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CITATION TO ACCOMPANY THE AWARD OF
THE AIR FORCE COMMENDATION MEDAL

TO

DON H. PAYNE

Major Don H. Payne distinguished himself by meritorious service as Operations Staff Officer, Deputy for Operations, Headquarters Tactical Air Command from 15 February 1962 to 18 June 1963. A vast background of knowledge and experience in weapons delivery, armament and aircraft performance enabled Major Payne to make a significant contribution to the planning and execution of the 1962 USAF weapons competition and tactical air demonstration, William Tell. During the Cuban crisis, he again made exceptional use of his sound background of tactical fighter operations. He carried out many highly classified, exacting and complex planning assignments in an extremely effective, accurate and expeditious manner. The enthusiasm, devotion to duty and professional competency continually displayed by Major Payne reflect great credit upon himself, Tactical Air Command and the United States Air Force.

HEADQUARTERS
FIFTH AIR FORCE
APO 970

GENERAL ORDERS)
NUMBER 39)

16 January 1953

- I. AWARD OF SOLDIER'S MEDAL
- II. AWARD OF BRONZE STAR MEDAL
- III. AWARD OF AIR MEDAL

I. AWARD OF SOLDIER'S MEDAL - By direction of the President, under the provisions of AFR 30-14 and Section VII, General Orders Number 63, Department of the Air Force, 19 September 1950, the Soldier's Medal is awarded to First Lieutenant James W Dopp, AO1910724, United States Air Force, for heroism not involving actual conflict with an enemy on 11 December 1952.

First Lieutenant James W Dopp, AO1910724, United States Air Force, distinguished himself by an act of heroism at an air base in Korea on 11 December 1952. The bombs of a B-26, fully serviced for a combat mission, began to explode, blasting fire and shrapnel at all the nearby planes. Lieutenant Dopp fought for nearly an hour in the face of this extreme danger to extinguish the fire in a F-84 aircraft thus preventing the destruction of other F-84's parked close by. Through his courage in risking his life to safeguard valuable property, Lieutenant Dopp brought great credit upon himself and the United States Air Force.

II. AWARD OF BRONZE STAR MEDAL - By direction of the President, under the provisions of AFR 30-14 and Section VII, General Orders Number 63, Department of the Air Force, 19 September 1950, the Bronze Star Medal is awarded to the following named officers for meritorious service in connection with military operations against an enemy during the periods indicated:

Colonel E V Robnett Jr, AO280680, United States Air Force
22 April 1952 to 30 November 1952

Lieutenant Colonel Rogers L Pearson, AO279488, United States Air Force
6 March 1952 to 15 December 1952

Lieutenant Colonel Ritchie A Turnbull, AO564510, United States Air Force
20 March 1952 to 20 December 1952

Major James F Beardsley, AO829399, United States Air Force
12 April 1952 to 17 December 1952

Major Sylvanus C Bohn, AO2053815, United States Air Force
15 July 1952 to 30 November 1952

Major James H Martin, AO430831, United States Air Force
1 April 1952 to 15 October 1952

Captain James G Force, AO778454, United States Air Force
10 April 1952 to 20 December 1952

First Lieutenant Thomas M Bowe, AO1849902, United States Air Force
1 April 1952 to 7 December 1952

First Lieutenant Phillip H Smith, AO591254, United States Air Force
15 March 1952 to 25 September 1952

III. AWARD OF AIR MEDAL - By direction of the President, under the provisions of AFR 30-14 and Section VII, General Orders Number 63, Department of the Air Force, 19 September 1950, the Air Medal is awarded to the following named officers for meritorious achievement while participating in aerial flight during the periods indicated:

Three

General Order No 39, Hqs 5AF, APO 970, 16 Jan 53. Cont'd

(FIRST OAK LEAF CLUSTER)

Major William D Corbett, A0830279, United States Air Force
26 September 1952 to 26 November 1952

(SECOND OAK LEAF CLUSTER)

Major Colin J N Chauret, 15218A, United States Air Force
25 August 1952 to 12 December 1952

First Lieutenant Granville N Edmundson Jr, A02222315, United States Air Force
8 August 1952 to 8 November 1952

First Lieutenant Charles R Giddings III, 20807A, United States Air Force
23 June 1952 to 13 October 1952

First Lieutenant Joel H Goldberg, A02205136, United States Air Force
24 July 1952 to 19 November 1952

First Lieutenant Donald W Herman, A02222323, United States Air Force
3 August 1952 to 2 November 1952

First Lieutenant James C Liggett, A02222679, United States Air Force
20 July 1952 to 19 November 1952

~~First Lieutenant Don H. Payne, 20312A, United States Air Force
10 September 1952 to 23 November 1952~~

First Lieutenant Emil A Pohli Jr, 20316A, United States Air Force
17 September 1952 to 6 December 1952

(THIRD OAK LEAF CLUSTER)

Lieutenant Colonel Frank B Culver III, 20765A, United States Air Force
3 August 1952 to 17 September 1952

First Lieutenant Roy W Schellhaus, A0766716, United States Air Force
4 August 1952 to 6 November 1952

BY COMMAND OF LIEUTENANT GENERAL BARCUS:

OFFICIAL:

E H UNDERHILL
Brigadier General, USAF
Vice Commanding General

H O Parsons
H O PARSONS
Lt Col USAF
Asst Adj Gen

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"C" PLUS: 5 - 2d Logistical Command; APO 59

By direction of the President, First Lieutenant DON H. PAYNE, 20312A, United States Air Force, has been awarded the Second Oak Leaf Cluster to the Air Medal.

C I T A T I O N

First Lieutenant DON H. PAYNE distinguished himself by meritorious achievement while participating in aerial flight as a pilot of an F-84 aircraft, 474th Fighter Bomber Wing, Fifth Air Force, from 10 September 1952 to 23 November 1952. These flights were exceptionally hazardous because of the distance flown into enemy territory during which time enemy air and ground defense was probable and expected. During this period great damage was inflicted on enemy supply and troop concentrations as a result of the interdiction and ground support missions. By his courage, initiative and determination to press the attack, First Lieutenant PAYNE has brought great credit upon himself and the United States Air Force.

HEADQUARTERS
FIFTH AIR FORCE
APO 70

GENERAL ORDERS)
NUMBER 614

10 October 1952

- I. AWARD OF DISTINGUISHED FLYING CROSS
- II. AWARD OF AIR MEDAL
- III. AWARD OF COMMENDATION RIBBON

I. AWARD OF DISTINGUISHED FLYING CROSS - By direction of the President, under the provisions of AFR 30-14 and Section VII, General Orders Number 63, Department of the Air Force, 19 September 1950, the Distinguished Flying Cross for extraordinary achievement while participating in aerial flight on the dates indicated is awarded to the following named officers:

Captain Kenneth B Durgin, A0842736, United States Air Force
6 September 1952
Captain Robinson Risner, A0779602, United States Air Force
5 August 1952
First Lieutenant Philip J Conley Jr, 20149A, United States Air Force
12 March 1952
First Lieutenant Charles A Gabriel, 20191A, United States Air Force
29 August 1952
First Lieutenant John E Hill, A0787661, United States Air Force
29 August 1952
First Lieutenant Milton A Kramer, 18444A, United States Air Force
22 June 1952

(FIRST OAK LEAF CLUSTER)

Captain Charles E Jones, A01696768, United States Air Force
23 August 1952

II. AWARD OF AIR MEDAL - By direction of the President, under the provisions of AFR 30-14 and Section VII, General Orders Number 63, Department of the Air Force, 19 September 1950, the Air Medal for meritorious achievement while participating in aerial flight during the periods indicated is awarded to the following named officers and airman:

First Lieutenant William J Duffey, A01911979, United States Air Force
2 December 1951 to 27 August 1952
First Lieutenant Don H Payne, 20312A, United States Air Force
24 January 1952 to 9 September 1952
First Lieutenant Emil A Pohli Jr, 20316A, United States Air Force
24 January 1952 to 14 September 1952
First Lieutenant Eugene D Ruder, A02221749, United States Air Force
2 December 1951 to 8 September 1952
First Lieutenant Ronald K Skalberg, A01912018, United States Air Force
3 December 1951 to 5 September 1952
First Lieutenant Roscoe B Tanner, A0947727, United States Air Force
2 December 1951 to 1 September 1952
First Lieutenant Gerald R York, A02093954, United States Air Force
6 July 1952 to 13 August 1952
Airman First Class William H Burkett, AF24289730, United States Air Force
11 April 1952 to 5 July 1952

(FIRST OAK LEAF CLUSTER)

Colonel John C Watson, 4967A, United States Air Force
6 February 1952 to 20 August 1952
Airman First Class Wilbur C Willard, AF27543675, United States Air Force
16 April 1952 to 6 September 1952

(SECOND OAK LEAF CLUSTER)

First Lieutenant Ronald T Delaney, A0797280, United States Air Force
31 January 1952 to 18 May 1952

(FOURTH OAK LEAF CLUSTER)

Captain William E Elkouri, A0733543, United States Air Force
16 July 1951 to 24 October 1951
First Lieutenant John R Ashby, A01911990, United States Air Force
15 January 1952 to 16 August 1952
First Lieutenant Charles R Rogers, A01911824, United States Air Force
2 April 1952 to 6 September 1952


III. AWARD OF COMMENDATION RIBBON - By direction of the Secretary of the Air Force, under the provisions of USAF radio 45033 and Section VII, General Orders Number 63, Department of the Air Force, 19 September 1950, the Commendation Ribbon for meritorious service in the conduct of their duty during the periods indicated is awarded to the following named officers and airmen:

Major Clarence G Ball, A02044613, United States Air Force
18 January 1952 to 30 September 1952
Major Joseph J Karbin, A0935055, United States Air Force
16 January 1952 to 30 September 1952
First Lieutenant Earl C Bolton, A01907654, United States Air Force
15 September 1951 to 24 August 1952
Technical Sergeant Robert D Flinchum, AF14246739, United States Air Force
28 September 1951 to 30 August 1952
Technical Sergeant Louis D Kline, AF13038508, United States Air Force
1 October 1951 to 2 September 1952
Technical Sergeant Clarence M Rice, AF34822485, United States Air Force
7 January 1952 to 10 September 1952
Airman First Class Jordan F Orenstein, AF11214316, United States Air Force
8 February 1952 to 3 October 1952

BY COMMAND OF LIEUTENANT GENERAL BARCUS:

OFFICIAL:

E H UNDERHILL
Brigadier General, USAF
Vice Commanding General


PETER R SHEPHERD
Captain, USAF
Asst Adj Gen

DISTRIBUTION:

"C" PLUS: 5 - 2d Logistical Command, APO 59

V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections				Specific justification required for these sections					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT		EFFECTIVENESS WELL ABOVE MOST	EXCELLENT, SELDOM EQUALED	OUTSTANDING, ALMOST NEVER EQUALED	ABSOLUTELY SUPERIOR

VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME. <input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES. <input type="checkbox"/>
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES. <input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES. <input checked="" type="checkbox"/>

VII. COMMENTS

FACTS AND SPECIFIC ACHIEVEMENTS: With no background in analysis or computer technology, Col Payne was assigned to the task of developing a computer simulator to insure optimum pilot manning in SEA, PACAF, USAFE, and TAC. Within three months, the simulator was operational and was used to test alternative deployment plans for SEA, to evaluate the requirement for more training aircraft, to provide a baseline for the work of a study group headed by Major General Catton, and for other important purposes. Last fall, Col Payne was assigned the task of formulating Air Force policy and numerical requirements for wartime augmentation of the tactical pilot force. Within one week, he completed a report with a comprehensive policy statement, a detailed tactical war program and augmentation requirements. The report still constitutes the Air Force position in this area and has had a determining effect on the statement of Air Force pilot requirements to OSD and the Congress. During preparation for Congressional testimony this year, numerous requests for information and analysis were received from the Office of the Secretary of the Air Force and the Chief of Staff. Col Payne provided clear, concise, precise and comprehensive papers within hours of receipt of the requests which provided major input material for the various testimonies. **STRENGTHS:** Col Payne has briefed general officers regularly and has demonstrated an unusually fine and outstanding ability as a briefer. He will vigorously and intelligently attack any problem assigned to him. He has extremely good judgment and is unusually cool under intense pressure. **SUGGESTED ASSIGNMENTS:** Recommend command of a tactical fighter unit as next assignment.

VIII. REPORTING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION JOSEPH M. MADDEN, Colonel FR38451, DIR OF PERS PLNG DCS/P (Headquarters USAF)	DUTY TITLE Chief, Pilot Systems Section	SIGNATURE <i>Joseph M. Madden</i>
	AERO RATING Command Pilot	CODE 3C
		DATE 20 June 67

IX. REVIEW BY INDORSING OFFICIAL

Although L/C Payne has been assigned to this division for less than three months I have had frequent official contact with him throughout the year. I confirm the foregoing rating and add that L/C Payne is, in my judgment, a "true" professional and one of the finest officers of his rank known to me. I particularly confirm his outstanding ability to work under extreme pressure and difficult deadlines and still produce the highest quality work. The superior rating is soundly based.

NAME, GRADE, AFSN, AND ORGANIZATION JOHN G. BARRY, JR, Col FR33131, Dir of Pers Plng DCS/P (HQ USAF)	DUTY TITLE Chief, Analysis & Educ plans Div	SIGNATURE <i>John G. Barry, Jr</i>
	AERO RATING Command Pilot	CODE 3C
		DATE 26 June 1967

3.82
 JUN 20 1966

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1. LAST NAME—FIRST NAME—MIDDLE INITIAL PAYNE, Don H.	2. AFSN FR20312	3. ACTIVE DUTY GRADE Lt Colonel	4. PERMANENT GRADE Major
5. ORGANIZATION, COMMAND AND LOCATION DCS/P, D/Personnel Planning Hq USAF, Wash DC	6. AERO RATING Comd Pilot	7. PERIOD OF REPORT FROM: 8 May 66 THRU: 7 May 67	8. PERIOD OF SUPERVISION 365 days
	9. REASON FOR REPORT No report 1 year		

II. DUTIES—PAFSC 1416 DAFSC 7311 Pers Stf Off, Pilot Sys Sec, Analy Br. Analy & Ed Plans Div: Develops plans for replacement and reassignment of tactical pilots in Southeast Asia, PACAF, USAFE, and TAC. Directs the development and application of computer programs and simulators for precise forecasting of pilot rotational flow; analysis of combat tour policy, attrition, and other factors. Plans requirements and policy for wartime augmentation of the tactical pilot force. Performs special analyses pertaining to management of AF pilots.

