board IAW AFI 36-2406 Correction of Military Records IAW AFI 36-2603 (Air Force Board for Col Military Records (AFBCMR).	is report. It does not constitute concurrence. If you disagree with the content, you chapter 10 (Correcting Officer and Enlisted Evaluation Reports), or through the rrection of Military Records) and AFPAM 36-2607 (Applicants' Guide to the Air F	ou may file an eva e Air Force Board Force Board for Co	aluati for orrect	ion tion of
	PRIVACY ACT STATEMENT			
PURPOSE: Used to document effectiveness/duty performance hist separation; research and statistical analysis.		ol roster; reenlisti	ment,	;

OFFICER PERFORMANCE REPORT (Lt thru Col) 1. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)								
1. NAME (Last, First, Middle Initial) 2. SSN	3. RANK		4. DAFSC	5. REASON F	OR REPORT	6. PAS (
MAGRAM, JEFFREY, W. 7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT	Co	1	97E0	_	HQ USAF		B32IFL1C	
l ' '	1	-4- 0	0-1:6:-	FRC	436 201		NO. DAYS SUPV.	
Headquarters, California Air National Guard (NGS), S	acrame	nto, C	aliiornia		•	l NO	O. DAYS NON-RATED	
(Non-EAD)				THI	Ru 31 Jan 201	/	0	
II. JOB DESCRIPTION (Limit text to 4 lines) DUTY TITLE Director of Air-Staff							10. SRID 06HQS	
- Supv, train, equip HQ CA ANG Staff of 37 inclo	dg Persi	nl, M	npwr, R&	R, Info M	gmt, Logistics	s, Plan	s & Trng prgms	
- Directs Staff ensuring support to the State's five	wings e	ensur	ing missic	on accompl	ishment & D	OMO l	PS devlpmnt/spt	
- Provides liaison with CA ARNG leadership, CM	ID Join	t Staf	f, and NO	B, ensurin	g CA ANG ii	nterest	s are represented	
- Develops & implements State policies & monito	rs over	all co	mpliance	w/TAG, C				
III. PERFORMANCE FACTORS					DOES NOT MEET STANDARDS		EETS NDARDS	
Job Knowledge, Leadership Skills (to include Promoting a Healthy Organizational Skills, Judgment and Decisions, Communication Skills (see re							\boxtimes	
IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)								
- Creative Genius! Reorg'd/created fully functning - Master strategist affecting multi-State 'Big State - Recognized expert by CMD sr ldrs/stftook con - Skillfully implemented CA FD prgm; analyzed & - Diligent oversight on R&R transformationadde - #1 of 37 All-Star Cols! Principle advisor, innova	Inititat trol of & & caree ed stf/de	ive' to AGR r mng ev'd r	ort size H prgm mg gd FGOs a new proce	IQ manning mtnew pracross 5 W sses revers	g ensuring sports occess led to 1 gsfilled Sr ling 6 yr trend	t for st 100% i ldr/CC l w/hig	ate's w/4k+ amn resrce execution posns statewide gher end-strength	
Last performance feedback was accomplished on: 18 Oct 2016	(IAW AFI 36	6-2406)	(If not accompl	ished, state the r	eason)			
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TI	TLE					DATE	
CLAY L. GARRISON, Brig Gen, CA ANG	Comm		r				22 Mar 2017	
HQ CA ANG (NGS)	SSN		SIGNATURE	GARRISON CI	LAY.LEON.11777	gitally signed by GAR	RRISON.CLAY.LEON.1177733535	
