

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) MAGRAM, JEFFREY W.	2. SSN [REDACTED]	3. GRADE Brig Gen
4. DUTY TITLE (Primary, Additional Duty/Duties) ASSISTANT ADJUTANT GENERAL - Air & ANG ASSISTANT TO THE DIRECTOR, A-1, NGB	5. ORGANIZATION, COMMAND, AND LOCATION Headquarters California Air National Guard 9800 Goethe Road, Sacramento CA 95827	

6. TAFCS/TYSD 25 May 1985	7. MRD/DOS 9 Apr 2024	8. REASON FOR REPORT (Check appropriate block)	9. FITNESS (Check appropriate block)
10. PERIOD OF REPORT FROM: <u>01 June 2021</u> TO: <u>31 May 2022</u>		<input checked="" type="checkbox"/> ANNUAL <input type="checkbox"/> CHANGE OF RATER <input type="checkbox"/> DIRECTED BY HQ USAF	<input checked="" type="checkbox"/> MEETS <input type="checkbox"/> DOES NOT MEET <input type="checkbox"/> EXEMPT

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	13. SIGNATURE 	14. DATE 31 July 2022
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15a. INDORSER'S PROMOTION RECOMMENDATION (Check appropriate block)	15b. INDORSER'S NUMERICAL RANK IF ELIGIBLE FOR PROMOTION
<input checked="" type="checkbox"/> ELIGIBLE FOR PROMOTION THIS CYCLE <input type="checkbox"/> NOT ELIGIBLE FOR PROMOTION THIS CYCLE <input type="checkbox"/> RETIREMENT (Mark only if retirement is approved)	<u>2</u> OF <u>2</u>

16. INDORSER'S COMMENTS
 The rater is also the endorsing official.

17. INDORSER'S TYPED NAME, GRADE, AND DUTY TITLE DAVID S. BALDWIN Major General The Adjutant General	18. SIGNATURE 	19. DATE 31 July 2022
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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.

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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) MAGRAM, JEFFREY W.	2. SSN [REDACTED]	3. GRADE Brig Gen
4. DUTY TITLE (Primary, Additional Duty/Duties) ASSISTANT ADJUTANT GENERAL - AIR, & ANG ASSISTANT TO THE DIRECTOR, A-1, NGB	5. ORGANIZATION, COMMAND, AND LOCATION Headquarters California Air National Guard 9800 Goethe Road, Sacramento CA 95827	

6. TAFCS/ TYSD 25 May 1985	7. MRD/DOS 9 Apr 2024	8. REASON FOR REPORT (Check appropriate block)	9. FITNESS (Check appropriate block)
10. PERIOD OF REPORT FROM: <u>01 June 2020</u> TO: <u>31 May 2021</u>		<input checked="" type="checkbox"/> ANNUAL <input type="checkbox"/> CHANGE OF RATER <input type="checkbox"/> DIRECTED BY HQ USAF	<input checked="" type="checkbox"/> MEETS <input type="checkbox"/> DOES NOT MEET <input type="checkbox"/> EXEMPT

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 DAVID S. BALDWIN Major General The Adjutant General	13. SIGNATURE BALDWIN.DAVID.SANDERSON.1167570921	14. DATE 13 Jan 2022
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15a. INDORSER'S PROMOTION RECOMMENDATION (Check appropriate block) <input checked="" type="checkbox"/> ELIGIBLE FOR PROMOTION THIS CYCLE <input type="checkbox"/> NOT ELIGIBLE FOR PROMOTION THIS CYCLE <input type="checkbox"/> RETIREMENT (Mark only if retirement is approved)	15b. INDORSER'S NUMERICAL RANK IF ELIGIBLE FOR PROMOTION <u>2</u> OF <u>2</u>
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16. INDORSER'S COMMENTS
The Indorser is also the rater.

17. INDORSER'S TYPED NAME, GRADE, AND DUTY TITLE DAVID S. BALDWIN Major General The Adjutant General	18. SIGNATURE BALDWIN.DAVID.SANDERSON.1167570921	19. DATE 13 Jan 2022
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INSTRUCTIONS

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The Management Level should provide a copy of the completed report to the ratee.

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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) MAGRAM, JEFFREY W.	2. SSN [REDACTED]	3. GRADE Brig Gen
4. DUTY TITLE (Primary, Additional Duty/Duties) ASSISTANT ADJUTANT GENERAL - AIR, & ANG ASSISTANT TO THE DIRECTOR, A-1, NGB	5. ORGANIZATION, COMMAND, AND LOCATION Headquarters California Air National Guard 9800 Goethe Road, Sacramento CA 95827	