III. RATING FACTORS (Consider how this officer is performing on his job.)

1. JOB CAPABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB.	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB.	<input checked="" type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA. AUTHORITY IN HIS FIELD.
2. PLANNING ABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB.	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB; SEES THE BIG PICTURE.	<input checked="" type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING; A HIGH CALIBER THINKER AND PLANNER.
3. EXECUTIVE MANAGEMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER.	<input type="checkbox"/> MAINTAINS ORDINARY EFFICIENCY OF OPERATION. CONTROL COULD BE IMPROVED.	<input type="checkbox"/> GIVES ECONOMY OF OPERATION CAREFUL ATTENTION. MAKES WISE USE OF MANPOWER AND MATERIEL.	<input type="checkbox"/> MAINTAINS EFFECTIVE ECONOMY. CAREFULLY WEIGHS COST AGAINST EXPECTED RESULTS.	<input checked="" type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.
4. LEADERSHIP					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input checked="" type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL.
5. EXECUTIVE JUDGMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input checked="" type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS.
6. HUMAN RELATIONS					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE; DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input checked="" type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS. INCREASES HIS EFFECTIVENESS.
7. WRITING ABILITY AND ORAL EXPRESSION					
NOT OBSERVED <input type="radio"/>	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY. <input checked="" type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS. <input type="checkbox"/> WRITE <input checked="" type="checkbox"/> SPEAK
8. JOB ACCOMPLISHMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.

IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEHAVIOR AND BEARING. CREATES A VERY FAVORABLE IMPRESSION.	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.
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V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections						Specific justification required for these sections		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT	EFFECTIVENESS WELL ABOVE MOST	EXCELLENT, SELDOM EQUALED	OUTSTANDING, ALMOST NEVER EQUALED	ABSOLUTELY SUPERIOR

VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME. <input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES. <input type="checkbox"/>
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES. <input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES. <input checked="" type="checkbox"/>

VII. COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: A highly intelligent officer, with a creative mind, Major Payne quickly perceives and correctly evaluates the essential elements of a problem to arrive at a sound solution. Actively participating in frequent aerial flights with Chinese Air Force tactical pilots during Tactical Evaluations and staff visits, Major Payne closely evaluated their proficiency and techniques. His on-the-spot critiques and sound recommendations were enthusiastically received by all concerned. In addition to the exceptionally fine work he has done as a member of the Tactical Evaluation Team, he made outstanding contributions in the form of staff studies initiated in several areas. More important of these was a study pointing the way toward maintenance of the total force strength of the Chinese Air Force in the face of a reduction of authorized aircraft per squadron through conversion to the F-5 aircraft. The validity of his conclusion has been recognized as an outstanding accomplishment. He developed another exceptional and convincing study, after recognizing several weak areas in the Chinese Air Force Tactical Air Control System. This study emphasized better coordination between the Chinese Air Force and the Chinese Army in the use of the Forward Air Controllers. His recommendations were accepted completely as Chinese Air Force doctrine. In his capacity as F-5 aircraft project officer he developed a methodical phase-in concept for the introduction of this new tactical fighter to this country, which was exceptionally well organized and highly praised by the Chinese Air Force and Air Force Section. **SELF-IMPROVEMENT EFFORTS:** Major Payne, through no fault of his own, has been denied the opportunity to attend a service school. He is now taking the Air Command and Staff College course through correspondence. **SUGGESTED ASSIGNMENTS:** For career development, recommend Major Payne attend a Senior Service School in the future as appropriate.

VIII. REPORTING OFFICIAL

Date of latest performance counseling _____

NAME, GRADE, AFSN, AND ORGANIZATION ELOY H. TRUJILLO, Lt Col, 50409A, Det 4, 1131st USAF Spec Acty Sqn, APO 96263	DUTY TITLE Chief, Tactical Operations Branch	SIGNATURE <i>Eloy H. Trujillo</i>
	AERO RATING Command Pilot	CODE 1A
		DATE 2 June 1965

IX. REVIEW BY INDORSING OFFICIAL I do not concur with the ratings of the reporting official and do not believe a superior rating in this report will serve to create a "halo effect" as indicated to me by the rater. Maj. Payne is a good looking, personable, aggressive officer possessing uncommon good sense and drive. He will make a fine general officer. Repetitive consideration for command is recommended.

NAME, GRADE, AFSN, AND ORGANIZATION SANFORD K. MOATS, Col. 14948A, Det 4, 1131 USAF Sp Acty Sq.	DUTY TITLE Director of Operations	SIGNATURE <i>Moat</i>
	AERO RATING Comd Plt	CODE 1A
		DATE 3 Jun '65

MACH READER

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1. LAST NAME—FIRST NAME—MIDDLE INITIAL PAYNE, Don H.	2. AFSN 20312A	3. ACTIVE DUTY GRADE Major	4. PERMANENT GRADE Major
5. ORGANIZATION, COMMAND AND LOCATION 1131 USAF Sp Acty Sq, Bolling AFB, DC, w/dy Det 4, Taipei AFM, Taiwan, (Hq Comd, USAF) (V)	6. AERO RATING Sr Pilot	CODE LA	7. PERIOD OF REPORT THRU
	8. PERIOD OF SUPERVISION 365 Days	9. REASON FOR REPORT No report 1 yr.	TIN: 491 EDCSA: 20 Jun 65

II. DUTIES—PAFSC 1416 . DAFSC 1416 . PRESENT DUTY: Opns Stf Off, Tac Ops, AC/S Ops, AF Sec MAAG China. MAAG Level. Maintains proficiency in the F-86F aircraft and participates in flying activities with the F-86F equipped units of the Chinese Air Force. Participates as a member of the Tactical Evaluation Team to assist in evaluating flying units of the Chinese Air Force. Monitors F-86F training and flying hour program. Maintains liaison with the Air Ground Operations School. Monitors the Forward Air Controller/Air Liaison Officer program of the Chinese Air Force. Monitors Joint/Combined exercises in which the Chinese Air Force is involved. Has operational staff responsibility for the F-5 program.

III. RATING FACTORS (Consider how this officer is performing on his job.)

1. JOB CAPABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB.	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB.	<input checked="" type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA. AUTHORITY IN HIS FIELD.
2. PLANNING ABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB.	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB; SEES THE BIG PICTURE.	<input checked="" type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING; A HIGH CALIBER THINKER AND PLANNER.
3. EXECUTIVE MANAGEMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER.	<input type="checkbox"/> MAINTAINS ORDINARY EFFICIENCY OF OPERATION. CONTROL COULD BE IMPROVED.	<input type="checkbox"/> GIVES ECONOMY OF OPERATION CAREFUL ATTENTION. MAKES WISE USE OF MANPOWER AND MATERIEL.	<input type="checkbox"/> MAINTAINS EFFECTIVE ECONOMY. CAREFULLY WEIGHS COST AGAINST EXPECTED RESULTS.	<input checked="" type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.
4. LEADERSHIP					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input checked="" type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL.
5. EXECUTIVE JUDGMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input checked="" type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS.
6. HUMAN RELATIONS					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE; DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input checked="" type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS. INCREASES HIS EFFECTIVENESS.
7. WRITING ABILITY AND ORAL EXPRESSION					
NOT OBSERVED <input type="radio"/>	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
W <input type="radio"/> S <input type="radio"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input checked="" type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>
8. JOB ACCOMPLISHMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.

IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEHAVIOR AND BEARING. CREATES A VERY FAVORABLE IMPRESSION.	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.
------------------------------------	--	--	---	---	--

DEPARTMENT OF THE AIR FORCE
WASHINGTON

SPECIAL ORDER
GB - 252

18 July 1967

1. LT COL JACK R BENSON, FR22825, is awarded the Air Force Commendation Medal (FIRST OAK LEAF CLUSTER) for meritorious service from 22 Jul 63 to 3 Jul 67.
2. LT COL JOHN L BRIDGES, FR22643, is awarded the Air Force Commendation Medal for outstanding achievement from Dec 66 to Apr 67.
3. Each of the following is awarded the Air Force Commendation Medal, effective date indicated, for meritorious service during the period shown:

LT COL RUSSELL W HITCHCOCK, FV867719, eff 16 Jul 67, 23 Aug 63 to 16 Jul 67

LT COL STANLEY R LUTHER, FR28297, eff 28 Aug 67, 3 Aug 64 to 28 Aug 67

LT COL DON H PAYNE, FR20312, eff 29 Jul 67, 18 Jul 65 to 29 Jul 67

SECOND (FIRST OAK LEAF CLUSTER)

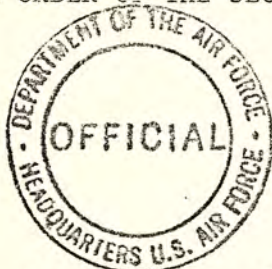
LT COL WILLIS A SAMMONS, FR38994, eff 8 Sep 67, 30 Aug 63 to 8 Sep 67

MAJ JOSEPH F CIRRITO, FR53125, eff 15 Aug 67, 7 Sep 63 to 15 Aug 67

(FIRST OAK LEAF CLUSTER)

CAPT ALEN W COON, FV3057509, eff 1 Aug 67, 21 Jul 63 to 1 Aug 67

BY ORDER OF THE SECRETARY OF THE AIR FORCE



J. P. McCONNELL, General, USAF
Chief of Staff

R. J. PUGH, Colonel, USAF
Director of Administrative Services

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CERTIFICATE OF AIRCREW QUALIFICATION

TYPE OF CHECK	AFM 60-1 <input checked="" type="checkbox"/> PROFICIENCY <input type="checkbox"/> INSTRUMENT	MAJOR COMMAND <input type="checkbox"/> TACTICAL MISSION	OTHER (Specify) <u>Initial</u> CO-PILOT	DATE DUE N/A	DATE COMPLETED 28 Mar 70
---------------	--	--	---	-----------------	-----------------------------

I. AIRCREW IDENTIFICATION

NAME OF EXAMINEE (Last, First, Middle Initial) PAYNE, DON H.	GRADE Colonel	SSAN 449-30-6238	BIRTH (Month only) 18 Jul
ORGANIZATION 12TFW	BASE Cam Ranh Bay AB, Vietnam		
TYPE AIRCRAFT (Model/Series) C-47	CREW POSITION CO-PILOT	CREW NUMBER (If applicable) N/A	

II. PREREQUISITES

AERONAUTICAL RATING Cmd Plt	FLYING STATUS CODE 1N	ELIGIBLE FOR CHECK <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	AS OF DATE 28 Mar 70	ORGANIZATION 483CSG
DATE 3 April 70	TYPED NAME AND GRADE OF CERTIFYING OFFICIAL JAMES W. LOVE, Captain, USAF		SIGNATURE <i>James W. Love</i>	

III. QUALIFICATION

GROUND PHASE			FLIGHT PHASE		
EXAMINATION/CHECK	DATE	GRADE	MISSION/CHECK	DATE	TIME
Open Book	28 Mar 70	95/100%	CO-PILOT CHECK	28 Mar 70	2.7
Closed Book	28 Mar 70	98/100%			

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STATUS (IAW Command directives) QUALIFIED	RESTRICTION (As applicable) None	EXPIRATION DATE OF RESTRICTION N/A
EXPIRATION DATE OF FLIGHT CHECK 28 Mar 71	INSTRUMENT RATING (Pilot only) <input type="checkbox"/> YES <input type="checkbox"/> NO	

DATE 28 Mar 70	NAME AND GRADE OF EXAMINEE (Typed) DON H. PAYNE, Colonel, USAF	SIGNATURE <i>Don H. Payne</i>
-------------------	---	----------------------------------

IV. CERTIFICATION

The above aircrew member has demonstrated satisfactory unsatisfactory performance and knowledge of procedures, techniques, equipment, and directives which would would not assure the safe and successful accomplishment of his assigned flying duties.