Sacramento, California	150	2		33535	Day Day	N: c=US, o=U.S. Gove =GARRISON.CLAY. ne: 2017.03.22 19:55:	ernment, ou=DoD, ou=PKI, ou=USAF, LEON.1177733535 24 -0700'	
V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4	lines)	X	CONCUR		NON-CONCU	R		
RATER IS ALSO THE ADDITIONAL RATER								
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	Comm		r				DATE 22 Mar 2017	
CLAY L. GARRISON, Brig Gen, CA ANG HQ CA ANG (NGS)	SSN		SIGNATURE					
Sacramento, California	150		OIONATORE	GARRISON.CI 33535	en-	gitally signed by GAR i: c=US, o=U.S. Gove -GARRISON.CLAY.1 te: 2017.03.22 19:55:4	LEON.1177733535	
VI. REVIEWER (If required, limit text to 3 lines)		X	CONCUR		NON-CONCU	R		
ADDITIONAL RATER IS ALSO REVIEWER								
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY T						DATE	
CLAY L. GARRISON, Brig Gen, CA ANG	Comm						22 Mar 2017	
HQ CA ANG (NGS) Sacramento, California	SSN 150		SIGNATURE		DITI-LECTALITY / DN	gitally signed by GAR i: c=US, o=U.S. Gove GARRISON.CLAY.	RISON.CLAY.LEON.1177733535 rmment, ou=DoD, ou=PKI, ou=USAF, LEON.1177733535	
VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR	130	12		33535		te: 2017.03.22 19:56:0		
(Indicate applicable review by marking the appropriate box)	Fl	JNCTIO	NAL EXAMINE	R	AIR FORCE ADVI	ISOR		
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY 1	ITLE					DATE	
	SSN		SIGNATURE					
VIII. DATEFIC ACKNOWLEDOMENT								
VIII. RATEE'S ACKNOWLEDGMENT	QIC	SNATUF	RE				DATE	
I understand my signature does not constitute agreement or Yes No disagreement. I acknowledge all required feedback was) Sic	νι ν ι 1 Ο Γ	\ _				SALL	
accomplished during the reporting period and upon receipt of this report.			MAGRAM.JE 2307227	EFFREY.WARREN.10	Digitally signed by MAGRAM_JEFFREY.WARREN.109 Dix:-US, o=U.S. Generation, o=PAG, o=PAG, o=LS. Generation, o=PAG, o=PAG, o=LS. Generation, o=PAG, o=PAG, o=LS. Generation, o=PAG,	92397227 JSAF,	22 Mar 2017	

RATEE NAME: MAGRAM, JEFFREY, W.		
IX. PERFORMANCE FACTORS (If Section III is marked Does N	Not Meet Standards, fill in applicable block[s])	DOES NOT MEET STANDARDS
1. Job Knowledge. Has knowledge required to perform duties eff	ectively. Strives to improve knowledge. Applies knowledge to handle non-routing	ne situations.
	Healthy Organizational Climate. Works well with others. Fosters teamwork. Disonfidence of subordinates. Fair and consistent in evaluation of subordinates.	splays
dress and appearance, customs and courtesies, and professional con	, integrity, honesty, and officership. Adheres to Air Force Standards (i.e. Fitness duct.) Accepts personal responsibility. Is fair and objective. s resources effectively. Meets suspenses. Schedules work for self and others	
effectively. Anticipates and solves problems.		· · ·
Recognizes opportunities. Adheres to safety and occupational health	ons. Emphasizes logic in decision making. Retains composure in stressful situa requirements. Acts to take advantage of opportunities.	itions.