6. TAFCSO/TYSD 25 May 1985	7. MRD/DOS 9 Apr 2024	8. REASON FOR REPORT (Check appropriate block)	9. FITNESS (Check appropriate block)
10. PERIOD OF REPORT FROM: <u>9 Apr 2019</u> TO: <u>31 May 2020</u>		<input checked="" type="checkbox"/> ANNUAL <input type="checkbox"/> CHANGE OF RATER <input type="checkbox"/> DIRECTED BY HQ USAF	<input checked="" type="checkbox"/> MEETS <input type="checkbox"/> DOES NOT MEET <input type="checkbox"/> 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. ldrshp 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 DAVID S. BALDWIN Major General The Adjutant General	13. SIGNATURE Digitally signed by BALDWIN.DAVID.SANDERSON.1167570921 Date: 2020.12.18 13:00:21 -08'00'	14. DATE 18 Dec 2020
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15a. INDORSER'S PROMOTION RECOMMENDATION (Check appropriate block)	15b. INDORSER'S NUMERICAL RANK IF ELIGIBLE FOR PROMOTION
<input checked="" type="checkbox"/> ELIGIBLE FOR PROMOTION THIS CYCLE <input type="checkbox"/> NOT ELIGIBLE FOR PROMOTION THIS CYCLE <input type="checkbox"/> RETIREMENT (Mark only if retirement is approved)	<u>1</u> OF <u>2</u>

16. INDORSER'S COMMENTS
The Indorser is also the rater.

17. INDORSER'S TYPED NAME, GRADE, AND DUTY TITLE DAVID S. BALDWIN Major General The Adjutant General	18. SIGNATURE Digitally signed by BALDWIN.DAVID.SANDERSON.1167570921 Date: 2020.12.18 13:00:47 -08'00'	19. DATE 18 Dec 2020
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INSTRUCTIONS

Comments will be typed in sentence format.
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 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 PERFORMANCE REPORT (Lt thru Col)

I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)					
1. NAME (Last, First, Middle Initial) MAGRAM, JEFFREY, W.	2. SSN [REDACTED]	3. RANK Col	4. DAFSC 97E0	5. REASON FOR REPORT Annual	6. PAS CODE B32IFL1C
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT Joint Forces Headquarters California National Guard Sacramento, California (NON-EAD)				8. PERIOD OF REPORT FROM 1 Feb 2018 THRU 31 Jan 2019	9. NO. DAYS SUPV. 365 NO. DAYS NON-RATED
II. JOB DESCRIPTION (Limit text to 4 lines) DUTY TITLE Chief of Staff - Air					10. SRID 06HQS
- Director of Headquarters California Air National Guard Personnel, Manpower, Recruiting & Retention, Information Management, and Training programs and Activities; daily actions directly impact and support the State's five wings - Provides liaison with CA ARNG leadership, CMD Joint Staff, and NGB, ensuring CA ANG interests are represented - Develops and Implements State policies and monitors overall compliance with CA ANG, ANG, and AF directives					
III. PERFORMANCE FACTORS					
Job Knowledge, Leadership Skills (to include Promoting a Healthy Organizational Climate), Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills (see reverse if marked Does Not Meet Standards)				DOES NOT MEET STANDARDS	MEETS STANDARDS
				<input type="checkbox"/>	<input checked="" type="checkbox"/>
IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)					
- Readiness Champion! ANG state lead for the massive CA ANG technician to AGR realignment--227+ AGR growth - Lead problem solver for KO Issues! Facilitated balance of Air/Army KO portfolio w/Dir of NGB/AQ & USPFO CA - Top advisor for CA Recruiting Program; DANG goal achieved! #1/54 --CA accessed 6.2% of total ANG production! - DSCA Expert! Led ANG resp in most catastrophic w-fire season in CA hist--8 fires/14 counties/289 sort/1200 ft hrs - Unparalleled negotiator; secured ANG facilities/JFTB Los Al-Enabled Intel Sq Passcode & CA ANG msn expansion - My #1/39 O6s! Jeff was a key advisor for TAG/ATAGs on DSCA, CDTF & border msns--DOS-JS/ANG Assist next					
Last performance feedback was accomplished on: <u>12 Jul 2018</u> (IAW AFI 36-2406) (If not accomplished, state the reason)					
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION CLAY L. GARRISON, Maj Gen, CA ANG HQ CA ANG (NGS) Sacramento, CA		DUTY TITLE Assistant Adjutant General - Air			DATE 27 Feb 2019
		SSN 1502	SIGNATURE GARRISON.CLAY.LEON.11777 33535	Digitally signed by GARRISON.CLAY.LEON.1177733535 Date: 2019.02.27 17:08:56 -0800	
V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 lines) <input type="checkbox"/> CONCUR <input type="checkbox"/> NON-CONCUR					
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION		DUTY TITLE Assistant Adjutant General - Air			DATE 27 Feb 2019
		SSN	SIGNATURE GARRISON.CLAY.LEON.11777 33535	Digitally signed by GARRISON.CLAY.LEON.1177733535 Date: 2019.02.27 17:09:10 -0800	
VI. REVIEWER (If required, limit text to 3 lines) <input type="checkbox"/> CONCUR <input type="checkbox"/> NON-CONCUR					
ADDITIONAL RATER IS ALSO THE REVIEWER					
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION		DUTY TITLE			DATE 27 Feb 2019
		SSN	SIGNATURE GARRISON.CLAY.LEON.11777 33535	Digitally signed by GARRISON.CLAY.LEON.1177733535 Date: 2019.02.27 17:09:19 -0800	
VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box) <input type="checkbox"/> FUNCTIONAL EXAMINER <input type="checkbox"/> AIR FORCE ADVISOR					
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 of this report.			SIGNATURE		DATE
Yes No <input checked="" type="checkbox"/> <input type="checkbox"/>			MAGRAM.JEFFREY.WARREN.109 2307227		28 Feb 2019
			Digitally signed by MAGRAM.JEFFREY.WARREN.1092307227 Date: 2019.02.28 02:27:22 -0800		

RATEE NAME: MAGRAM, JEFFREY, W.