1	CHECK AS APPLICABLE (Use reverse side for remarks) <input type="checkbox"/> REMARKS	ORGANIZATION 12CSG	DATE 30 Mar 70
TYPED NAME AND GRADE OF FLIGHT EXAMINER ROBERT G. RILEY, Major, USAF		SIGNATURE <i>Robert G. Riley</i>	
2	CHECK APPLICABLE BOX(S) (Use reverse for remarks) <input type="checkbox"/> REMARKS <input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> DO NOT CONCUR	ORGANIZATION 483CSG	DATE 4 Apr 70
TYPED NAME AND GRADE OF REVIEWING OFFICER WILLIS R. WELD, Lt Col, USAF		SIGNATURE <i>Willis R. Weld</i>	
3	CHECK APPLICABLE BOX(S) (Use reverse for remarks) <input type="checkbox"/> REMARKS <input type="checkbox"/> CONCUR <input type="checkbox"/> DO NOT CONCUR	ORGANIZATION 483CSG	DATE 4 Apr 70
TYPED NAME AND GRADE OF FINAL APPROVING OFFICER BERNIE S. BASS, Colonel, USAF		SIGNATURE <i>Bernie S. Bass</i>	

477FS JUN 20 1968

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item)

1. LAST NAME—FIRST NAME—MIDDLE INITIAL PAYNE DON H		2. AFSN FB20312	3. ACTIVE DUTY GRADE Lt Col	4. PERMANENT GRADE Maj
5. ORGANIZATION COMMAND AND LOCATION 3825 Support Group (Acad)(AU) Maxwell AFB, Ala.		6. AERO RATING Cad Pilot: 1	8. PERIOD OF REPORT FROM: 8 May 67 THRU: 10 Jun 68	
		7. ACADEMIC PERIOD 307 days	9. REASON FOR REPORT <input checked="" type="checkbox"/> FINAL <input type="checkbox"/> ANNUAL <input type="checkbox"/> DIRECTED	

10. NAME AND LOCATION OF SCHOOL OR INSTITUTION
US ARMY WAR COLLEGE, CARLISLE BARRACKS PA

11. NAME OR TITLE OF COURSE US Army War College (1-250-C15)	12. LENGTH OF COURSE 44 weeks
--	----------------------------------

II. REPORT DATA (Complete as applicable)

1. COURSE HOURS COMPLETED NA	2. COURSE HOURS FAILED NA	3. AFSC AWARDED NA	4. AERO RATING AWARDED NA	5. DEGREE AWARDED NA
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6. COURSE SUCCESSFULLY COMPLETED (Final report only)
 YES NO (If "No," state reason)

7. TITLE OF THESIS Essays - The Strategic Role of Australia in Southeast Asia. What Happens After Vietnam?	8. ACADEMIC FIELD NA
---	-------------------------

III. COMMENTS
Guns or Butter Down Under.

DAFSC: 1115D

CHARLES W. SEAVER
Major AGC
Administrative Officer

IV. REPORTING OFFICIAL

TYPED NAME, GRADE, AFSN AND ORGANIZATION W. J. McCAFFREY Major General, USA US Army War College	DUTY TITLE Commandant	SIGNATURE <i>W. J. McCaffrey</i>
		DATE 11 June 1968

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SECURITY INFORMATION

Payne 201

HEADQUARTERS
474TH FIGHTER BOMBER WING
APO 970

SPECIAL ORDERS)
NUMBER 89)

23 November 1952

1. CAPT FRED E DUNCAN, AO 869957, Hq 474th Ftr Bmr Wg APO 970 5th AF FEAF (PAFSC 3234 DAFSC 3211 Race W Comp AFRes-DOS 31 Dec 52 A/R None F/S No Home Address: 1021 Julian St, Denver 4, Colo, Reason for rtrn: Release fr AD, MOT 30 Nov 52) is reld fr pres asgmt and dy thereat and asgd to 6403d Pers Proc Sq Higashi-Fuchu Japan APO 959 for proc and trans to ZI for Release fr AD, WP o/a 30 Nov 52 by mil air water or coml rail. TBMAA TBGAA TC w/furn nec trans PCA PCS RUAT CO 6403d Pers Proc Sq APO 959 between the hrs of 0800 and 1300, 5 Dec 52. Two (2) days TDY in Japan auth exclusive of tvl time not to interfere w/reptg dt. Hold bag w/b shipped to reach the CO 2d T Maj Port Yokohama Japan, ATTN: Bag Sec Whse "4" (DEC-1R). Shpmt of personal bag and hhdld goods auth UP FEAF ltr AG 524, 21 May 52. Bag alwa in excess of 65 lbs auth to alw indiv to personally hand carry all items of personal equip. Off r/turn in all govt property (Clothing & Equip) prior dept this sta. War trophies and/or personal firearms must be documented IAW PAF Cir 30 dtd 12 Jun 50 as amnd by PEC Cir 16 dtd 25 Apr 51 and AFR 75-19 and shipped as hold bag. Prior to dept immun and phy insp w/b compl, mil pmt cert curr w/b disp of IAW existing reg and personal bag w/b marked IAW AFR 75-33. Unit mail clk w/b furn address of orgn to which Off w/b asgd or a nonmil fwd address. PDN 5733500 348-341 P 52, 5-02, 02, 03, 05, 07, 599-599. AUTH: 5th AF msg FM O 26665, 18 Nov 52, 5th AF msg PRL 3367, 14 Oct 52 & AFR 35-59. DECSA 5 Dec 52.

2. UP 5th AF Reg 60-1 & 60-1a, the folg named Offs, orgns indicated APO 970, are designated F-84 Test & Instr Plts for the 474th Ftr Bmr Wg.

MAJ	ROBERT S KNAPP	AO 743035	428th Ftr Bmr Sq
1ST LT	DON H PAYNE	20312A	429th Ftr Bmr Sq

3. UP 5th AF Reg 51-21, the folg named Offs, 430th Ftr Bmr Sq APO 970 having satisfactorily compl the Combat Capable Tng Crse, is hereby made a matter of recd.

MAJ	JOHN H THOMAS	14080A
CAPT	EDWARD A ASTASUSKAS	AO 806602
1ST LT	ROY E JENNINGS	AO 826673
1ST LT	WILLIAM D KNOX	AO 182651
1ST LT	WILLIAM I MACLACHLAN	20268A
1ST LT	MALCOLM R PEARSON	AO 1911677
2D LT	LEONARD O DELUNA	AO 2223617
2D LT	JAMES N FLOOR	AO 2223621
2D LT	WILLIAM W GRAHAM	AO 1849107
2D LT	GRADY L HINSON	AO 1905046

4. The automatic susp fr fly status of the folg named Offs, USAF, 430th Ftr Bmr Sq APO 970 on dts indicated UP par 9a (10) (b) AFR 35-16 is hereby made a matter of recd.

1ST LT	MARVIN B EMMONS	AO 2222000	(22 Nov 52)
1ST LT	DONN G SHANKLAND	AO 1853514	(21 Nov 52)

O 89 Hq 474th Ftr Bmr Wg APO 970 dtd 23 Nov 52 (Cont'd)

5. UP 5th AF Reg 51-21, the folg named Offs, 428th Ftr Bmr Sq APO 970
being satisfactorily compl the Combat Capable Tng Crse, is hereby made a
member of rcd.

MAJ JACK D STEVENS
1ST LT JOHN GLINA

20679A
AO 2075182

6. UP 5th AF Reg 60-1 & 60-1a, the folg named Offs, 428th Ftr Bmr Sq
APO 970, are designated Sq Inst Instr Plts.

MAJ ROBERT S KNAPP
1ST LT JOHN GLINA
2D LT HAROLD P WEIDNER

AO 743035
AO 2075182
AO 2222172

BY ORDER OF COLONEL INGENHUTT:

OFFICIAL:

JOHN S HALLEY
Major, USAF
Adjutant

John S Halley
JOHN S HALLEY
Major, USAF
Adjutant

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HEADQUARTERS
474TH FIGHTER BOMBER GROUP
APO 970, c/o Postmaster
San Francisco, California

SPECIAL ORDERS)
NUMBER 68)

1 November 1952

1. Folg Off orgn indicated are aptd to Aircraft Abort Board for 474th Ftr Bmr Gp this sta:

CAPT	KARL R. ANDERSON	A0559002	USAF	Hq 474th Ftr Bmr Gp	President
CAPT	HERBERT J. MEYER	12A22A	USAF	429th Ftr Bmr Sq	Member
CAPT	BOONIE B. FULTON	A0587758	USAF	429th Ftr Bmr Sq	Member
CAPT	EDWARD F. IZOR	A0756150	USAF	430th Ftr Bmr Sq	Member
1ST LT	JOHN GLINA	A02075182	USAF	428th Ftr Bmr Sq	Member
1ST LT	JAMES W. DOFF	A01910724	USAF	428th Ftr Bmr Sq	Member
2D LT	ROBERT S. OLSSON	A01860952	USAF	430th Ftr Bmr Sq	Recorder

ALTERNATE MEMBERS

MAJ	JOHN H. THOMAS	14080A	USAF	430th Ftr Bmr Sq
1ST LT	FRANCIS T. HAMBLEY III	A01911648	USAF	430th Ftr Bmr Sq
1ST LT	DON H. PAYNE	20312A	USAF	429th Ftr Bmr Sq
2D LT	WILLIAM B. YOUNG	A02222695	USAF	428th Ftr Bmr Sq
CWO	GUY E. NEELEY	AW2112823	USAF	429th Ftr Bmr Sq
WOJG	FRANK A. SCOTT	AW2201549	USAF	428th Ftr Bmr Sq

2. Folg Amn asgd Hq 474th Ftr Bmr Wg this sta par 2 SO 302 Hq 6403d Pers Proc Sq, APO 959, 28 Oct 52 and asgd this Hq par 3 SO 74 Hq 474th Ftr Bmr Wg this sta, 1 Nov 52 are further asgd units indicated this sta. No tvl involved. PCA. Rept NLT 3 Nov 52. EDCSA: 8 Nov 52:

M SGT	FRANK L. STONE	AF67316483	PAFSC 30170	430th Ftr Bmr Sq
T SGT	DONALD L. PAYNE	AF13239505	PAFSC 30170	429th Ftr Bmr Sq
A/IC	JUNIOR LOVAS	AF15297857	PAFSC 46250	428th Ftr Bmr Sq

3. UP par 8C Sec II, AFR 35-50 S SGT JAMES S. VOLPE AF12325604, 429th Ftr Bmr Sq this sta is awarded the Good Conduct Medal for honesty, efficiency and fidelity during the period fr 26 Oct 49 to 26 Oct 52 inclusive.

BY ORDER OF LIEUTENANT COLONEL VETORT:

OFFICIAL:

JAMES E. WILLIAMSON
2d Lt, USAF
Asst Adjutant

James E. Williamson
JAMES E. WILLIAMSON
2d Lt, USAF
Asst Adjutant

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OFFICE OF THE FLIGHT SURGEON
USAF HOSPITAL
APO 919

30 Jan 52

Date

SUBJECT: Medical Clearance for Flying

TO: Commanding Officer
116th Fighter Bomber Wing
ATTN: Operations Section

In accordance with AFR 160-1, dated 14 April 1949, the following named individual was examined this date and found to be physically and psychologically qualified to participate in regular and frequent aerial flights:

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<u>PAYNE, Hon H.</u>	<u>2/Lt</u>	<u>20312 A</u>	<u>Pilot</u>
Name	Grade	Serial Number	Rating
<u>159th Ftr Bms Sq.</u>	<u>Class II</u>		
Organization	Type of qualification		

Upon reporting for duty at this station

After Aircraft Accident

After Physical Examination

After Hospitalization

Charles W. De Baun

CHARLES W. DE BAUN Lt Col USAF (MC)AOM
Flight Surgeon

Distribution

- 1- Form 5 Section
- 1- F/S File

UNITED STATES AIR FORCE INSTRUMENT PILOT CERTIFICATE APPLICATION AND RECORD

APPLICATION IS HEREBY MADE FOR INSTRUMENT PILOT CERTIFICATE (Check one) AF FORM 8 (White) AF FORM 8A (Green)

LAST NAME—FIRST NAME—MIDDLE INITIAL: **Payne Don H** GRADE: **2d Lt** SERIAL NO.: **20312A**

ORGANIZATION: **3525 PTW**

INSTRUMENT PILOT TIME	LAST 6 MONTHS	TOTAL	PILOT RATING	PILOT'S BIRTHDAY
WEATHER	0	0	4 Aug 51	18 July 1927
HOODED (Aircraft)	38:05	63:05	NUMBER OF GROUND-CONTROL APPROACHES (Last 6 months) 5	TOTAL PILOT TIME (Hours) 265
Link	21:30	43:00		
TOTAL	59:35	106:05	DATE AND SIGNATURE OF APPLICANT 25 Aug 51 Don H. Payne	

WRITTEN EXAMINATION—THIS IS TO CERTIFY THAT THE ABOVE APPLICANT SATISFACTORILY UNSATISFACTORILY COMPLETED THE WRITTEN EXAMINATION FOR AN INSTRUMENT PILOT CERTIFICATE AS PRESCRIBED BY AIR FORCE REGULATION 60.4.

DATE: **4 Aug. 51** GRADE: **CAPT.** SIGNATURE OF OFFICER IN CHARGE OF INSTRUMENT FLYING: **Norman H. Palmer**

FLIGHT TEST REPORT

(See AFR 60-4 for description of maneuvers)

MANEUVERS	SATISFACTORY	UNSATISFACTORY
1. INSTRUMENT TAKE-OFF	✓	
2. CLIMBING TURNS	✓	
3. STEEP TURNS	✓	
4. RECOVERY FROM UNUSUAL ATTITUDES	✓	
5. SIMULATED ENGINE FAILURE (Where applicable)	(N.A.)	
6. RADIO-RANGE ORIENTATION, LOW APPROACH, AND MISSED-APPROACH PROCEDURE	✓	
7. AURAL NULL	✓	
8. ADF APPROACH AND LET DOWN	✓	
9. GROUND-CONTROLLED APPROACH, INCLUDING LOW APPROACH AND MISSED-APPROACH PROCEDURE	(N.A.)	

REMARKS:

DATE: **4 August 1951** GRADE: **Capt.** SIGNATURE OF INSTRUMENT FLIGHT EXAMINER: **Norman H. Palmer**

HEADQUARTERS
474TH FIGHTER BOMBER GROUP
APO 970, c/o Postmaster
San Francisco, California

201
F
Payne

PERSONNEL ACTIONS MEMORANDUM)
NUMBER 97)

4 December 1952

1. UP AFR 35-392, 29 Apr 52, folg Amn, units indicated this sta, are awarded PAFSCs as indicated:

<u>428th Ftr Bmr Sq</u>			<u>AWARD</u>	<u>DELETE</u>
A/2C	THOMAS R. DYER	AF14382638	32250B	32230B
A/2C	FRANCIS A. GINGRAS	AF11225779	32250B	32230B
A/2C	ROBERT S. GRODIS	AF21016330	64151	64131

<u>429th Ftr Bmr Sq</u>				
S SGT	JOHN W. PAVLIC	AF13287887	43171H	43152
A/2C	PAUL F. EATON	AF13373280	43151H	43131H
A/2C	EMMETT R. HALVERSON	AF17303088	43151H	43131H

2. The MOTs of the folg Off, 430th Ftr Bmr Sq this sta, are changed as indicated:

			<u>OLD MOT</u>	<u>NEW MOT</u>
1ST LT	ROBERT S. OLSSON	A01860952	12 Apr 53	15 Mar 53
2D LT	JAMES O. CRARY JR.	A02216187	5 Aug 53	6 Jun 53
2D LT	JAY C. SANDERS	A01865231	24 Apr 53	12 Feb 53

3. Folg Off, 429th Ftr Bmr Sq this sta, are asgd DAFSCs as indicated eff 1 Dec 52:

				<u>DAFSC</u>	<u>DY TITLE</u>
CAPT	ROBERT G. HAYES	A02050951	USAF	1431	Opr Gff
CAPT	HERBERT J. MEYER	12422A	USAF	1124A	Ftr Plt
1ST LT	WILLIAM E. LEE	A02067534	USAF	1124A	Ftr Plt
1ST LT	DON H. PAYNE	20312A	USAF	1124A	Flt Comdr
1ST LT	EMIL A. POHLI	20316A	USAF	1124A	Flt Comdr

BY ORDER OF LIEUTENANT COLONEL VETORT:

OFFICIAL:

JAMES E. WILLIAMSON
2d Lt, USAF
Personnel Officer

James E. Williamson

JAMES E. WILLIAMSON
2d Lt, USAF
Personnel Officer

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6.