6. Communication Skills. Listens, speaks, and writes effectively	J.	
X. REMARKS (use this section to spell out acronyms from the from	t) (ilitary Department; R&R: Recruiting and Retention)	
Staff - Joint Staff		do
· · · · · · · · · · · · · · · · · · ·	al comments or the overall standards block is marked as does not meet standard t contains comment(s)/rating(s) that make(s) the report a referral as defined in Al	<u>'</u>
Specifically,		
	rely acknowledges that a referral report has been rendered; it does not imply acc to a copy of this memo. You may submit rebuttal comments. Send your written	
submit attachments (limit to 10 pages), but they must directly relate to report for file in your personnel record. Copies of previous reports, et already filed in your records. Your rebuttal comments/attachments mis substantiate and document them. Contact the MPS, Force Managem It is important for you to be aware that receiving a referral report may your commander and/or MPS or Air Force Contact Center if you desire.	below. If you need additional time, you may request an extension from the indivi- the reason this report was referred. Pertinent attachments not maintained else- c. submitted as attachments will be removed from your rebuttal package prior to ay not contain any reflection on the character, conduct, integrity, or motives of th- ent section, or the AF Contact Center if you require any assistance in preparing affect your eligibility for other personnel related actions (e.g. assignments, promo e more information on this subject. If you believe this report is inaccurate, unjust Chapter 10, Correction of Officer and Enlisted Evaluation Reports, once the repo	where will remain attached to the filing since these documents are e evaluator unless you can fully your reply to the referral report. otions, etc.). You may consult t, or unfairly prejudicial to your
NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR	DUTY TITLE	DATE
	SIGNATURE	
SIGNATURE OF RATEE		DATE
	INSTRUCTIONS	
ALL: Recommendations must be based on performance and the pol completion of or enrollment in Developmental Education, advanced of family activities, marital status, race, sex, ethnic origin, age, religion or	tential based on that performance. Promotion recommendations are prohibited. ducation, previous or anticipated promotion recommendations on AF Form 709, or sexual orientation. Evaluators enter only the last four numbers of SSN.	Do not comment on OPR endorsement levels,
RATER: Focus your evaluation in Section IV on what the officer did, "bullet" format. Your comments in Section IV may include recommend record and provide follow-up feedback to let the ratee know how their	how well he or she did it, and how the officer contributed to mission accomplish dations for assignment. Provide a copy of the report to the ratee prior to the report performance resulted in this final product.	ment. Write in concise ort becoming a matter of
ADDITIONAL RATER: Carefully review the rater's evaluation to er evaluation. You may not direct a change in the evaluation. If you still assignment.	nsure it is accurate, unbiased and uninflated. If you disagree, you may ask the radical disagree with the rater, mark "NON-CONCUR" and explain. You may include re	ater to review his or her accommendation for
REVIEWER: Carefully review the rater's and additional rater's rating form. If you disagree with previous evaluators, you may ask them to additional rater, mark "NON-CONCUR" and explain in Section VI. Do	is and comments. If their evaluations are accurate, unbiased and uninflated, ma eview their evaluations. You may not direct them to change their appraisals. If y not use "NON-CONCUR" simply to provide comments on the report.	rk "CONCUR" and sign the you still disagree with the
RATEE: Your signature is merely an acknowledgement of receipt of appeal through the Evaluation Reports Appeals Board IAW AFI 36-24 Correction of Military Records IAW AFI 36-2603 (Air Force Board for Military Records (AFBCMR).	this report. It does not constitute concurrence. If you disagree with the content, 06 Chapter 10 (Correcting Officer and Enlisted Evaluation Reports), or through ti Correction of Military Records) and AFPAM 36-2607 (Applicants' Guide to the Air	you may file an evaluation he Air Force Board for Force Board for Correction of
	PRIVACY ACT STATEMENT	
PURPOSE: Used to document effectiveness/duty performance h separation; research and statistical analysis. ROUTINE USES: May specifically be disclosed outside the DoD	any of the Air Force: AFI 36-2406, and Executive Order 9397 (SSN), as ame istory; promotion, school and assignment selection; reduction-in-force; cont as a routine use pursuant to 5 U.S.C. 552a(b)(3). DoD Blanket Routine Use not be processed or to positively identify the person being evaluated. Records	trol roster; reenlistment;

OFFICER PERFO			t thru Col)			
I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before 1. NAME (Last, First, Middle Initial) 2. SSN	filling in any item 3. RANK	4. DAFSC	5. REASON FOR	DEDORT 16	3. PAS CODE	
MAGRAM, JEFFREY, W.	Col	97E0	Ann		B32IFL1C	
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT				OF REPORT	9. NO. DAYS SUPV.	