IX. PERFORMANCE FACTORS (If Section III is marked Does Not Meet Standards, fill in applicable block(s))	DOES NOT MEET STANDARDS
1. Job Knowledge. Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle non-routine situations.	<input type="checkbox"/>
2. Leadership Skills. Sets and enforces standards. Promotes a Healthy Organizational Climate. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Motivates Subordinates. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	<input type="checkbox"/>
3. Professional Qualities. Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force Standards (i.e. Fitness standards, dress and appearance, customs and courtesies, and professional conduct.) Accepts personal responsibility. Is fair and objective.	<input type="checkbox"/>
4. Organizational Skills. Plans, coordinates, schedules and uses resources effectively. Meets suspenses. Schedules work for self and others equitably and effectively. Anticipates and solves problems.	<input type="checkbox"/>
5. Judgment and Decisions. Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Adheres to safety and occupational health requirements. Acts to take advantage of opportunities.	<input type="checkbox"/>
6. Communication Skills. Listens, speaks, and writes effectively.	<input type="checkbox"/>

X. REMARKS (use this section to spell out acronyms from the front)

CA ANG - California Air National Guard. TAG - The Adjutant General. SA - Situational awareness. SME - Subject Matter Expert. CNGB - Chief, National Guard Bureau. NG - National Guard. MDG - Medical Group. NGB - National Guard Bureau. N/S - North/South. CDTF - Counter Drug Task Force

XI. REFERRAL REPORT (Complete only if report contains referral 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 contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para, 1.10. Specifically,

Acknowledge receipt by signing and dating below. Your signature merely acknowledges that a referral report has been rendered; it does not imply acceptance of or agreement with the ratings or comments on the report. Once signed, you are entitled to a copy of this memo. You may submit rebuttal comments. Send your written comments to:

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 rebuttal 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

ALL: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in Developmental Education, advanced education, previous or anticipated promotion recommendations on AF Form 709, OPR endorsement levels, family activities, marital status, race, sex, ethnic origin, age, religion or sexual orientation. Evaluators enter only the last four numbers of SSN.

RATER: Focus your evaluation in Section IV on what the officer did, how well he or she did it, and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section IV may include recommendations for assignment. Provide a copy of the report to the ratee prior to the report becoming a matter of record and provide follow-up feedback to let the ratee know how their performance resulted in this final product.

ADDITIONAL RATER: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendation for assignment.

REVIEWER: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NON-CONCUR" and explain in Section VI. Do not use "NON-CONCUR" simply to provide comments on the report.

RATEE: Your signature is merely an acknowledgement of receipt of this report. It does not constitute concurrence. If you disagree with the content, you may file an evaluation appeal through the Evaluation Reports Appeals Board IAW AFI 36-2406 Chapter 10 (Correcting Officer and Enlisted Evaluation Reports), or through the Air Force Board for Correction of Military Records IAW AFI 36-2603 (Air Force Board for Correction of Military Records) and AFPAM 36-2607 (Applicants' Guide to the Air Force Board for Correction of Military Records (AFBCMR)).

PRIVACY ACT STATEMENT

AUTHORITY: Title 10 United States Code (U.S.C.) 8013, Secretary of the Air Force: AFI 36-2406, and Executive Order 9397 (SSN), as amended.

PURPOSE: Used to document effectiveness/duty performance history; promotion, school and assignment selection; reduction-in-force; control roster; reenlistment; separation; research and statistical analysis.

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.

SORN: F036 AF PC A, Effectiveness/Performance Reporting Records

OFFICER PERFORMANCE REPORT (Lt thru Col)

I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)

1. NAME (Last, First, Middle Initial) MAGRAM, JEFFREY, W.	2. SSN [REDACTED]	3. RANK Col	4. DAFSC 97E0	5. REASON FOR REPORT Annual	6. PAS CODE B32IFL1C
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT Headquarters, California Air National Guard (NGS), Sacramento, California (Non-EAD)				8. PERIOD OF REPORT FROM 1 Feb 2017 THRU 31 Jan 2018	9. NO. DAYS SUPV. 366 NO. DAYS NON-RATED 0

II. JOB DESCRIPTION (Limit text to 4 lines)
DUTY TITLE Chief of Staff - Air

10. SRID
06HQS

- Director of Headquarters California Air National Guard Personnel, Manpower, Recruiting & Retention, Information Management, and Training programs and Activities; daily actions directly impact and support the State's five wings
 - Provides liaison with CA ARNG leadership, CMD Joint Staff, and NGB, ensuring CA ANG interests are represented
 - Develops and Implements State policies and monitors overall compliance with CA ANG, ANG, and AF directives

III. PERFORMANCE FACTORS

Job Knowledge, Leadership Skills (to include Promoting a Healthy Organizational Climate), Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills (see reverse if marked Does Not Meet Standards)	DOES NOT MEET STANDARDS	MEETS STANDARDS
	<input type="checkbox"/>	<input checked="" type="checkbox"/>

IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)

-Unrivaled senior leader; retained national terrorism expert, led trng on complex admin-ops issues for 180+ wing ldrs
 -Unparalleled DSCA execution; Oroville Dam, complex fire, SAR & IAA activations; 51 Msns 1220 ft hrs ISO OES
 -Proactive problem solver; leveraged all duty types to reinvigorate state FT manning; 95% AGR execution, tech 87+%
 -Principal advisor to CA ANG/CC-TAG on manpower issues; mntr to Air R&R pgm; 655 gained, 93.5% end strength
 -Unmatched interoperability skills within CMD & NGB; worked flawlessly with HRO; met all Title-5 pgm milestones
 -My #1/34 Cols! Sustained superior HPO, invaluable contributor to ldr dvlpmt at all levels; DOS-JS/ANG Assist next!