474th FIGHTER BOMBER GROUP
GUNNERY SCORES

PAYNE, DON H. 1/1T 20312A

PILOT

SQUADRON

DATE	BOMBS		GG HIGH		GG LOW		RX		NAP		AG	
	NO	%	NO	%	NO	%	NO	%	NO	%	NO	%
SEPT 6	2	0										
SEPT 14	2	33%										
SEPT 15	2	52%										
11/16	2	97%										
11/17	2	76%										
11/18	2	97%										
11/20	2	24%										
11/23	2	47%										
11/29	2	0%										
OCT 5	2	50%										
11/5	2	20%										
11/20	4	75%										
11/20	4	60%										
11/20	4	50%										
11/27	2	59%										
11/28	2	50%										
11/28	2	90%										
Nov 1	2	73										
11/1	2	80										

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CONCOLIDATED FIGHTER GUNNERY, ROCKETRY, AND BOMBING RECORD

FEAF Form
Number 1

PART I-HEADING

Pilot's name - 1 PAYNE, DON H.	Squadron - 2 429th Ftr Bmr Sq.	Month-Year form started - 3 August 1952
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PART II-QUALIFICATION RECORD

EVENT	4 DATE COMPL	PERCENTAGE (GRADE) 5	QUALIFICATION POINTS 6	CLASSIFICATION 7
AERIAL GUNNERY				
CAMERA GUNNERY				
GROUND GUNNERY				
ROCKETRY				
DIVE BOMBING				
LOW ANGLE BOMBING				
FIGHTER GUNNERY				
PROFICIENCY CLASS				

PART III-FIRING RECORD

8 DATE	9 TYPE FIRE						10 MISSION			11 ROUNDS LOADED	12 ROUNDS FIRED	13 HITS	14 PERCENTAGE
	AERIAL GUNNERY	GROUND GUNNERY	ROCKETRY	DIVE BOMBING	LOW ANGLE BOMBING	CAMERA GUNNERY	PRACTICE	RECORD	DEMONSTRATION	(Feet Film expended for camera Gunnery)	(Feet film assessable for camera Gunnery)	(No. entry for camera gunnery)	(Grade for camera gunnery)
AUG 11	X			X			X						
AUG 14	X			X			X						
AUG 17	X			X			X						
SEP 6	X			X			X						
SEP 14	X			X			X						
" 17	X			X			X						
" 18	X			X			X						
" 20	X			X			X						
" 23	X			X			X						
" 24	X			X			X						
OCT 5	X			X			X						
OCT 5	X			X			X						
" 20	X			X			X						
" 20	X			X			X						
" 20	X			X			X						
" 27	X			X			X						
" 28	X			X			X						
" 29	X			X			X						
Nov 7	X			X			X						
" 1	X			X			X						

CITATION TO ACCOMPANY THE AWARD OF
THE AIR FORCE COMMENDATION MEDAL

TO

DON H. PAYNE

Major Don H. Payne distinguished himself by outstanding meritorious service during the period 18 June 1963 to 23 June 1965, while performing duty as Operations Staff Officer Advisor, AF Section, MAAG, Republic of China. As F-5 Project Officer, Major Payne developed the master plan for the integration of F-5 aircraft into the Chinese Air Force inventory with a smooth phase-out of F-86 aircraft. Through personal initiative, Major Payne gleaned through knowledge of the F-5, and his master plan was so complete that its initial statements proved to be valid throughout the planning process. In April 1965, the F-5 Indoctrination Team from Air Force Systems Division paid high compliments to the thoroughness of Chinese Air Force plans; these plans had been developed from Major Payne's master plan. His study in connection with Tactical Air Control Requirements for the Chinese Air Force suggested improvements of coordination between the CAF and the Chinese Army. These suggestions were accepted by the CAF and are under study by the Ministry of National Defense for adoption by both services. Through exceptional devotion to his job of assisting and advising and by bringing outstanding knowledge and thorough preparation to bear upon each problem presented to him, Major Payne has left his personal imprint on future developments of the CAF and has brought credit upon himself, MAAG China and the United States Air Force.

CITATION TO ACCOMPANY THE AWARD OF

THE AIR FORCE COMMENDATION MEDAL

TO

DON H. PAYNE

Major Don H. Payne distinguished himself by outstanding meritorious service during the period 18 June 1963 to 23 June 1965, while performing duty as Operations Staff Officer Advisor, AF Section, MAAG, Republic of China. As F-5 Project Officer, Major Payne developed the master plan for the integration of F-5 aircraft into the Chinese Air Force inventory with a smooth phase-out of F-86 aircraft. Through personal initiative, Major Payne gleaned through knowledge of the F-5, and his master plan was so complete that its initial statements proved to be valid throughout the planning process. In April 1965, the F-5 Indoctrination Team from Air Force Systems Division paid high compliments to the thoroughness of Chinese Air Force plans; these plans had been developed from Major Payne's master plan. His study in connection with Tactical Air Control Requirements for the Chinese Air Force suggested improvements of coordination between the CAF and the Chinese Army. These suggestions were accepted by the CAF and are under study by the Ministry of National Defense for adoption by both services. Through exceptional devotion to his job of assisting and advising and by bringing outstanding knowledge and thorough preparation to bear upon each problem presented to him, Major Payne has left his personal imprint on future developments of the CAF and has brought credit upon himself, MAAG China and the United States Air Force.

CITATION TO ACCOMPANY THE AWARD OF

THE AIR FORCE COMMENDATION MEDAL

TO

DON H. PAYNE

Major Don H. Payne distinguished himself by outstanding meritorious service during the period 18 June 1963 to 23 June 1965, while performing duty as Operations Staff Officer Advisor, AF Section, MAAG, Republic of China. As F-5 Project Officer, Major Payne developed the master plan for the integration of F-5 aircraft into the Chinese Air Force inventory with a smooth phase-out of F-86 aircraft. Through personal initiative, Major Payne gleaned through knowledge of the F-5, and his master plan was so complete that its initial statements proved to be valid throughout the planning process. In April 1965, the F-5 Indoctrination Team from Air Force Systems Division paid high compliments to the thoroughness of Chinese Air Force plans; these plans had been developed from Major Payne's master plan. His study in connection with Tactical Air Control Requirements for the Chinese Air Force suggested improvements of coordination between the CAF and the Chinese Army. These suggestions were accepted by the CAF and are under study by the Ministry of National Defense for adoption by both services. Through exceptional devotion to his job of assisting and advising and by bringing outstanding knowledge and thorough preparation to bear upon each problem presented to him, Major Payne has left his personal imprint on future developments of the CAF and has brought credit upon himself, MAAG China and the United States Air Force.

HEADQUARTERS
THIRTEENTH AIR FORCE (PACAF)
UNITED STATES AIR FORCE
APO SAN FRANCISCO 96274

SPECIAL ORDER
G-76

20 July 1965

1. By direction of the Secretary of the AF, LTCOL JOHN C ROBESON, 49142A, is awarded the Air Force Commendation Medal for outstanding achievement during the period 13 July 1963 to 25 May 1965.

2. By direction of the Secretary of the AF, each of the following is awarded the Air Force Commendation Medal for meritorious service during the period indicated:

LTCOL BENJAMIN N McCULLIN	A0808438
5 July 1964 to 28 June 1965	
MAJOR JAMES D LANGLEY	065376, DA
21 July 1963 to 6 July 1965	
MAJOR DON H PAYNE	20312A
18 June 1963 to 23 June 1965	
MAJOR JAMES R HORTON	064640, DA
28 June 1964 to 23 June 1965	
CMSGT DAVID E SOUTHERN	AF19283258
22 February 1962 to 19 July 1965	
TSGT DeROY HIGNIGHT	AF18344428
10 July 1963 to 5 July 1965	

FOR THE COMMANDER



R. B. CONNER
Lt Colonel, USAF
Director of Administrative Services

DISTRIBUTION
2 - Ea indiv
1 - 13ADS
2 - 13DAS
2 - 13DAS
21 - 13PPS
2 - Hq PACAF (DPS)
1 - Hq USAF (AFDASEC)
1 - Air University (AUL)
1 - Research & Coordination
Section, Reference Svc
Branch, Mil Pers Records
Center, St. Louis, Mo

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MAJOR DON H PAYNE 18 June 1963 to 23 June 1965	20312A
MAJOR JAMES R HORTON 28 June 1964 to 23 June 1965	064640, DA
CMSGT DAVID E SOUTHERN 22 February 1962 to 19 July 1965	AF19283258
TSGT DeROY HIGNIGHT 10 July 1963 to 5 July 1965	AF18344428

FOR THE COMMANDER



R. B. CONNER
Lt Colonel, USAF
Director of Administrative Services

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FOR THE COMMANDER



R. B. CONNER
Lt Colonel, USAF
Director of Administrative Services

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FACTS AND SPECIFIC ACHIEVEMENTS: As Deputy Commander for Operations, Col Mellish commanded three tactical fighter squadrons engaged in combat operations in SEA. During the period of this report his squadrons flew 3868 combat sorties with the loss of only one F-4 to enemy action and none to accidents. His mission was made more difficult by a reduced number of possessed aircraft. By skillful management however, Col Mellish succeeded in producing a combat effective sortie level equal to that of wings with full aircraft strengths. Recognizing the importance of close coordination between strike pilots, Forward Air Controllers, and Army ground commanders, Col Mellish had an exchange program established which allowed key members of the Air-Ground team the opportunity to visit and observe other team members. He served as a principal member of several important committees including the Vehicle Utilization Board, the Real Facilities Utilization Board, the Base Security Council, and the Air Traffic Control Board. He demonstrated sincere concern for the welfare of his personnel and through his leadership significant improvements in living and recreational areas were achieved. STRENGTHS: Col Mellish is a congenial, high principaled, articulate officer. He is intelligent, works hard, and is dedicated to his job and the Air Force. While no task is too big for him to handle, he still manages to give attention to detail. He has an extensive flying background which enables him to speak with authority on aviation matters. SUGGESTED ASSIGNMENTS: Col Mellish has been selected to be Vice Commander of another tactical fighter wing in SEA. This should prepare him to move up to a Wing Commander position. He has a keen, analytical mind and an impressive knowledge of science which should serve him well as a director of technical

activities. OTHER COMMENTS: During the period of this report, Col Mellish served in SEA and flew 28 combat missions. He did a good job where it really counts, in combat.

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Sir -

I feel silly writing these things down but here they are.

1. Flew 122 combat sorties and 218 combat hours from 14 August through 3 March. (7 mos)

2. Awarded DFC on 10 March for mission flown in support of Base Support Base Kate on 31 Oct 69.

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4. Have placed strong emphasis on safety and particularly on 10th rides flown with new people during their combat check out phase. Weak pilots have been identified and categorized for extra supervision. I feel this has contributed to the fine safety record of the 557th TFW which has now extended to over two years since this squadron has had an accident.

5. Selected by the Wing Commander to be in charge of committee to improve the aesthetic appearance of the Air Base

Ray Officers Field Ration Mess.
All recommendations were approved
by the Wing Commander and the
project was completed and all
physical improvements accomplished within
one month without the benefit of any
outside financial support.

1005 SORTIES +

✓6. The 557th flew [^] 1732.5 hours
during the past three months and
had the fewest number of air and ground
abats (19) in the Wing.

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✓7. Established a squadron quality control
team to inspect all aircraft after phase
inspections are completed and prior to
the 12th TFW, QC inspections. This
has resulted in a marked improvement
and fewer discrepancies on the Wing
inspections.

✓8. Had maintenance personnel build
new tool room in phase dock hanger.
This provided better security of tools
and control of bench stock items.

18. Personally monitored preparation for 180 day maintenance activities in inspection which resulted in marked improvement ^{over} ~~as~~ previous inspection. Maintenance also rated strong and fairer letter on recent IA inspection than on last years inspection.

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CITATION TO ACCOMPANY THE AWARD OF
THE AIR FORCE COMMENDATION MEDAL

TO

DON H. PAYNE

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HEADQUARTERS
TACTICAL AIR COMMAND
United States Air Force
Langley Air Force Base, Virginia

SPECIAL ORDER
G-115

25 July 1963

By direction of the Secretary of the Air Force, each of the following is awarded the Air Force Commendation Medal for meritorious service during the period indicated:

LIEUTENANT COLONEL NORMAN R CROSSON, 6461A, 1 Sep 61 - 30 Jun 63

LIEUTENANT COLONEL MINER A GLEASON, AO351137, 12 Mar 61 - 31 Jul 63 (1OLC)

MAJOR DON H PAYNE, 20312A, 15 Feb 62 - 18 Jun 63

SENIOR MASTER SERGEANT PAUL MOBLEY, AF34824441, 21 Nov 59 - 28 May 63

STAFF SERGEANT CHRIS P DEMAS, AF34116571, 1 Apr 59 - 15 May 63

FOR THE COMMANDER



J. M. WILSON
Colonel
Deputy for Administration

DISTRIBUTION

30 - DPPA-PF; TAC Staff (Plus)
2 - Hq USAF (AFPMPB)

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HEADQUARTERS
THIRTEENTH AIR FORCE (PACAF)
UNITED STATES AIR FORCE
APO SAN FRANCISCO 96274

SPECIAL ORDER
G-76

20 July 1965

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MAJOR DON H PAYNE	20312A
18 June 1963 to 23 June 1965	
<i>1ST OAK LEAF CLUSTER</i>	
MAJOR JAMES R HORTON	064640, DA
28 June 1964 to 23 June 1965	
CMSGT DAVID E SOUTHERN	AF19283258
22 February 1962 to 19 July 1965	
TSGT DeROY HIGNIGHT	AF18344428
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FOR THE COMMANDER



R. B. CONNER
Lt Colonel, USAF
Director of Administrative Services

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Section, Reference Svc
Branch, Mil Pers Records
Center, St. Louis, Mo

JUN 20 1968

LAST NAME—FIRST NAME—MIDDLE INITIAL

Payne, Don H.