Headquarters, California Air National Guard (NGS)			FROM	1 May 2015	335 NO. DAYS NON-RATED	
Sacramento, California (Non-EAD)			THRU	30 Apr 2016	5 0	
II. JOB DESCRIPTION (Limit text to 4 lines) DUTY TITLE Director of Staff-Air					10. SRID 06HQS	
 Supv, train, equip HQ CA ANG Staff of 37 incld Directs staff ensuring support to the State's five w Provides liaison with CA ARNG leadership, CM Develops & implements State policies & monitor 	vings ensur D Joint Sta	ing mission ff, and NGl	n accomplish B, ensuring (ment & DOI CA ANG int	MOPS devlpmnt/spt terests are represented	
III. PERFORMANCE FACTORS			MEI	DOES NOT ET STANDARDS	MEETS STANDARDS	
Job Knowledge, Leadership Skills (to include Promoting a Healthy Organizatio Organizational Skills, Judgment and Decisions, Communication Skills (see rev					\boxtimes	
IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)						
 Handpicked ARC/ldrshp expert! Deployed hi vis Bolstered ARC LNO vis in AFCENT AOR; coor Reorg'd AOR dplymt C/L; clarified ARC deployed Mitigated critical manning gap! Sourced 2 sr ldr Strategist/articulate spokespersonmastermind of My 1 of 31 O6s in State! Uniquely talented, sough 	d 12 down ment timeli positions w f new direc	range visits ines/rqmts vith ARC m tion for HQ	; brfd 3K+ A -imprv'd read brsensured) staffensured	Amnresolvediness of 5K- l continuity of red msn succ	ed 425+ discrpancies + ARC to AOR yrly of cmd for 3k+ prsnl cess for Wings/State	
Last performance feedback was accomplished on: 18 Feb 2016 (IAW AFI 36-2406) (If not accomplished, state the reason)						
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE				DATE	
CLAY L. GARRISON, Brig Gen, CA ANG		djutant Gen	eral - Air		19 Feb 2017	
HQ CA ANG (NGS) Sacramento, California	1502		GARRISON.CLAY 33535	'.LEON.11777 Digitally DN: c=-U cn=GAR Date: 20	ly signed by GARRISON.CLAY.LEON.1177733535 US, o-U.S. Government, ou-DoD, ou-PKI, ou-USAF, RRISON.CLAY.LEON.1177733535 017.02.19 12:20:59 -08'00'	
V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 lin	nes)	CONCUR		NON-CONCUR		
RATER IS ALSO THE ADDITIONAL RATER						
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION CLAY L. GARRISON, Brig Gen, CA ANG	Assistant A	djutant Gen	eral - Air		DATE 19 Feb 2017	
HQ CA ANG (NGS)	SSN	SIGNATURE	GARRISON.CLAY	·LLOI III / / DN: c=II	y signed by GARRISON.CLAY.LEON.1177733535 US, o-U.S. Government, ou-DoD, ou-PKI, ou-USAF, RRISON.CLAY.LEON.1177733535	
Sacramento, California	1502	_	33535		RRISON.CLAY 1.EON.1177/55555 117.02.19 12:31:23 -08'00'	
VI. REVIEWER (If required, limit text to 3 lines)	>	CONCUR		NON-CONCUR		
ADDITIONAL RATER IS ALSO REVIEWER						
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION CLAY L. GARRISON, Brig Gen, CA ANG	DUTY TITLE Assistant A	Adjutant Gen	eral - Air		DATE 19 Feb 2017	
HQ CA ANG (NGS) Sacramento, California	SSN 1502		GARRISON.CLAY 33535	en=GAR	y signed by GARRISON.CLAY.LEON.1177733535 US, o=U.S. Government, o="-Dol), ou=PKI, ou=USAF, RRISON.CLAY.LEON.1177733535 117.02.19 12:31:45 -08'00'	
VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box)	FUNCTION	ONAL EXAMINER	R A	IR FORCE ADVISO	OR	
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE				DATE	
	SSN	SIGNATURE				
VIII. RATEE'S ACKNOWLEDGMENT	l .	1				
I understand my signature does not constitute agreement or Yes No	SIGNATU	RE			DATE	
disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.		MAGRAM.JEFI 2307227	cn-M	illy signed by MAGRAM JEFFREY WARREN.109230722 -US, e-U.S. Government, our-DoD, our-PKI, our-USAF, AGRAM JEFFREY WARREN.1092307227 2017.02.19 1751:49 -08007	19 Feb 2017	

RATEE NAME: MAGRAM, JEFFREY, W.			