Last performance feedback was accomplished on: 8 Jul 2017 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION CLAY L. GARRISON, Maj Gen, CA ANG HQ CA ANG (NGS) Sacramento, California	DUTY TITLE Assistant Adjutant General - Air	DATE 09 May 2018
	SSN 1502	SIGNATURE GARRISON.CLAY.LEON.11777 33535

Digitally signed by GARRISON.CLAY.LEON.1177733535
Date: 2018.05.09 14:29:17 +02'00'

V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 lines) CONCUR NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION CLAY L. GARRISON, Maj Gen, CA ANG HQ CA ANG (NGS) Sacramento, California	DUTY TITLE Assistant Adjutant General - Air	DATE 09 May 2018
	SSN 1502	SIGNATURE GARRISON.CLAY.LEON.11777 33535

Digitally signed by GARRISON.CLAY.LEON.1177733535
Date: 2018.05.09 14:29:31 +02'00'

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, Maj Gen, CA ANG HQ CA ANG (NGS) Sacramento, California	DUTY TITLE Assistant Adjutant General - Air	DATE 09 May 2018
	SSN 1502	SIGNATURE GARRISON.CLAY.LEON.11777 33535

Digitally signed by GARRISON.CLAY.LEON.1177733535
Date: 2018.05.09 14:29:45 +02'00'

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box) FUNCTIONAL EXAMINER AIR FORCE ADVISOR

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 of this report.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	SIGNATURE MAGRAM.JEFFREY.WARREN.109 2307227	DATE 09 May 2018
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Digitally signed by MAGRAM.JEFFREY.WARREN.1092307227
Date: 2018.05.09 16:30:40 -07'00'

RATEE NAME: MAGRAM, JEFFREY, W.

IX. PERFORMANCE FACTORS (If Section III is marked Does Not Meet Standards, fill in applicable block(s))	DOES NOT MEET STANDARDS
1. Job Knowledge. Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle non-routine situations.	<input type="checkbox"/>
2. Leadership Skills. Sets and enforces standards. Promotes a Healthy Organizational Climate. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Motivates Subordinates. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	<input type="checkbox"/>
3. Professional Qualities. Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force Standards (i.e. Fitness standards, dress and appearance, customs and courtesies, and professional conduct.) Accepts personal responsibility. Is fair and objective.	<input checked="" type="checkbox"/>
4. Organizational Skills. Plans, coordinates, schedules and uses resources effectively. Meets suspenses. Schedules work for self and others equitably and effectively. Anticipates and solves problems.	<input type="checkbox"/>
5. Judgment and Decisions. Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Adheres to safety and occupational health requirements. Acts to take advantage of opportunities.	<input type="checkbox"/>
6. Communication Skills. Listens, speaks, and writes effectively.	<input type="checkbox"/>

X. **REMARKS** (use this section to spell out acronyms from the front)

DSCA: Defense Support of Civil Authorities; SAR: Search and Rescue; IAA: Incident Awareness and Assessment; OES: Office of Emergency Services; FT: Full-Time; TAG: The Adjutant General; R&R: Recruiting and Retention; CMD: California Military Department; HPO: High Performance Officer; DOS-JS: Director of Staff - Joint Staff

XI. **REFERRAL REPORT** (Complete only if report contains referral 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 contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para, 1.10. Specifically,

Acknowledge receipt by signing and dating below. Your signature merely acknowledges that a referral report has been rendered; it does not imply acceptance of or agreement with the ratings or comments on the report. Once signed, you are entitled to a copy of this memo. You may submit rebuttal comments. Send your written comments to:

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 rebuttal 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

ALL: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in Developmental Education, advanced education, previous or anticipated promotion recommendations on AF Form 709, OPR endorsement levels, family activities, marital status, race, sex, ethnic origin, age, religion or sexual orientation. Evaluators enter only the last four numbers of SSN.

RATER: Focus your evaluation in Section IV on what the officer did, how well he or she did it, and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section IV may include recommendations for assignment. Provide a copy of the report to the ratee prior to the report becoming a matter of record and provide follow-up feedback to let the ratee know how their performance resulted in this final product.

ADDITIONAL RATER: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendation for assignment.

REVIEWER: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NON-CONCUR" and explain in Section VI. Do not use "NON-CONCUR" simply to provide comments on the report.

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PRIVACY ACT STATEMENT

AUTHORITY: Title 10 United States Code (U.S.C.) 8013, Secretary of the Air Force: AFI 36-2406, and Executive Order 9397 (SSN), as amended.

PURPOSE: Used to document effectiveness/duty performance history; promotion, school and assignment selection; reduction-in-force; control roster; reenlistment; separation; research and statistical analysis.

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.