ACTIVE DUTY GRADE

Major

AFSN

20312A

(CHECK APPROPRIATE BLOCK AND COMPLETE AS APPLICABLE)

SUPPLEMENTAL SHEET TO RATING FORM WHICH COVERS THE FOLLOWING PERIOD OF REPORT

LETTER OF EVALUATION COVERING THE FOLLOWING PERIOD OF OBSERVATION

FROM

8 May 1963

TO

7 May 1964

FROM

TO

Precede comments by appropriate data, i.e. section continuation, indorsement continuation, additional indorsement, etc. Follow comments by the authentication to include: name, grade, AFSN, organization, duty title, date and signature. ADDITIONAL INDORSEMENT:

I concur with the evaluations of both rating and indorsing officials. I have known both these officials and the rated officer for the entire period of this report. Major Payne is an aggressive fighter pilot with a well-developed background and an ability to use it effectively in carrying out his advisory duties. He has made a direct contribution to the combat ready posture and the splendid international reputation of the Chinese Air Force.

GLADWYN E. PINKSTON
Brigadier General, 1828A
AF Section, MAAG, China
APO 63, San Francisco, California
Hq PACOM, 5 Jun 64

Chief
AF Section, MAAG

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LAST NAME-FIRST NAME-MIDDLE INITIAL PAYNE, Don H.		AFSN FR20312	ACTIVE DUTY GRADE Lt Colonel
(CHECK APPROPRIATE BLOCK AND COMPLETE AS APPLICABLE)			
<input checked="" type="checkbox"/> SUPPLEMENTAL SHEET TO RATING FORM WHICH COVERS THE FOLLOWING PERIOD OF REPORT		<input type="checkbox"/> LETTER OF EVALUATION COVERING THE FOLLOWING PERIOD OF OBSERVATION	
FROM 8 May 66	THRU 7 May 67	FROM	THRU
<p>Precede comments by appropriate data, i.e. section continuation, indorsement continuation, additional indorsement, etc. Follow comments by the authentication to include: name, grade, AFSN, organization, duty title, date and signature.</p> <p>ADDITIONAL INDORSEMENT: 11 July 1967</p> <p>Concur. I have worked closely with Lt Colonel Payne and have been highly impressed with his quiet, forceful effectiveness. He has a deep insight into the requirements and problems of the Air Force and is an unusually productive officer. He should be promoted to temporary colonel immediately.</p> <p><i>Dudley E. Faver</i> DUDLEY E. FAVER, Brigadier General, USAF (FR4202) Deputy Director Personnel Planning, DCS/Personnel</p>			

worldwartwoveterans.org

JUN 20 1968

LAST NAME—FIRST NAME—MIDDLE INITIAL PAYNE, Don H.	ACTIVE DUTY GRADE Major	AFSN 20312A
---	-----------------------------------	-----------------------

(CHECK APPROPRIATE BLOCK AND COMPLETE AS APPLICABLE)

<input checked="" type="checkbox"/> SUPPLEMENTAL SHEET TO RATING FORM WHICH COVERS THE FOLLOWING PERIOD OF REPORT	<input type="checkbox"/> LETTER OF EVALUATION COVERING THE FOLLOWING PERIOD OF OBSERVATION
FROM 8 May 64	THRU 7 May 65
FROM	TO

Precede comments by appropriate data, i.e. section continuation, indorsement continuation, additional indorsement, etc. Follow comments by the authentication to include: name, grade, AFSN, organization, duty title, date and signature.

ADDITIONAL INDORSEMENT

Concur with evaluation of indorsing officer. Major Payne clearly has high potential for positions of increasingly greater responsibility and rapid career advancement.

THOMAS N. WILSON, Brigadier General, 5255A, AF Section, MAAG, Republic of China, APO San Francisco 96263, Chief, 18 June 1965, 1131 USAF Sp Acty Sq

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JUN 20 1968

LAST NAME-FIRST NAME-MIDDLE INITIAL PAYNE, Don H.		AFSN FR20312	ACTIVE DUTY GRADE Lt Colonel
(CHECK APPROPRIATE BLOCK AND COMPLETE AS APPLICABLE)			
<input checked="" type="checkbox"/> SUPPLEMENTAL SHEET TO RATING FORM WHICH COVERS THE FOLLOWING PERIOD OF REPORT		<input type="checkbox"/> LETTER OF EVALUATION COVERING THE FOLLOWING PERIOD OF OBSERVATION	
FROM 8 May 1965	THRU 7 May 1966	FROM	THRU
<p>Precede comments by appropriate data, i.e. section continuation, indorsement continuation, additional indorsement, etc. Follow comments by the authentication to include: name, grade, AFSN, organization, duty title, date and signature.</p> <p>ADDITIONAL INDORSEMENT: Based upon frequent observation, I concur in the above report. However, I feel that Lt Col Payne's overall contributions are slightly understated and therefore have raised his rating in Sections 5 and 6. He has been our ad hoc representative with the Tactical Air Command on several occasions and in each instance has done a completely outstanding job in a minimum of time. Lt Col Payne has an extensive tactical fighter background and was recently operational in century series fighter aircraft. He is anxious to participate in the war in Southeast Asia in tactical fighters and should be given this opportunity. He has considerable potential for command of a tactical unit and should also be given that opportunity. I recommend that he be promoted to Colonel well ahead of his contemporaries.</p> <p><i>T. E. Moore</i></p> <p>T. E. MOORE, Major General, USAF 24 June 1966 FR1804, Director, Personnel Planning</p>			

JUN 20 1968

LAST NAME-FIRST NAME-MIDDLE INITIAL PAYNE, Don H.		AFSN FR20312	ACTIVE DUTY GRADE Lt Colonel
(CHECK APPROPRIATE BLOCK AND COMPLETE AS APPLICABLE)			
<input checked="" type="checkbox"/> SUPPLEMENTAL SHEET TO RATING FORM WHICH COVERS THE FOLLOWING PERIOD OF REPORT		<input type="checkbox"/> LETTER OF EVALUATION COVERING THE FOLLOWING PERIOD OF OBSERVATION	
FROM 8 May 66	THRU 7 May 67	FROM	THRU
Precede comments by appropriate data, i.e. section continuation, indorsement continuation, additional indorsement, etc. Follow comments by the authentication to include: name, grade, AFSN, organization, duty title, date and signature.			
ADDITIONAL INDORSEMENT:		13 July 1967	
<p>I have worked closely with Lt Colonel Payne and know his abilities. I indorse this report enthusiastically and strongly recommend his early promotion. He is a dedicated professional of the highest order.</p> <p><i>John H. Bell</i> JOHN H. BELL, Major General, USAF (FR4185) Director Personnel Planning, DCS/Personnel</p>			

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V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections							Specific justification required for these sections		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT		EFFECTIVENESS WELL ABOVE MOST	EXCELLENT, SELDOM EQUALED	OUTSTANDING, ALMOST NEVER EQUALED	ABSOLUTELY SUPERIOR

VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME. <input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES. <input type="checkbox"/>
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES. <input checked="" type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES. <input checked="" type="checkbox"/>

VII. COMMENTS

Lt Col Payne is an outstanding officer. He is competent, intelligent and extremely conscientious in his application to duty. This has been Col Payne's first assignment in the personnel field and he has shown a commendable interest and exemplary initiative in becoming conversant with personnel policies and procedures. Recently, Col Payne served as the AFPDC point of contact for the Stennis Sub-Committee Hearings on the Tactical Force Structure. Information on the availability of pilots, munitions and weapons personnel and aircraft mechanics worldwide needed to be developed for the use of the Committee. Short suspense times required long hours of work. Voluminous information needed to be reduced to short, succinct statements of extreme clarity. Col Payne received all inputs and reduced the information to its final form. He was commended by the head of the Committee for his assistance in this important work. **STRENGTHS:** Col Payne accepts increased workloads willingly and cheerfully. He is able to develop sound and logical solutions to problems. He has a stable disposition, and maintains his composure under pressure. **SUGGESTED ASSIGNMENTS:** Col Payne has requested curtailment of his present tour in order to be assigned to a tactical unit in Vietnam. I concur in his desires for such an assignment.

VIII. REPORTING OFFICIAL

Date of latest performance counseling

NAME, GRADE, AFSN, AND ORGANIZATION RICHARD G. MCKITTRICK, Colonel FR 33499 HQ USAF, AFPDPS	DUTY TITLE Chief, Command Reqmts Br	SIGNATURE
	AERO RATING Command Pilot	CODE 3C
		DATE 26 May 1966

IX. REVIEW BY INDORSING OFFICIAL

Lt Col Payne is a smart, dynamic officer with great potential. He impresses me as a born tactical fighter pilot with outstanding command ability. He has requested curtailment of this current tour and volunteered for combat duty in Southeast Asia. I fully concur and his curtailment has been approved. This officer's career should be carefully monitored so that the Air Force can realize the maximum from his outstanding capabilities.

NAME, GRADE, AFSN, AND ORGANIZATION WALTER V. COOK, Colonel FR 8098 HQ USAF	DUTY TITLE Chief, Sys & Reqmts Division	SIGNATURE
	AERO RATING Command Pilot	CODE 3C
		DATE 31 May 1966

JUN 20 1968

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1. LAST NAME—FIRST NAME—MIDDLE INITIAL PAYNE, Don H.	2. AFSN FF20012	3. ACTIVE DUTY GRADE 1st Lt	4. PERMANENT GRADE Major
5. ORGANIZATION, COMMAND AND LOCATION DCS/P, D/Personnel Planning Hq USAF, Wash DC	6. AERO-RATING Str Pilot	7. PERIOD OF REPORT FROM: 1 May 65 THRU: 7 May 66	8. PERIOD OF SUPERVISION 1
		9. REASON FOR REPORT 294	No report 1 year

II. DUTIES—PAFSC 1416 DAFSC 7311 Pers Stf Off, Comd Rqmts Br, Sys & Rqmts Div:
 Monitors Personnel requirements, and manning actions relative to all commands and joint activities. Coordinates with Manpower and alerts the manning agencies on out-of-cycle manning actions. Reviews and evaluates personnel responses for IG reports and current status presentations. As personnel representative on boards, working groups, and task forces, he develops personnel plans on program changes. Maintains current knowledge of weapon system changes and the effect of such changes on the personnel status of the commands. Monitors command exercises and the personnel requirements not within the commands' resources. Develops personnel briefings for represen-

III. RATING FACTORS (Consider how this officer is performing on his job.)

1. JOB CAPABILITY					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB.	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB.	<input checked="" type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA. AUTHORITY IN HIS FIELD.
2. PLANNING ABILITY					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB.	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB; SEES THE BIG PICTURE.	<input checked="" type="checkbox"/> CAPABLE OF PLANNING TO HIGH LEVEL; A HIGH CALIBER THINKER AND PLANNER.
3. EXECUTIVE MANAGEMENT					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER.	<input type="checkbox"/> MAINTAINS ORDINARY EFFICIENCY OF OPERATION. CONTROL COULD BE IMPROVED.	<input type="checkbox"/> GIVES ECONOMY OF OPERATION CAREFUL ATTENTION. MAKES WISE USE OF MANPOWER AND MATERIEL.	<input checked="" type="checkbox"/> MAINTAINS EFFECTIVE ECONOMY. CAREFULLY WEIGHS COST AGAINST EXPECTED RESULTS.	<input type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.
4. LEADERSHIP					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input checked="" type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL.
5. EXECUTIVE JUDGMENT					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input checked="" type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS.
6. HUMAN RELATIONS					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE; DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input checked="" type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS. INCREASES HIS EFFECTIVENESS.
7. WRITING ABILITY AND ORAL EXPRESSION					
<input type="radio"/> NOT OBSERVED	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY. <input type="checkbox"/> WRITE <input checked="" type="checkbox"/> SPEAK	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS. <input checked="" type="checkbox"/> WRITE <input type="checkbox"/> SPEAK
8. JOB ACCOMPLISHMENT					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.

IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEHAVIOR AND BEARING. CREATES A VERY FAVORABLE IMPRESSION.	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.
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V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections							Specific justification required for these sections		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT		EFFECTIVENESS WELL ABOVE MOST	EXCELLENT, SELDOM EQUALED	OUTSTANDING, ALMOST NEVER EQUALED	ABSOLUTELY SUPERIOR

VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME. <input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES. <input type="checkbox"/>
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES. <input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES. <input checked="" type="checkbox"/>

VII. COMMENTS

FACTS AND SPECIFIC ACHIEVEMENTS: Major Payne is an extremely efficient officer possessing the ability and ambition to get the job done in the minimum time, with desired results. He is cooperative, firm in his convictions, and excels in expressing his views in a clear and concise manner, in writing as well as verbally. His performance during this reporting period as an advisor to the Chinese Air Force and as an operations staff officer has been outstanding. In his advisory capacity, he has been highly successful in winning the confidence, respect and friendship of his Chinese counterparts. He frequently flies with Chinese pilots during Tactical Evaluations in order to better assess their capability. His on-the-spot critiques and recommendations are exceptionally well received by the Chinese. Major Payne demonstrated outstanding professional ability in his monitoring of the introduction of the F-5 aircraft to the Chinese Air Force. He was instrumental in realizing that the fixed sight in the F-5 aircraft as the only fire control system device was totally inadequate, and he strongly recommended that a radar ranging computing gunsight be considered as an essential item for this aircraft. He observed and participated in several Joint Service exercises. Based on his broad fighter experience and professional knowledge, he submitted several recommendations for the improvement of close air support capability of the Chinese Air Force, including the development of the Airborne Forward Air Controller capability. **STRENGTHS:** An outstanding characteristic of this officer is his ability to recognize problem areas and to take action accordingly. **SUGGESTED ASSIGNMENTS:** In furthering this officer's potential and in the interest of the U.S. Air Force, he should be afforded the opportunity to attend the Air War College upon completion of the current tour.