IX. PERFORMANCE FACTORS (If Section III is marked Does N	ot Meet Standards, fill in applicable block[s])	DOES NO	
Job Knowledge. Has knowledge required to perform duties effet	ectively. Strives to improve knowledge. Applies knowledge to handle non-routine		AKDS
	Healthy Organizational Climate. Works well with others. Fosters teamwork. Displantion of subordinates. Fair and consistent in evaluation of subordinates.	ays]
Professional Qualities. Exhibits loyalty, discipline, dedication, dress and appearance, customs and courtesies, and professional concepts.	integrity, honesty, and officership. Adheres to Air Force Standards (i.e. Fitness st	andards,	
	s resources effectively. Meets suspenses. Schedules work for self and others equ	uitably and]
	ons. Emphasizes logic in decision making. Retains composure in stressful situatio requirements. Acts to take advantage of opportunities.	ns.]
6. Communication Skills. Listens, speaks, and writes effectively			
X. REMARKS (use this section to spell out acronyms from the front	;)		
C/L - Checklist			
	al comments or the overall standards block is marked as does not meet standards)		
I am referring this OPR to you according to AFI 36-2406, para 1.10. It Specifically,	contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI	36-2406, para, 1.10.	
	ely acknowledges that a referral report has been rendered; it does not imply accep o a copy of this memo. You may submit rebuttal comments. Send your written co		nt with
submit attachments (limit to 10 pages), but they must directly relate to report for file in your personnel record. Copies of previous reports, etc already filed in your records. Your rebuttal comments/attachments ma substantiate and document them. Contact the MPS, Force Manageme It is important for you to be aware that receiving a referral report may a your commander and/or MPS or Air Force Contact Center if you desire	elow. If you need additional time, you may request an extension from the individual the reason this report was referred. Pertinent attachments not maintained elsewher, submitted as attachments will be removed from your rebuttal package prior to filing you not contain any reflection on the character, conduct, integrity, or motives of the eart section, or the AF Contact Center if you require any assistance in preparing you affect your eligibility for other personnel related actions (e.g. assignments, promotice more information on this subject. If you believe this report is inaccurate, unjust, of thapter 10, Correction of Officer and Enlisted Evaluation Reports, once the report is	ere will remain attacheng since these documentation unless you cour reply to the referral ons, etc.). You may con unfairly prejudicial to	ed to the ents are can fully report. onsult o your
NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR	DUTY TITLE	DATE	
	SIGNATURE		
SIGNATURE OF RATEE	D	ATE	
	INCTRUCTIONS		
ALL: Recommendations must be based on performance and the pote completion of or enrollment in Developmental Education, advanced ed family activities, marital status, race, sex, ethnic origin, age, religion or	INSTRUCTIONS ential based on that performance. Promotion recommendations are prohibited. Do ucation, previous or anticipated promotion recommendations on AF Form 709, OP sexual orientation. Evaluators enter only the last four numbers of SSN.	not comment on R endorsement levels	s,
	how well he or she did it, and how the officer contributed to mission accomplishme lations for assignment. Provide a copy of the report to the ratee prior to the report performance resulted in this final product.		:
ADDITIONAL RATER: Carefully review the rater's evaluation to en evaluation. You may not direct a change in the evaluation. If you still assignment.	sure it is accurate, unbiased and uninflated. If you disagree, you may ask the rate disagree with the rater, mark "NON-CONCUR" and explain. You may include reco	r to review his or her mmendation for	