SORN: F036 AF PC A, Effectiveness/Performance Reporting Records

OFFICER PERFORMANCE REPORT (Lt thru Col)

I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)					
1. NAME (Last, First, Middle Initial) MAGRAM, JEFFREY, W.	2. SSN [REDACTED]	3. RANK Col	4. DAFSC 97E0	5. REASON FOR REPORT Dir by HQ USAF	6. PAS CODE B32IFL1C
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT Headquarters, California Air National Guard (NGS), Sacramento, California (Non-EAD)			8. PERIOD OF REPORT FROM 1 May 2016 THRU 31 Jan 2017	9. NO. DAYS SUPV. 276 NO. DAYS NON-RATED 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 incldg Persnl, Mnpwr, R&R, Info Mgmt, Logistics, Plans & Trng prgms - Directs Staff ensuring support to the State's five wings ensuring mission accomplishment & DOMOPS devlpmnt/spt - Provides liaison with CA ARNG leadership, CMD Joint Staff, and NGB, ensuring CA ANG interests are represented - Develops & implements State policies & monitors overall compliance w/TAG, CA ANG, ANG & AF reg/directives					
III. PERFORMANCE FACTORS					
Job Knowledge, Leadership Skills (to include Promoting a Healthy Organizational Climate), Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills (see reverse if marked Does Not Meet Standards)				DOES NOT MEET STANDARDS <input type="checkbox"/>	MEETS STANDARDS <input checked="" type="checkbox"/>
IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)					
- Creative Genius! Reorg'd/created fully functng A-stf--incrsd vis/streamlined proces/incrsd ANG credibility w/TAG - Master strategist affecting multi-State 'Big State Initiative' to rt size HQ manning ensuring spt for state's w/4k+ amn - Recognized expert by CMD sr ldrs/stf--took control of AGR prgm mgmt--new process led to 100% resrce execution - Skillfully implemented CA FD prgm; analyzed & career mngd FGOs across 5 Wgs--filled Sr ldr/CC posns statewide - Diligent oversight on R&R transformation--added stf/dev'd new processes reversing 6 yr trend w/higher end-strength - #1 of 37 All-Star Cols! Principle advisor, innovator & ldr w/unparalleled record of excellence; my pick DoS-JS next!					
Last performance feedback was accomplished on: 18 Oct 2016 (IAW AFI 36-2406) (If not accomplished, state the reason)					
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION CLAY L. GARRISON, Brig Gen, CA ANG HQ CA ANG (NGS) Sacramento, California		DUTY TITLE Commander		DATE 22 Mar 2017	
SSN 1502		SIGNATURE GARRISON.CLAY.LEON.11777 33535		<small>Digitally signed by GARRISON.CLAY.LEON.117773535 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, ou=GARRISON.CLAY.LEON.117773535 Date: 2017.03.22 19:55:24 -0700</small>	
V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 lines) <input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NON-CONCUR					
RATER IS ALSO THE ADDITIONAL RATER					
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION CLAY L. GARRISON, Brig Gen, CA ANG HQ CA ANG (NGS) Sacramento, California		DUTY TITLE Commander		DATE 22 Mar 2017	
SSN 1502		SIGNATURE GARRISON.CLAY.LEON.11777 33535		<small>Digitally signed by GARRISON.CLAY.LEON.117773535 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, ou=GARRISON.CLAY.LEON.117773535 Date: 2017.03.22 19:55:46 -0700</small>	
VI. REVIEWER (If required, limit text to 3 lines) <input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NON-CONCUR					
ADDITIONAL RATER IS ALSO REVIEWER					
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION CLAY L. GARRISON, Brig Gen, CA ANG HQ CA ANG (NGS) Sacramento, California		DUTY TITLE Commander		DATE 22 Mar 2017	
SSN 1502		SIGNATURE GARRISON.CLAY.LEON.11777 33535		<small>Digitally signed by GARRISON.CLAY.LEON.117773535 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, ou=GARRISON.CLAY.LEON.117773535 Date: 2017.03.22 19:56:07 -0700</small>	
VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR					
(Indicate applicable review by marking the appropriate box) <input type="checkbox"/> FUNCTIONAL EXAMINER <input type="checkbox"/> AIR FORCE ADVISOR					
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 of this report. Yes No <input checked="" type="checkbox"/> <input type="checkbox"/>			SIGNATURE MAGRAM.JEFFREY.WARREN.109 2307227		DATE 22 Mar 2017
			<small>Digitally signed by MAGRAM.JEFFREY.WARREN.1092307227 DN: c=US, o=U.S. Government, ou=DoD, ou=USAF, ou=MAGRAM.JEFFREY.WARREN.1092307227 Date: 2017.03.22 19:09:46 -0700</small>		

RATEE NAME: MAGRAM, JEFFREY, W.