VIII. REPORTING OFFICIAL

Date of latest performance counseling 12 Feb '64 *NR*

NAME, GRADE, AFSN, AND ORGANIZATION ELOY H. TRUJILLO, Lt Col, 50409A, Det 4, 1131st USAF Spec Acty Sadr, APO 63	DUTY TITLE Chief, Tactical Opns Branch Command Pilot	SIGNATURE <i>Eloy H. Trujillo</i>
AERO RATING 1	CODE 1	DATE 12 May '64

IX. REVIEW BY INDORSING OFFICIAL

I concur with the ratings and comments of the reporting official. Even in an area where excellence in performance is the norm, this officer stands out. He is sharp, smart and shrewd. As an advisor on diplomatic assignment to a foreign force, he sets the pace. However, this officer should not be long removed from his future, line of the Air Force. Maj. Payne will excel as a combat commander.

NAME, GRADE, AFSN, AND ORGANIZATION SANFORD K. MOATS, Col., 14948A, Det 4, 1131st USAF Spec Acty Sadr, APO 63	DUTY TITLE Director of Operations Command Pilot	SIGNATURE <i>Sanford K Moats</i>
AERO RATING 1	CODE 1	DATE 14 May '64

I. IDENTIFICATION DATA (Read AFM 30-10 carefully before filling out any item.)

1. LAST NAME—FIRST NAME—MIDDLE INITIAL Payne, Don H.	2. AFSN 20312A	3. ACTIVE DUTY GRADE Major	4. PERMANENT GRADE Captain
5. ORGANIZATION, COMMAND AND LOCATION 1131 USAF Sp Acty Sq Bolling AFB, DC w/dy China (Hq Comd, USAF)	6. AERO RATING Sr Pilot	CODE 1	7. PERIOD OF REPORT FROM: 8 May 63 TO: 7 May 64
	8. PERIOD OF SUPERVISION 325	9. REASON FOR REPORT No report 1 yr	

II. DUTIES—PAFSC 1416 DAFSC 1416 PRIOR DUTY: Opns Stf Off, Dir of Ptr/Reconn/Tanker, D/O, Langley AFB, VA. CURRENT DUTY: Opns Stf Off, Tac Ops, AC/S Opns. MAAG Level. Maintains proficiency in the F-86F aircraft and participates in flying activities with the F-86F equipped units of the CAF. Participates as a member of the Tactical Evaluation Team to assist in evaluating flying units of the CAF. Monitors F-86F training and flying hour program. Maintains liaison with the Air Ground Operations School. Monitors the Forward Air Controller/Air Liaison Officer program of the CAF. Monitors Joint/Combined exercises in which the CAF is involved. Has operational staff responsibility for the F-5 program.

III. RATING FACTORS (Consider how this officer is performing on his job.)

1. JOB CAPABILITY					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB.	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB.	<input checked="" type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA. AUTHORITY IN HIS FIELD.
2. PLANNING ABILITY					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB.	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB; SEES THE BIG PICTURE.	<input checked="" type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING; A HIGH CALIBER THINKER AND PLANNER.
3. EXECUTIVE MANAGEMENT					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER.	<input type="checkbox"/> MAINTAINS ORDINARY EFFICIENCY OF OPERATION. CONTROL COULD BE IMPROVED.	<input type="checkbox"/> GIVES ECONOMY OF OPERATION CAREFUL ATTENTION. MAKES WISE USE OF MANPOWER AND MATERIEL.	<input checked="" type="checkbox"/> MAINTAINS EFFECTIVE ECONOMY. CAREFULLY WEIGHS COST AGAINST EXPECTED RESULTS.	<input type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.
4. LEADERSHIP					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input checked="" type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL.
5. EXECUTIVE JUDGMENT					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input checked="" type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS.
6. HUMAN RELATIONS					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE; DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input checked="" type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS. INCREASES HIS EFFECTIVENESS.
7. WRITING ABILITY AND ORAL EXPRESSION					
<input type="radio"/> NOT OBSERVED	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS. <input checked="" type="checkbox"/> WRITE <input checked="" type="checkbox"/> SPEAK
8. JOB ACCOMPLISHMENT					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.

IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DEDUCT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEHAVIOR AND BEARING. CREATES A VERY FAVORABLE IMPRESSION.	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.
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FORT BENNING, GA.-----Three members of the U.S. Air Force's Tactical Air Command (TAC), all experienced pilots and one jump away from becoming qualified parachutists, wait the command from the jumpmaster, who is standing in the door of the plane, as they approach the end of four weeks of airborne training at Fort Benning. The three were the top ranking officers in a group of 24 TAC members completing the U.S. Army Infantry School course. They graduated Feb. 1. Left to right are Col. Gordon F. Bradburn of Clearwater, Fla., a member of the 314th Troop Carrier Wing, Sewart Air Force Base, Tenn.; Major Don H. Payne of Garland, Tex., a member of Headquarters, TAC Operations, Langley AFB, Va., and Col Frank J. Collins of Breckenridge, Tex., Headquarters, 31st Tactical Fighter Wing, Homestead AFB, Fla.

Information Section
Public Information Division
U.S. Army Infantry Center
Fort Benning, Ga.
CREDIT: U.S. ARMY PHOTO

8 February 1963/Gardner
FOR IMMEDIATE RELEASE
W. O. # 372-2

MAJ. GEN. THOMAS E. MOORE (USAF, RET.)

2525 SYCAMORE, COLORADO SPRINGS, COLORADO 80906

31 Jan 74

Tom Tom -

your old friend, am keeping
track of your progress.

Congratulations on the first
star promotion. The big gate is
open now - and you can go all
the way.

Good luck,

Tom Moore



31 January 1974

Dear Don:

I was delighted to see your name on the temporary Brigadier General promotion list. My sincere congratulations to you on this significant achievement.

Charlene is equally delighted and joins me in congratulating you and Elsie on this great occasion.

Warm regards.

Sincerely,

worldwartwoveterans.org

ARTHUR J. GREGG
Brigadier General, USA
Commander

Colonel (P) Don H. Payne
Commander
36th TFW
APO 09132



31 January 1974

Dear Don,

Congratulations!

The Fighting 36th has come through again.

Sincerely,

worldwartwoveterans.org

RICHARD G. CROSS, JR.
Major General, USAF

Colonel Don H. Payne
Commander, 36 Tac Ftr Wing
APO New York 09132



29 January 1974

Colonel Don H. Payne
Commander
36 Tactical Fighter Wing (USAFE)
APO New York 09132

Dear Don

Congratulations on your nomination for promotion to
Brigadier General. Well deserved -- and I was very
pleased to see your name on the "list. "

Sincerely

WILLIAM V. McBRIDE
Lieutenant General, USAF



TAC/CV
Langley AFB, Virginia 23665
21 February 1974

Dear Don

I haven't written a single note congratulating any of you new Generals -- the list keeps sliding down to the bottom of my in basket, but I was real glad to see you make it and hope you keep going.

I would like to see you come to TAC but I will have little to say about that -- if I do, I'll put in a plug.

Best regards.

worldwartwoveterans.org

Sincerely

DALE S. SWEAT
Lt General, USAF

Colonel Don H. Payne
Commander
36 TFW, Box 3304
APO New York 09132



United States Representative
NATO Military Committee
APO New York 09667

29 January 1974

Dear Don,

I was pleased to see your name on the Brigadier
General's list.

Congratulations.

worldwartwoveterans.org

Sincerely,

T. R. MILTON
General, USAF

Colonel Don H. Payne
Commander
31st Tactical Fighter Wing,
USAFE
APO New York 09132

And no reply expected



5 February 1974

Colonel Don H. Payne
Commander, 36th Tactical Fighter Wing
APO New York 09132

Dear Don

Arlene and I couldn't be happier over your selection for promotion to Brigadier General. As I told you last year and again on the telephone, we old soldiers just have to hang in there. Sometimes it takes the wheels a little longer to determine a guy's real worth. I'm glad you stuck it out.

Since you have been at BIT for some time, I would imagine you will be moving fairly soon although USAFE hasn't followed that pattern recently. I wish you the best of luck in your future assignment. May it be one you will like and enjoy.

Keep in touch since I enjoy your friendship and look forward to seeing you again soon.

Sincerely

DON D. PITTMAN
Brigadier General, USAF

*P.S.
Cheers to your lovely bride!! She's a
sweetie!!*



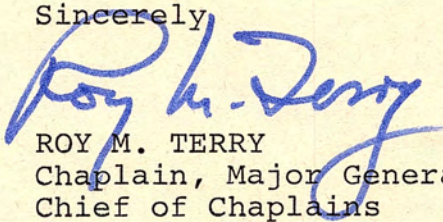
Colonel Don H. Payne
Commander, 36 Tac Ftr Wg
APO New York 09132

Dear Colonel Payne

May I express sincere congratulations to you on your selection for promotion to Brigadier General.

It is our prayer that Almighty God shall continue to bless you richly as you move to new, important and responsible positions of leadership and command.

Sincerely



ROY M. TERRY
Chaplain, Major General, USAF
Chief of Chaplains




28 January 1974

Dear Don

Again I wish to congratulate you on your well deserved selection for promotion to Brigadier General. The 36th Wing under your leadership is a more solid outfit than it has ever been. I am sure you went out of this command #1 on the list because I cannot think of anyone more deserving of this promotion.

Sincerely

worldwartwoveterans.org


EDWIN W. ROBERTSON, II
Brigadier General USAF

Colonel Don H. Payne
Commander
36 Tactical Fighter Wing
APO 09132

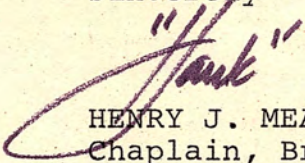


Colonel Don H. Payne
Commander, 36 Tac Ftr Wg
APO New York 09132

Dear Colonel Payne

Congratulations on your selection! These are times of great change which solicit the best in us all. Hopefully, with God's help we can meet this challenge. I offer you my prayers for your task and covet yours for mine.

Sincerely


HENRY J. MEADE
Chaplain, Brigadier General, USAF
Deputy Chief of Chaplains



20 February 1974

Colonel Don H. Payne
Commander
36 TFW (USAFE)
APO New York 09132

Dear Don:

You recall during my visit to Bitburg for the Torrejon-Bitburg football game that I said to you it was just a matter of time before you would be on that list. Needless to say, I was delighted, as were all your other fighter friends.

I would imagine that you will be moving soon, not only because of promotion, but because of your tenure in your present job. Have you any indications?

Again, from all of us, congratulations!

Warmly yours,

EDWARD A. McGOUGH, III
Major General, USAF



5 February 1974

Don
Dear Colonel Payne,

Please accept my sincere congratulations on your selection to Brigadier General. With today's competition in the Air Force being as keen as it is, you are to be justifiably proud of your achievement.

I wish you continued success in your military career.

Sincerely,

Joseph G. Wilson
JOSEPH G. WILSON
Lieutenant General, USAF
Commander

Colonel Don H. Payne
Commander, 36 TFW (USAFE)
APO New York 09132



322d Tactical Airlift Wing
APO 09057

4 February 1974

Colonel Don H. Payne
Commander
36th Tactical Fighter Wing
APO 09132

Dear Don

Ole buddy, your new promotion is well deserved to say the least. If anyone ever earned that star, it is you. I just want to congratulate you on being recognized for a job well done.

That new star is only the beginning. Hang tough!

Sincerely,

Tom Sadler

THOMAS M. SADLER
Brigadier General, USAF
Commander



30 January 1974

Dear Don:

Congratulations on your nomination to Brigadier General. Anyone who makes it as a Wing Commander in USAFE, I know fully deserves it. Not only that, you also have to be a damn lucky fighter pilot.

Regards,

worldwartwoveterans.org

Bill Georgi
WILLIAM F. GEORGI
Brigadier General, USAF

Colonel Don H. Payne, USAF
Comdr, 36 Tac Ftr Wg (USAFE)
APO New York 09132



General Sir Desmond Fitzpatrick GCB, DSO, MBE, MC.
Deputy Supreme Commander
Supreme Headquarters Allied Powers Europe
British Forces Post Office 26

22 February, 1973.

Colonel D.H. Payne, US AF,
Commander,
36th Tactical Fighter Wing,
Bitburg AB,
APO 09132.

Dear Colonel Payne,

I am writing to thank you for the excellent arrangements which you made for my visit to Bitburg last week. I was extremely impressed by all that I saw and I found the visit most valuable and interesting. I would like to thank you also for your hospitality. It was an excellent luncheon and I much enjoyed meeting some of your officers and those of 9th Tactical Fighter Squadron.

With all good wishes.

Yours Sincerely

Desmond Fitzpatrick



VICE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON, D. C. 20330
4 February 1974

Dear Don

I was extremely pleased with your nomination to Brigadier General. It is a direct reflection of outstanding performance in past assignments and Air Force confidence in your potential as a strong executive in the years ahead.

With every best wish for continued good health and future success.