REVIEWER: Carefully review the rater's and additional rater's rating form. If you disagree with previous evaluators, you may ask them to re additional rater, mark "NON-CONCUR" and explain in Section VI. Do	s and comments. If their evaluations are accurate, unbiased and uninflated, mark eview their evaluations. You may not direct them to change their appraisals. If you not use "NON-CONCUR" simply to provide comments on the report.	"CONCUR" and sign to a still disagree with the	the e
RATEE: Your signature is merely an acknowledgement of receipt of appeal through the Evaluation Reports Appeals Board IAW AFI 36-240 Correction of Military Records IAW AFI 36-2603 (Air Force Board for C Military Records (AFBCMR).	this report. It does not constitute concurrence. If you disagree with the content, you be Chapter 10 (Correcting Officer and Enlisted Evaluation Reports), or through the Correction of Military Records) and AFPAM 36-2607 (Applicants' Guide to the Air Fo	ou may file an evaluati Air Force Board for orce Board for Correc	tion tion of
	PRIVACY ACT STATEMENT		
PURPOSE: Used to document effectiveness/duty performance his separation; research and statistical analysis. ROUTINE USES: May specifically be disclosed outside the DoD a	ory of the Air Force: AFI 36-2406, and Executive Order 9397 (SSN), as amend story; promotion, school and assignment selection; reduction-in-force; control as a routine use pursuant to 5 U.S.C. 552a(b)(3). DoD Blanket Routine Uses not be processed or to positively identify the person being evaluated. Records	l roster; reenlistment	t;

	PERFORMAN		RT (Lt thru	u Col)		
I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before						
1. NAME (Last, First, Middle Initial) 2. SSN MAGRAM, JEFFREY, W.	3. GRADE Col	4. DAFS	W0 5. R	EASON FOR RE CRO		6. PAS CODE B31CFL1G
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT			8. PERIOD OF	REPORT		9. NO. DAYS SUPV.
129th Rescue Wing (ACC), Moffett Federal Airfield, California, CA ANG (AGR)			1 Aug 2013	3 тнги 11 J	ul 2014	345
II. JOB DESCRIPTION (Limit text to 4 lines) DUTY TITLE VICE WING COMMANDER						10. SRID 06129
- Shares command responsibilities for Wing of 970	Airmen & 2	GSUs: for	mulates st	rategic nla	ns & wir	ng instructions
- Directs HQ staff of 40 Airmen including command						
- Prepares Wing for AEF contingencies and HHQ in		U 1		_		
- Ensures mission readiness, safety & security of ba						
· · · · · · · · · · · · · · · · · · ·	ase personne.	., 501 / 05 @	DOES	NOT	MEETS	FITNESS
III. PERFORMANCE FACTORS Job Knowledge, Leadership Skills (to include Promoting a Healthy Organia)	zational Climata)	Drofossional	MEET STA	NDARDS S	STANDARDS	EXEMPTION
Qualities, Organizational Skills, Judgment and Decisions, Communication (see reverse if marked Does Not Meet Standards)					X	
IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)			4.75 .00	~ · P 1	0.4/= 0	0.1
 Superb WG/CV! Led exec of 17 joint trng msns, 4 Dir wing actions for int'l L-R Rebel Heart SAR ms Advocated for WG interim/perm facilities agreems Oversaw Wing Prep for PR Ex SENTRY ALOHA Strategically mngd budgetary/manning resources the Exceptional ldr and advisor; Solves complex chall 	sn; asmbld jo nt dur NASA planning/ex hru seq challe	oint USN/U /Google a ecution; 2 enges; 100	USMC/US fld transiti 00 person 1% fin exec	CG responion; dev lanel trnd; signation; imp	se effort; ndmark F g enhcd V orvd wing	y 4 lives saved PP-partnership WG readiness g capes/CIKR
	AW AFI 36-2406) (
· <u>- · · · · · · · · · · · · · · · · · ·</u>		•		•		
NAME. GRADE. BR OF SVC. ORGN. COMMAND & LOCATION	DUTY TITLE				D	ATE
STEVEN J. BUTOW, Colonel, CA ANG	Commander					1 May 2015
129th Rescue Wing (ACC)	SSN	SIGNATURE			•	
Moffett Federal Airfield, California	3380		BUTOW.ST	EVEN.JOSEF	PH.117198	0735,
V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 lines) CONCUR						
-Known throughout the State as a strategic advisor of Trusted community leader; garners unparalleled regoreo-do-to commander, tested under pressure; SME on -#1 0f 5 WG/CVs/equiv! Unrivaled work ethic & s	espect with fe multiple CM	ed/state/lcl D progran	l agencies; ns; Polishe	DSCA exed written a	pert on T and oral o	T10/T32 issues communicator!