IX. PERFORMANCE FACTORS (If Section III is marked Does Not Meet Standards, fill in applicable block(s))	DOES NOT MEET STANDARDS
1. Job Knowledge. Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle non-routine situations.	<input type="checkbox"/>
2. Leadership Skills. Sets and enforces standards. Promotes a Healthy Organizational Climate. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Motivates Subordinates. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	<input type="checkbox"/>
3. Professional Qualities. Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force Standards (i.e. Fitness standards, dress and appearance, customs and courtesies, and professional conduct.) Accepts personal responsibility. Is fair and objective.	<input type="checkbox"/>
4. Organizational Skills. Plans, coordinates, schedules and uses resources effectively. Meets suspenses. Schedules work for self and others equitably and effectively. Anticipates and solves problems.	<input type="checkbox"/>
5. Judgment and Decisions. Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Adheres to safety and occupational health requirements. Acts to take advantage of opportunities.	<input type="checkbox"/>
6. Communication Skills. Listens, speaks, and writes effectively.	<input type="checkbox"/>

X. REMARKS (use this section to spell out acronyms from the front)

FD: Force Development; CMD: California Military Department; R&R: Recruiting and Retention; DoS-JS: Director of Staff - Joint Staff

XI. REFERRAL REPORT (Complete only if report contains referral 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 contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para, 1.10. Specifically,

Acknowledge receipt by signing and dating below. Your signature merely acknowledges that a referral report has been rendered; it does not imply acceptance of or agreement with the ratings or comments on the report. Once signed, you are entitled to a copy of this memo. You may submit rebuttal comments. Send your written comments to:

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 rebuttal 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

ALL: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in Developmental Education, advanced education, previous or anticipated promotion recommendations on AF Form 709, OPR endorsement levels, family activities, marital status, race, sex, ethnic origin, age, religion or sexual orientation. Evaluators enter only the last four numbers of SSN.

RATER: Focus your evaluation in Section IV on what the officer did, how well he or she did it, and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section IV may include recommendations for assignment. Provide a copy of the report to the ratee prior to the report becoming a matter of record and provide follow-up feedback to let the ratee know how their performance resulted in this final product.

ADDITIONAL RATER: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendation for assignment.

REVIEWER: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NON-CONCUR" and explain in Section VI. Do not use "NON-CONCUR" simply to provide comments on the report.

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PRIVACY ACT STATEMENT

AUTHORITY: Title 10 United States Code (U.S.C.) 8013, Secretary of the Air Force: AFI 36-2406, and Executive Order 9397 (SSN), as amended.

PURPOSE: Used to document effectiveness/duty performance history; promotion, school and assignment selection; reduction-in-force; control roster; reenlistment; separation; research and statistical analysis.

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.

SORN: F036 AF PC A, Effectiveness/Performance Reporting Records

OFFICER PERFORMANCE REPORT (Lt thru Col)

I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)					
1. NAME (Last, First, Middle Initial) MAGRAM, JEFFREY, W.	2. SSN [REDACTED]	3. RANK Col	4. DAFSC 97E0	5. REASON FOR REPORT Annual	6. PAS CODE B32IFL1C
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT Headquarters, California Air National Guard (NGS) Sacramento, California (Non-EAD)			8. PERIOD OF REPORT FROM 1 May 2015 THRU 30 Apr 2016	9. NO. DAYS SUPV. 335 NO. DAYS NON-RATED 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 incldg Persnl, Mnpwr, R&R, Info Mgmt, Logistics, Plans & Trng prgms - Directs staff ensuring support to the State's five wings ensuring mission accomplishment & DOMOPS devlpmnt/spt - Provides liaison with CA ARNG leadership, CMD Joint Staff, and NGB, ensuring CA ANG interests are represented - Develops & implements State policies & monitors overall compliance w/TAG, CA ANG, ANG & AF reg/directives					
III. PERFORMANCE FACTORS					
Job Knowledge, Leadership Skills (to include Promoting a Healthy Organizational Climate), Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills (see reverse if marked Does Not Meet Standards)				DOES NOT MEET STANDARDS <input type="checkbox"/>	MEETS STANDARDS <input checked="" type="checkbox"/>
IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines) - Handpicked ARC/ldrshp expert! Deployed hi vis Sr ARC Advisor to AFCENT/CC--spt'd 3.5k+ amn in OIR/OFS/RS - Bolstered ARC LNO vis in AFCENT AOR; coord 12 downrange visits; brfd 3K+ Amn--resolved 425+ discrpancies - Reorg'd AOR dplymt C/L; clarified ARC deployment timelines/rqmts--imprv'd readiness of 5K+ ARC to AOR yrly - Mitigated critical manning gap! Sourced 2 sr ldr positions with ARC mbrs--ensured continuity of cmd for 3k+ prsnl - Strategist/articulate spokesperson--mastermind of new direction for HQ staff--ensured msn success for Wings/State - My 1 of 31 O6s in State! Uniquely talented, sought by AFFOR sr ldrs to work complex issues; Wg/CC/DoS-JS next! 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 CLAY L. GARRISON, Brig Gen, CA ANG HQ CA ANG (NGS) Sacramento, California		DUTY TITLE Assistant Adjutant General - Air			DATE 19 Feb 2017
SSN 1502		SIGNATURE GARRISON.CLAY.LEON.11777 33535			<small>Digitally signed by GARRISON.CLAY.LEON.117773535 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, ou=GARRISON.CLAY.LEON.117773535 Date: 2017.02.19 12:30:59 -0800</small>
V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 lines) <input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NON-CONCUR					
RATER IS ALSO THE ADDITIONAL RATER					
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION CLAY L. GARRISON, Brig Gen, CA ANG HQ CA ANG (NGS) Sacramento, California		DUTY TITLE Assistant Adjutant General - Air			DATE 19 Feb 2017
SSN 1502		SIGNATURE GARRISON.CLAY.LEON.11777 33535			<small>Digitally signed by GARRISON.CLAY.LEON.117773535 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, ou=GARRISON.CLAY.LEON.117773535 Date: 2017.02.19 12:31:23 -0800</small>
VI. REVIEWER (If required, limit text to 3 lines) <input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NON-CONCUR					
ADDITIONAL RATER IS ALSO REVIEWER					
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION CLAY L. GARRISON, Brig Gen, CA ANG HQ CA ANG (NGS) Sacramento, California		DUTY TITLE Assistant Adjutant General - Air			DATE 19 Feb 2017
SSN 1502		SIGNATURE GARRISON.CLAY.LEON.11777 33535			<small>Digitally signed by GARRISON.CLAY.LEON.117773535 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, ou=GARRISON.CLAY.LEON.117773535 Date: 2017.02.19 12:31:45 -0800</small>
VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box) <input type="checkbox"/> FUNCTIONAL EXAMINER <input type="checkbox"/> AIR FORCE ADVISOR					
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 of this report. Yes No <input checked="" type="checkbox"/> <input type="checkbox"/>				SIGNATURE MAGRAM.JEFFREY.WARREN.109 2307227	DATE 19 Feb 2017
				<small>Digitally signed by MAGRAM.JEFFREY.WARREN.1092307227 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, ou=MAGRAM.JEFFREY.WARREN.1092307227 Date: 2017.02.19 13:19:49 -0800</small>	