NAME. GRADE. BR OF SVC. ORGN. COMMAND & LOCATION DAVID S. BALDWIN, MAJOR GENERAL, CNG	DUTY TITLE The Adjutan	t General				ATE 10 Jun 2015
CALIFORNIA MILITARY DEPARTMENT	SSN	SIGNATURE				10 0 411 2010
Sacramento, California	3984		ALDWIN.DA	/ID.SANDER	SON.1167	570921,
VI. REVIEWER (If required, limit text to 3 lines)	X	CONCUR		NON-CON	ICUR	
THE ADDITIONAL RATER IS ALSO THE REVI	EWER					
NAME. GRADE. BR OF SVC. ORGN. COMMAND & LOCATION	DUTY TITLE	4 C 1				ATE
DAVID S. BALDWIN, MAJOR GENERAL, CNG CALIFORNIA MILITARY DEPARTMENT	The Adjutan					10 Jun 2015
Sacramento, California	3984	SIGNATURE B	ALDWIN.DA	VID.SANDER	RSON.1167	'570921
VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box)	FUNCTION	AL EXAMINER		AIR FORCE A	DVISOR	
NAME. GRADE. BR OF SVC. ORGN. COMMAND & LOCATION	DUTY TITLE				D	OATE
NAME. GRADE. BR OF SVC. ORGN. COMMAND & LOCATION	DUTY TITLE	SIGNATURE			D	PATE
		SIGNATURE				ATE
VIII. RATEE'S ACKNOWLEDGMENT I understand my signature does not constitute agreement or Ves No.	SSN	SIGNATURE				ATE
VIII. RATEE'S ACKNOWLEDGMENT	SSN		Y.WARREN.	1092307227	D	

RATEE NAME: MAGRAM, JEFFREY, W.						
IX. PERFORMANCE FACTORS (If Section III is marked Does I	Not Meet Standards, fill in applicable block[s])		S NOT TANDARDS			
1. Job Knowledge. Has knowledge required to perform duties non-routine situations.	effectively. Strives to improve knowledge. Applies knowledge to handle					
	a Healthy Organizational Climate. Works well with others. Fosters teamwoespect and confidence of subordinates. Fair and consistent in evaluation of	rk.				
Professional Qualities. Exhibits loyalty, discipline, dedicati personal responsibility. Is fair and objective.	on, integrity, honesty, and officership. Adheres to Air Force standards. Acce	L				
 Organizational Skills. Plans, coordinates, schedules and equitably and effectively. Anticipates and solves problems. 	uses resources effectively. Meets suspenses. Schedules work for self an	d others				
5. Judgment and Decisions. Makes timely and accurate dec	isions. Emphasizes logic in decision making. Retains composure in stress pational health requirements. Acts to take advantage of opportunities.	ful				
6. Communication Skills. Listens, speaks, and writes effective	ely.					
7. Physical Fitness. Maintains Air Force physical fitness stands	ards.					
X. REMARKS (use this section to spell out acronyms from the front to spell out acronyms front to spell out acronyms from the front to spell out acronyms front	ont)					
international (int'l), long range (L-R), assemble exercise (PR Ex), significantly enhanced (sig exercise (PR Ex)), significantly enhanced (significantly enhanced).	ng), missions (msns), search & rescue (SAR), direct ed (asmbld), airfield (afld), public-private (PP), Perchhod), managed (mngd), sequestration (seq), finance (ldr), senior (snr), commander (CC), during (dur), (DSCA), subject matter expert SME),	rsonnel re ial (fin), o	critical			
XI. REFERRAL REPORT (Complete only if report contains refer	rral comments or the overall standards block is marked as does not meet s	tandards)				
I am referring this OPR to vou according to AFI 36-2406. para 1.10. Specifically,	It contains comment(s)/rating(s) that make(s) the report a referral as define	d in AFI 36-24	l06. para. 1.10.			