RATEE NAME: MAGRAM, JEFFREY, W.

IX. PERFORMANCE FACTORS (If Section III is marked Does Not Meet Standards, fill in applicable block(s))	DOES NOT MEET STANDARDS
1. Job Knowledge. Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle non-routine situations.	<input type="checkbox"/>
2. Leadership Skills. Sets and enforces standards. Promotes a Healthy Organizational Climate. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Motivates Subordinates. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	<input type="checkbox"/>
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4. Organizational Skills. Plans, coordinates, schedules and uses resources effectively. Meets suspenses. Schedules work for self and others equitably and effectively. Anticipates and solves problems.	<input type="checkbox"/>
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X. REMARKS (use this section to spell out acronyms from the front)

C/L - Checklist

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NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR	DUTY TITLE	DATE
	SIGNATURE	
SIGNATURE OF RATEE		DATE

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RATER: Focus your evaluation in Section IV on what the officer did, how well he or she did it, and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section IV may include recommendations for assignment. Provide a copy of the report to the ratee prior to the report becoming a matter of record and provide follow-up feedback to let the ratee know how their performance resulted in this final product.

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PURPOSE: Used to document effectiveness/duty performance history; promotion, school and assignment selection; reduction-in-force; control roster; reenlistment; separation; research and statistical analysis.

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

SORN: F036 AF PC A, Effectiveness/Performance Reporting Records

OFFICER PERFORMANCE REPORT (Lt thru Col)

I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)

1. NAME (Last, First, Middle Initial) MAGRAM, JEFFREY, W.	2. SSN [REDACTED]	3. GRADE Col	4. DAFSC 91W0	5. REASON FOR REPORT CRO	6. PAS CODE B31CFL1G
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 129th Rescue Wing (ACC), Moffett Federal Airfield, California, CA ANG (AGR)			8. PERIOD OF REPORT 1 Aug 2013 THRU 11 Jul 2014		9. NO. DAYS SUPV. 345

II. JOB DESCRIPTION (Limit text to 4 lines)
DUTY TITLE VICE WING COMMANDER

- Shares command responsibilities for Wing of 970 Airmen & 2 GSUs; formulates strategic plans & wing instructions
 - Directs HQ staff of 40 Airmen including command post providing operational C2 during federal & state missions
 - Prepares Wing for AEF contingencies and HHQ inspections; enforces military standards and compliance discipline
 - Ensures mission readiness, safety & security of base personnel; serves as chief, exercise and evaluation program

III. PERFORMANCE FACTORS

Job Knowledge, Leadership Skills (to include Promoting a Healthy Organizational Climate). Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills, and Physical Fitness (see reverse if marked Does Not Meet Standards)	DOES NOT MEET STANDARDS	MEETS STANDARDS	FITNESS EXEMPTION
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)

- Superb WG/CV! Led exec of 17 joint trng msns, 4 successful inspections, 1 Pacific SAR, and 24/7 firefighting alert
 - Dir wing actions for int'l L-R Rebel Heart SAR msn; asmbld joint USN/USMC/USCG response effort; 4 lives saved
 - Advocated for WG interim/perm facilities agreemnt dur NASA/Google afld transition; dev landmark PP-partnership
 - Oversaw Wing Prep for PR Ex SENTRY ALOHA planning/execution; 200 personnel trnd; sig enhd WG readiness
 - Strategically mngd budgetary/manning resources thru seq challenges; 100% fin execution; imprvd wing capes/CIKR
 - Exceptional ldr and advisor; Solves complex challenges w/ease; snr ldr dplymnt now then snr JFHQ/joint tour next!

Last performance feedback was accomplished on: 6 Jan 2014 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION STEVEN J. BUTOW, Colonel, CA ANG 129th Rescue Wing (ACC) Moffett Federal Airfield, California	DUTY TITLE Commander	DATE 1 May 2015
	SSN 3380	SIGNATURE BUTOW.STEVEN.JOSEPH.1171980735,

V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 lines) CONCUR NON-CONCUR

-Known throughout the State as a strategic advisor on ANG CC related admin issues; mentors CC's on critical actions
 -Trusted community leader; garners unparalleled respect with fed/state/lcl agencies; DSCA expert on T10/T32 issues
 -Go-to commander, tested under pressure; SME on multiple CMD programs; Polished written and oral communicator!
 - #1 Of 5 WG/CVs/equiv! Unrivaled work ethic & strategic mindset; Ready for snr leadership within CMD/NGB next

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION DAVID S. BALDWIN, MAJOR GENERAL, CNG CALIFORNIA MILITARY DEPARTMENT Sacramento, California	DUTY TITLE The Adjutant General	DATE 10 Jun 2015
	SSN 3984	SIGNATURE BALDWIN.DAVID.SANDERSON.1167570921,

VI. REVIEWER (If required, limit text to 3 lines) CONCUR NON-CONCUR

THE ADDITIONAL RATER IS ALSO THE REVIEWER

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION DAVID S. BALDWIN, MAJOR GENERAL, CNG CALIFORNIA MILITARY DEPARTMENT Sacramento, California	DUTY TITLE The Adjutant General	DATE 10 Jun 2015
	SSN 3984	SIGNATURE BALDWIN.DAVID.SANDERSON.1167570921

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box) FUNCTIONAL EXAMINER AIR FORCE ADVISOR

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 of this report. Yes No

SIGNATURE: MAGRAM.JEFFREY.WARREN.1092307227 DATE: 4 Sep 2015

RATEE NAME: MAGRAM, JEFFREY, W.

IX. PERFORMANCE FACTORS (If Section III is marked Does Not Meet Standards, fill in applicable block[s])

DOES NOT MEET STANDARDS

- 1. Job Knowledge. Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle non-routine situations.
2. Leadership Skills. Sets and enforces standards. Promotes a Healthy Organizational Climate. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Motivates Subordinates. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.
3. Professional Qualities. Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.
4. Organizational Skills. Plans, coordinates, schedules and uses resources effectively. Meets suspenses. Schedules work for self and others equitably and effectively. Anticipates and solves problems.
5. Judgment and Decisions. Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Adheres to safety and occupational health requirements. Acts to take advantage of opportunities.
6. Communication Skills. Listens, speaks, and writes effectively.
7. Physical Fitness. Maintains Air Force physical fitness standards.

X. REMARKS (use this section to spell out acronyms from the front)

Wing Vice Commander (WG/CV), training (trng), missions (msns), search & rescue (SAR), directed (dir), international (int'l), long range (L-R), assembled (asmbld), airfield (afd), public-private (PP), Personnel recovery exercise (PR Ex), significantly enhanced (sig enhcd), managed (mngd), sequestration (seq), financial (fin), critical infrastructure & key resources (CIKR), leader (ldr), senior (snr), commander (CC), during (dur), developed (dev), local (lcl), defense support of civil authorities (DSCA), subject matter expert SME),

XI. REFERRAL REPORT (Complete only if report contains referral 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 contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406 para. 1.10. Specifically,

Acknowledge receipt by signing and dating below. Your signature merely acknowledges that a referral report has been rendered; it does not imply acceptance of or agreement with the ratings or comments on the report. Once signed you are entitled to a copy of this memo. You may submit rebuttal comments. Send your written comments to:

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 rebuttal 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.

Table with 3 columns: NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR; DUTY TITLE; DATE; SIGNATURE OF RATEE; DATE

INSTRUCTIONS
ALL: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in Developmental Education, advanced education, previous or anticipated promotion recommendations on AF Form 709, OPR endorsement levels, family activities, marital status, race, sex, ethnic origin, age, religion or sexual orientation. Evaluators enter only the last four numbers of SSN.
RATER: Focus your evaluation in Section IV on what the officer did, how well he or she did it, and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section IV may include recommendations for assignment. Provide a copy of the report to the ratee prior to the report becoming a matter of record and provide follow-up feedback to let the ratee know how their performance resulted in this final product.
ADDITIONAL RATER: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendation for assignment.
REVIEWER: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NON-CONCUR" and explain in Section VI. Do not use "NON-CONCUR" simply to provide comments on the report.
RATEE: Your signature is merely an acknowledgement of receipt of this report. It does not constitute concurrence. If you disagree with the content, you may file an evaluation appeal through the Evaluation Reports Appeals Board IAW AFI 36-2406 Chapter 10 (Correcting Officer and Enlisted Evaluation Reports), or through the Air Force Board for Correction of Military Records IAW AFI 36-2603 (Air Force Board for Correction of Military Records) and AFPAM 36-2607 (Applicants' Guide to the Air Force Board for Correction of Military Records (AFBCMR)).

PRIVACY ACT STATEMENT
AUTHORITY: Title 10 United States Code (U.S.C.) 8013, Secretary of the Air Force: AFI 36-2406, and Executive Order 9397 (SSN), as amended.
PURPOSE: Used to document effectiveness/duty performance history; promotion, school and assignment selection; reduction-in-force; control roster; reenlistment; separation; research and statistical analysis.
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.