	nerely acknowledges that a referral report has been rendered; it does not im the vou are entitled to a conv of this memo. You may submit rebuttal commen					
not later than 3 duty days (30 for non-EAD members) from your date below. If you need additional time, you may request an extension from the individuals named above. You may submit attachments (limit to 10 pages), but they must directly relate to the reason this report was referred. Pertinent attachments not maintained elsewhere will remain attached to the report for file in your personnel record. Copies of previous reports, etc. submitted as attachments will be removed from your rebutt. package prior to filing since these documents are already filed in your records. Your rebuttal comments/attachments may not contain any reflection on the character, conduct, integrity, or motives of the evaluator unless you can fully substantiate and document them. Contact the MPS, Force Management section, or the AF Contact Center if you require any assistance in preparing your reply to the referral report. It is important for you to be aware that receiving a referral report may affect your eligibility for other personnel related actions (e.g. assignments, promotions, etc.). You may consult your commander and/or MPS or Air Force Contact Center if you desire more information on this subject. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may apply for a review of the report under AFI 36-2406, Chapter 10, Correction of Officer and Enlisted Evaluation Reports, once the report becomes a matter of record as defined in AFI 36-2406, Attachment 2.						
NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR	DUTY TITLE	DATE				
	SIGNATURE					
SIGNATURE OF RATEE		DATE				
	INSTRUCTIONS					
on completion of or enrollment in Developmental Education, advan endorsement levels, family activities, marital status, race, sex, ethn RATER: Focus your evaluation in Section IV on what the officer d	potential based on that performance. Promotion recommendations are proceed education, previous or anticipated promotion recommendations on AF ic origin, age, religion or sexual orientation. Evaluators enter only the last food, how well he or she did it, and how the officer contributed to mission acco	Form 709, OF our numbers of mplishment.	PR f SSN. Write in			
a matter of record and provide follow-up feedback to let the ratee kn ADDITIONAL RATER: Carefully review the rater's evaluation to e	ensure it is accurate, unbiased and uninflated. If you disagree, you may ask	the rater to re	eview his or her			
assignment.	till disagree with the rater, mark "NON-CONCUR" and explain. You may inc					
sign the form. If you disagree with previous evaluators, you may as disagree with the additional rater, mark "NON-CONCUR" and explain	k them to review their evaluations. You may not direct them to change their n in Section VI. Do not use "NON-CONCUR" simply to provide comments o	appraisals. If on the report.	f you still			
evaluation appeal through the Evaluation Reports Appeals Board IA	of this report. It does not constitute concurrence. If you disagree with the c W AFI 36-2406 Chapter 10 (Correcting Officer and Enlisted Evaluation Represence Board for Correction of Military Records) and AFPAM 36-2607 (Application)	orts), or throug	gh the Air			
	PRIVACY ACT STATEMENT	·				
•	y of the Air Force: AFI 36-2406, and Executive Order 9397 (SSN), as amend fory; promotion, school and assignment selection; reduction-in-force; control		stment;			

 $ROUTINE\ USES:\ May\ specifically\ be\ disclosed\ outside\ the\ DoD\ as\ a\ routine\ use\ pursuant\ to\ 5\ U.S.C.\ 552a(b)(3).\ DoD\ Blanket\ Routine\ Uses\ apply.$

DISCLOSURE: Voluntary. Not providing SSN may cause form to not be processed or to positively identify the person being evaluated.