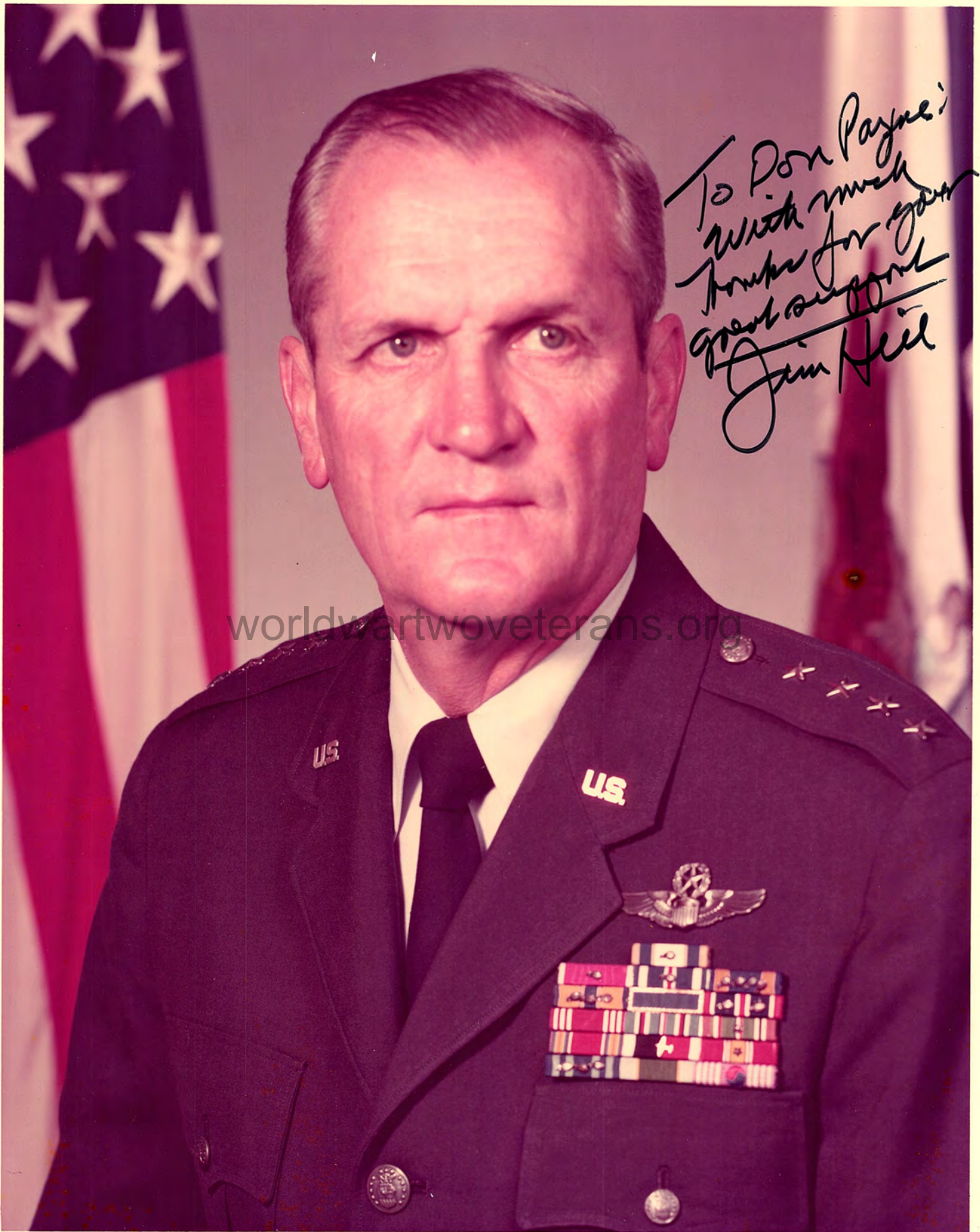
No answer necessary.

Sincerely

A handwritten signature in black ink that reads "R. H. Ellis". The signature is written in a cursive style with a large, prominent "R" and "E".

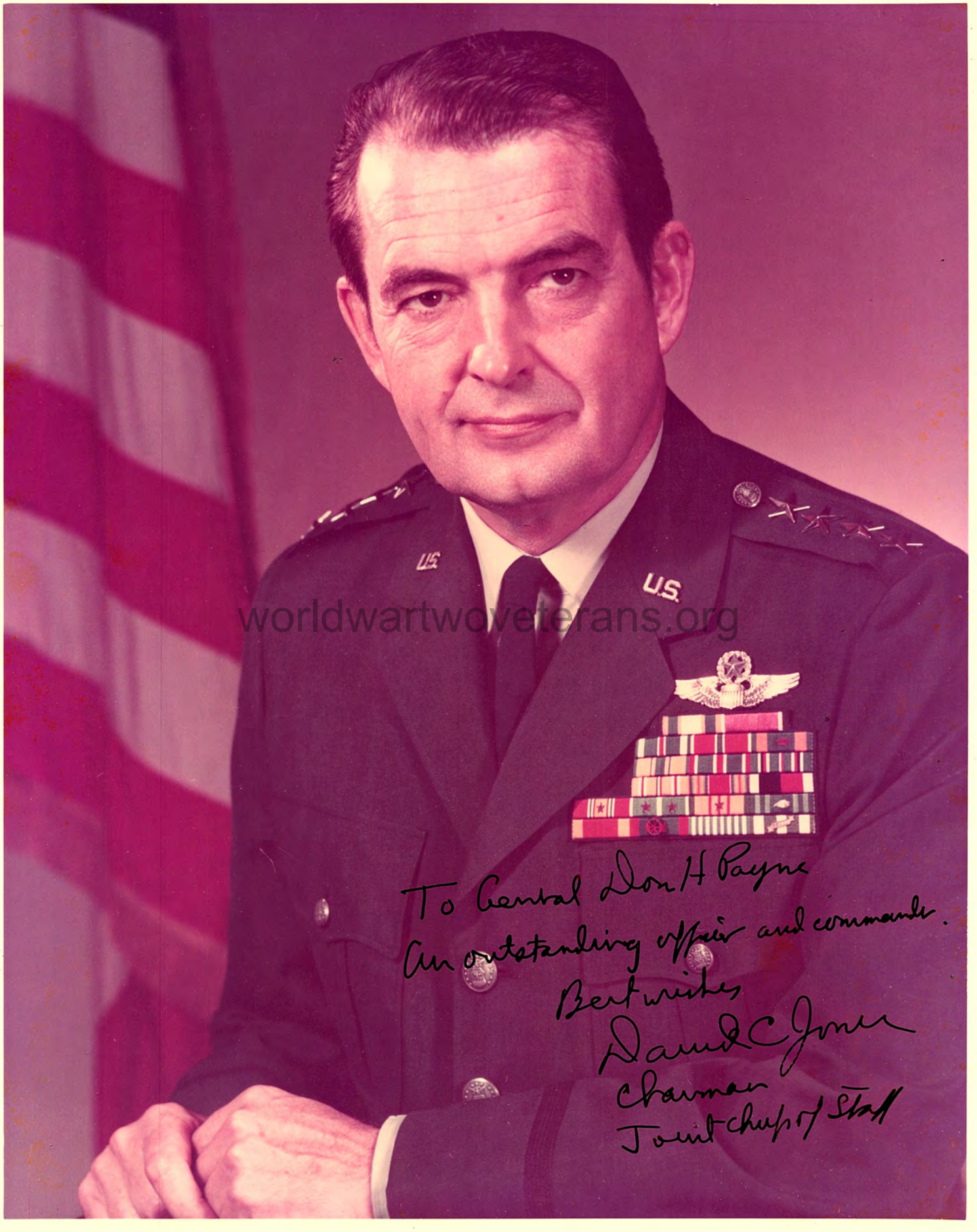
R. H. ELLIS
General, USAF

Colonel Don H. Payne
Commander
36th Tactical Fighter Wing
APO New York 09132



To Don Payne:
with much
thanks for your
great support
Jim Hill

worldwartwoveterans.org



worldwartwoveterans.org

To General Don H Payne
An outstanding officer and commander.
Bert wishes
David C Jones
Chairman
Joint Chiefs of Staff

worldwartwoveterans.org

To: B/GEN DON PAYNE
With thanks and appreciation
for your superb work
at PACAF.

Paul H. Johnson
General, CINCPACAF

PILOT CHECKOUT CERTIFICATE

NAME (Last, First & MI) <p style="text-align: center;">PAYNE, DON H.</p>	GRADE <p style="text-align: center;">Captain</p>	AFSN <p style="text-align: center;">20312 A</p>
BASE <p style="text-align: center;">HEDFTAF, Randolph AFB, Texas</p>	DATE WRITTEN EXAMINATION SATISFACTORILY COMPLETED <p style="text-align: center;">30 Sep 1957</p>	

I hereby certify that I have read and understand the operating instructions for the F-100^F type aircraft, the installed equipment, and have a thorough knowledge of all emergency procedures pertaining to the aircraft.

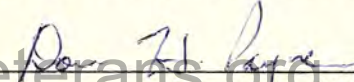
Don H. Payne

Signature of Pilot

I hereby certify that the above named pilot has demonstrated a thorough knowledge of all normal and emergency procedures and has satisfactorily completed the requirements on the F-100^F type aircraft as follows:

DAY CHECKOUT <input checked="" type="checkbox"/> DATE 30 Sep 57	DAY RECHECK <input type="checkbox"/> DATE	NIGHT CHECKOUT <input type="checkbox"/> DATE	NIGHT RECHECK <input type="checkbox"/> DATE
EXTENDED CROSS-COUNTRY CHECK (Jet type aircraft only) <input type="checkbox"/> DATE	INSTRUMENT CHECK (Jet type aircraft only) <input type="checkbox"/> DATE		
SIGNATURE OF CHECK PILOT <p style="text-align: center;"><i>Frederick J. Garing Jr.</i></p>		GRADE <p style="text-align: center;">Captain</p>	AFSN <p style="text-align: center;">28410 A</p>

PILOT CHECKOUT CERTIFICATE

NAME (Last, First & MI) <i>PAYNE, DON H.</i>		GRADE <i>CAPT.</i>	AFSN <i>20312A</i>
BASE <i>HEDFTAF - RANDOLPH AFB, TEX</i>		DATE WRITTEN EXAMINATION SATISFACTORILY COMPLETED <i>30 SEP 59</i>	
<p>I hereby certify that I have read and understand the operating instructions for the <u><i>F-100A</i></u> type aircraft, the installed equipment, and have a thorough knowledge of all emergency procedures pertaining to the aircraft.</p> <p style="text-align: right; margin-right: 100px;">  _____ Signature of Pilot </p>			
<p>I hereby certify that the above named pilot has demonstrated a thorough knowledge of all normal and emergency procedures and has satisfactorily completed the requirements on the <u><i>F-100A</i></u> type aircraft as follows:</p>			
DAY CHECKOUT <input checked="" type="checkbox"/>	DAY RECHECK <input type="checkbox"/>	NIGHT CHECKOUT <input type="checkbox"/>	NIGHT RECHECK <input type="checkbox"/>
DATE	DATE	DATE	DATE
EXTENDED CROSS-COUNTRY CHECK <input type="checkbox"/> <i>(Jet type aircraft only)</i>		INSTRUMENT CHECK <input type="checkbox"/> <i>(Jet type aircraft only)</i>	
DATE		DATE	
SIGNATURE OF CHECK PILOT <i>Frederick Garrison</i>		GRADE <i>CAPT.</i>	AFSN <i>58410A</i>

MEMO ROUTING SLIP

NEVER USE FOR APPROVALS, DISAPPROVALS,
CONCURRENCES, OR SIMILAR ACTIONS

1	NAME OR TITLE <i>Capt D H Payne</i>	INITIALS	CIRCULATE
	ORGANIZATION AND LOCATION <i>DCS (A+C)</i>	DATE	COORDINATION
2			FILE
			INFORMATION
3			NECESSARY ACTION
			NOTE AND RETURN
4			SEE ME
			SIGNATURE

REMARKS

NOT REQUIRED IN
FORM 5

FROM NAME OR TITLE <i>Elm Opns Div</i>	DATE <i>10 Sep 58</i>
ORGANIZATION AND LOCATION <i>3300TH SUPPRON, ATC</i>	TELEPHONE <i>5120</i>

DD FORM 1 FEB 50 95

Replaces DA AGO Form 895, 1 Apr 48, and AFHQ
Form 12, 10 Nov 47, which may be used.

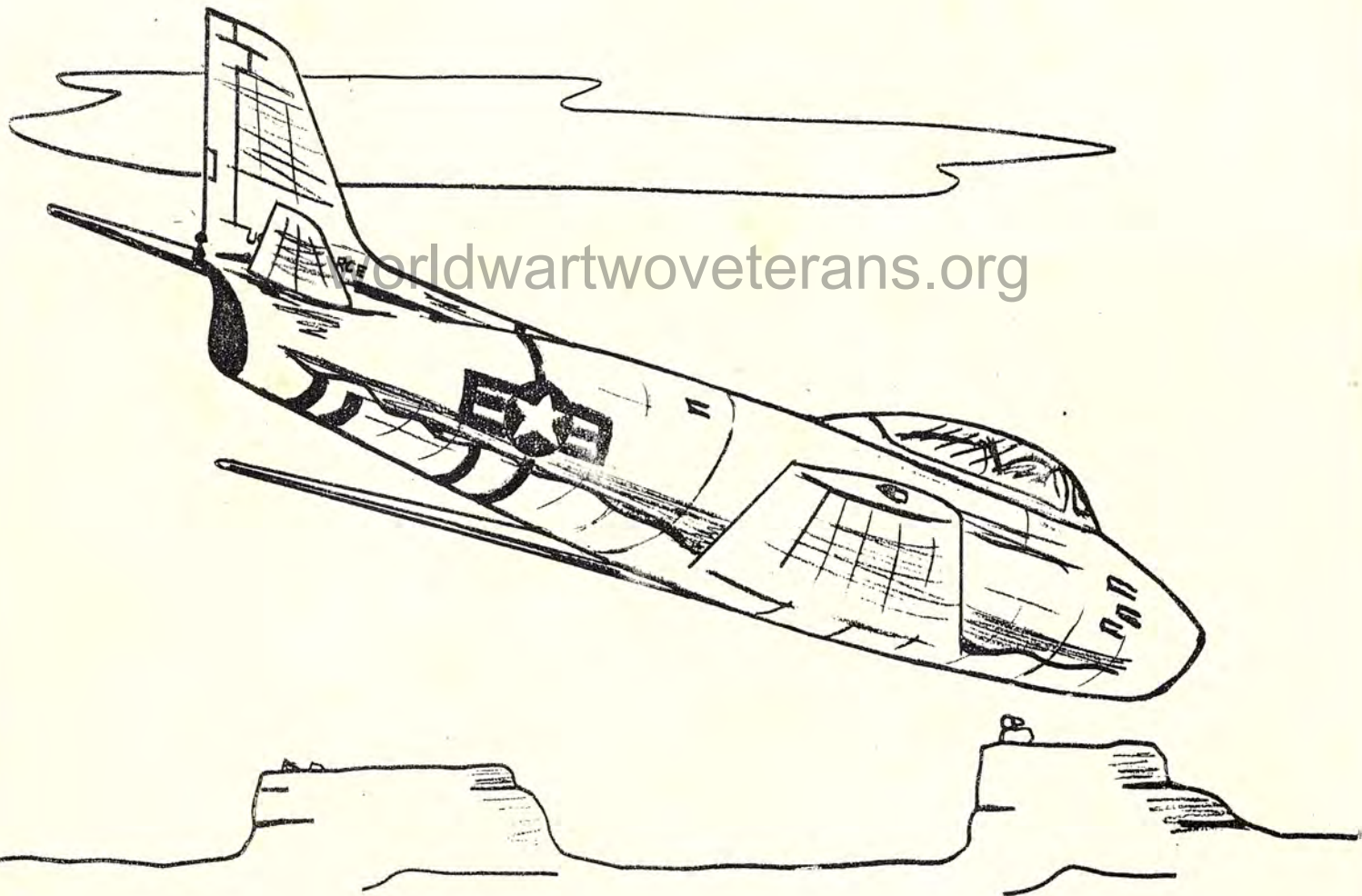
☆ GPO : 1956-O-403461

CAPT PAYNE

*W. Payne
1/10/55*

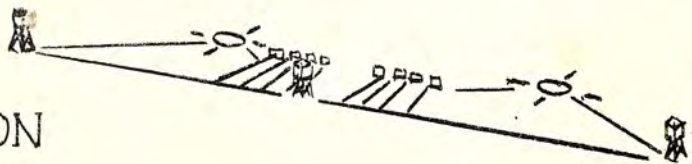
F-86F

PILOTS QUESTIONNAIRE



worldwartwoveterans.org

PREPARED BY
GUNNERY PROJECT SECTION
25 OCTOBER 1955



PILOT QUESTIONNAIRE

F-86F SERIES

27 October 1955

Name DON H PAYNE
Rank CAPT
Orgn HED F TAF DCS/O
Date _____

Aircraft General:

1. Take-off weight with two ²⁰⁰~~120~~ gallon drop tanks and ammo: #
2. What type engine is installed? ^{18,750}
J-47-GE-27
3. What is the rated thrust of the engine? ^{6090#}
4. What does the Mach meter in the F-86 indicate, and how is it used?
Ratio of TAS to speed of sound.
Used for additional airspeed reference.
5. At what airspeed is the F-86F red lined?
 - a. Above 15,000':
 - (1) ²⁰⁰~~120~~ Gal. Drops: } 600 kts IAS or excessive wing roll.
 - (2) No Drops: }
 - b. Below 15,000':
 - (1) ²⁰⁰~~120~~ Gal. Drops: } "
 - (2) No Drops: }

6. What are the G-Force limitations of the F-86F?
- a. ²⁰⁰ ~~320~~ Gal Drops: Full - +5, -2
Empty - +5.5, -2
- b. No Drops: +7, -3
7. What is the effect of exceeding the above G restrictions?
Structural damage

Hydraulic System

1. Name the three hydraulic systems and the units they operate.
- a. Normal flt controls - ailerons and elevator
- b. Alternate flt controls - " " "
- c. Utility - lndg gear, wheel brakes, speed brakes, nose wheel steering.
2. How does the pilot get a reading of the pressure in each of the three systems?
From our gage by selecting system pressure he wishes to monitor by use of toggle switch.
3. List the hydraulic pressure readings on the following systems when controls are not in use:
- a. Normal Flight Control: Min ²⁵³⁰ 2900 Max 3200 Norm 2900 - 3200
- b. Alternate Flt Control: Min ²⁵⁵⁰ 3550 Max 3200 Norm 2550 - 3200
- c. Utility System: Min ²⁵⁵⁰ 2900 Max 3200 Norm 2900 - 3200
- d. Flt Control Emergency: Min 3200 Max 4000 Norm 3400
4. When an external power source is plugged in, which hydraulic control system will be in operation?
Alternate
5. What is the purpose of the amber light to the right of the hydraulic pressure gage?
When "on" shows alternate system in operation
6. Why is the artificial stick feel system necessary?
To provide stick feel to pilot

7. How do you check the fluid level in the following hydraulic systems?
- Normal: Viewing port on right aft side of fuselage - check compensator shaft extension rod
 - Alternate: Same as above except on left side
 - Utility: Sight gage on right side of fuselage under access plate.
8. How do you know when the following surfaces are trimmed for take-off?
- Horizontal tail: Trim light comes on when switch is actuated and stick is in proper position
 - Ailerons: Trim light + visual
 - Rudder: " "
9. How long can you expect the alternate system to operate if the generator is out or the engine is shut down, upon failure of the normal system? 7-28 min. If emerg override is pulled, 6-7 min.
10. Are there any restrictions to flight while operating on the alternate system? Explain:
Held controls movement to minimum in order to avoid depleting system pressure.
11. What are the positions of the speed brake switch?
in, out, + neutral

12. Can the speed brakes be opened to intermediate positions?

YES

13. Can the speed brakes be closed in the event of hydraulic failure? *On some airplanes - yes.*

14. What action would you take if you detected a small hydraulic leak at one of the control actuators during your pre-flight inspection? Explain:

Abort - not good practice to fly airplanes with known hydraulic leaks.

Electrical System

1. How is electrical energy supplied in the F-86F?

24 volt, 400 amp-hour generator + 24 volt, 34 amp hr battery.

2. When does the 24 Volt battery supply power?

when starter battery is on battery and generator is not operating.

3. How is the alternate electrical power supplied to the system?

By one single phase inverter and two 3-phase inverters

4. What power source operates the following?

a. Starter: *APU*

b. Canopy: *Battery*

c. Flaps: *Primary*

5. What happens if generator failure cuts off the flow of current to the secondary bus which supplies the single phase inverter?

Units operated by single phase inverter will fail.

6. What is the indication of failure of the single phase inverter?

Radar warning light "on"

7. What units are operative if the generator fails in flight?

Those on primary and battery bus.

8. At what RPM does the starter cut out? 2390

9. At what RPM does the voltmeter read a full 28.5V? 4590

10. What is the maximum time for starter use? one minute

11. Can one flap come down while the other stays up? No

12. Can a battery start be made in the F-86F? No

Fuel System

1. Name the internal fuel tanks and their useable capacities.

Fwd fuselage	- 196 gal	- 1274 #
Aft "	- 105 "	- 682 #
Wing	- 134 "	- 870
	<u>435</u>	<u>2826</u>

2. In what order do the tanks empty (including drop tanks)?

Drops, aft, wings, fwd.

3. During refueling, which tank should be filled first? Why?

Fwd so full servicing will be assured.

4. By what means is the fuel transferred from the aft fuselage tank to the forward tank?

gravity + transfer pump

5. From which tank is fuel supplied directly to the engine?

Fwd - lower cell

6. How many fuel booster pumps are there and where are they located?

2, both in fwd tank, lower cell

7. In the event of fuel booster pump failure, will the engine flame out? Explain:

No, engine driven fuel pump will suck enough fuel.

8. How does the pilot select external fuel?

By using external tank selector panel.

9. What indication does the pilot have that the outboard external tanks are empty? Inboard tanks?

Light comes on; none, except internal fuel will show decrease.

10. When is external fuel selected for flight?

before take-off

11. What functions are accomplished by the engine master switch?

Operates fuel shut-off valve, energizes starter circuit and boost pump circuits

12. During starting, what must be accomplished in order to energize the fuel booster pumps?

Move throttle outboard.

13. Explain the use of the densitometer switch:

IN shows fuel by weight, out shows fuel by volume.

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X 14. Describe the two position emergency fuel check. When is this check made?

80% → RPM - 90%, Emerg switch ON, check max RPM. Retard throttle, Emerg switch OFF. RPM to 100%, Emerg switch ON, check stabilized RPM and time for stabilization. Emerg switch OFF.
Made on runway.

15. Why should the throttle be moved smoothly and slowly when operating on the emergency fuel system?

Danger of over-temp, compressor stall, etc.

Oil System

1. What type of engine lubrication system is provided?

Dry sump, pressure type

2. What is the oil capacity?

3 ± gals

3. When should the oil quantity be checked?

After engine shutdown.

4. What is minimum oil pressure at idle?

7 psc

88
Above 70%?

8 psc

5. What is maximum oil pressure?

22 psc

6. What would high oil pressure indicate?

Restriction is line or system.

Pressurization
Heat and Vent

1. In what position should the pressurization switch be for flight?

Pressure.

2. If you are at altitude and your generator and battery are both out, will you have pressurization?

No

3. With cockpit pressurized in flight, what would happen if the pilot presses the canopy switch to closed position?

pressurization would be lost

4. If the generator goes out at altitude, will the cabin pressure be affected?

No

5. Will windshield anti-icing be effective in ram air?

Yes

6. Why should windshield anti-icing be off when not in use?

Might crack windscreen.

7. When should windshield anti-icing be used?

when visible ice is on windscreen.

8. If the automatic control of cockpit heat becomes inoperative, what other means is there of heat control?

manual

9. If you were getting too much cockpit heat and you were unable to stop it with the use of normal heat controls, what would you do and in what order?

1. Use manual system

2. Grin and bear it

3. Open canopy below 215 kts.

4. IF NECC BLOW CANOPY

Oxygen System

1. What type regulator is installed in the F-86F?

D-2

2. How is the oxygen regulated when it is supplied under pressure?

Automatically

3. When should the valve that is located at the bottom of the regulator be on?

All times in flight.

4. What is the purpose of the three position switch and what is its normal position?

Emergency either side, test by depressing. Should be centered.

5. Where is the oxygen warning light located and what should be done if it is burning steadily?

no longer connected.

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6. What does a blinking light indicate and what action does the pilot take?

7. What is the proper position of the regulator warning light switch during flight?

8. What is the correct procedure for using 100% oxygen at night?

taxi to level off, descent til park

9. What additional control of the oxygen system can the pilot use if he suspects hypoxia at altitude, even though the diluter lever is on 100%?

Use emergency

10. List the proper before flight check of the oxygen system:

P M. CRIFE

Starting Procedures

1. Give the starting procedures in the correct sequence:

① Eng Master ON ② Bttry-Starter to start for 3 sec then to Bttry ③ Throttle to cutbd at 3% then fwd at 6%, then slowly to idle. ④ APU out at 25%

2. At what percent should the APU be disconnected?

25%

3. If no ignition occurs within 9 to 10 seconds, what should you do?

Stop cock throttle, depress step-start, eng master and battery off.

4. a. What over temperature conditions require an engine change?

950° or above for 2 secs or more.

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b. Give the procedure to be followed in case of a hot start:

Shut down engine, if fire exists, engage starter for 20-30 seconds with throttle + engine master off

5. What is the maximum desired tailpipe temperature for starting?

650°

Before Taxi

1. List the checks the pilot should make before taxiing out:

external tanks on, seat pins out, speed brakes in, wing flaps down, 100% oxygen, trim for take-off.

Before Take-Off

1. What is RPM for leaving the parking area?

60% then back to idle when rolling.

2. Give the checks the pilot must make after lining up for take off.

Emerg fuel check, canopy closed, engine instruments o.k.

3. Describe the use of the nose wheel steering system by the pilot while taxiing, and on take-off roll.

Depress nose wheel steering button, move rudder pedals in direction you want to go. Use nose wheel steering on T.O. up to about 50 kts.

After Take-Off

1. What is the maximum airspeed for gear retraction?

185 kts

2. What is the airspeed for flap retraction?

160 kts

3. At what airspeed should the nose gear be lifted on the take-off roll?

4. What should you do if you have an unsafe gear indication after take-off?

Stay below 185 kts, recycle gear once, then come in and land if gear is not up + locked.

During Flight

1. What instruments should be watched closely during the climb?

All of them.

2. What is the maximum RPM?

100%

3. What is the maximum time at this setting?

30 minutes

4. What is the most efficient RPM for climb?

100%

5. What are the most efficient indicated airspeeds and Mach numbers for climb with full 120 drop tanks at sea level?
 - 10,000 _____ 72 _____
 - 20,000 _____ 76 _____
 - 30,000 _____ 80 _____
 - 35,000 _____ 82 _____
6. What is the power-off, gliding airspeed for maximum range? *185 kts*
7. What is the danger of operating the throttle too fast at high altitudes? *Compressor*
8. What is the first sign of reaching compressibility? *wing roll.*
9. What is the limiting airspeed for opening speed brakes? *none*
10. What is the maximum operating temperature of the J-47 engine at 100%? *690°*
11. What change will you notice in tailpipe temperature when climbing to altitude? *slight increase*
12. How do you recover from an accelerated stall or "dig-in"? *release back pressure*

Before Landing

1. List the before landing checks.
 - speed brakes out*
 - wing flaps down*
 - landing gear down*
2. What is the maximum speed for gear extension? 185
 Flap extension? 185 Opening canopy? 215
3. What is the sea level stalling speed with 650# fuel with gear and flaps down, wings level?

110

4. What is the sea level stalling speed with gear and flaps down in a 2-G turn? 155
5. How much fuel must you have when entering the landing pattern? 750
6. At what airspeed should the peel-off be made? 250 Final turn? 170 Final approach? 150.
7. What action should the pilot take if he sees that he may overshoot the runway on final turn, while at minimum pattern airspeed? Why?

Roll out and go around.

8. Give the procedure for a normal go-around during landing.

RPM-100%, Speed brakes in, gear + flaps up

9. What flap setting is used for landing?

full.

10. Can the flaps be set at intermediate settings?

yes

11. In what position should the emergency fuel switch be placed for take-off? OFF For landing? OFF.

12. What are the indications that the gear is down and locked?

gear handle light out, horn off, gear indicators safe, utility pressure up.

After Landing

1. What is the best normal procedure for use of brakes after touchdown?

on for 3 sec, off for one.

2. What is the best way to stop on the shortest possible space when landing in an emergency?

minimum AIS on final, stopcock throttle when on ground, nose gear down immediately, use maximum brakes, open canopy,

3. If you lose utility pressure, will you have brakes on landing? Explain.

Yes, but not boosted.

4. What are the correct positions for speed brakes and flaps for taxiing back to the line?

SB out, flaps up.

5. How is the gear retracted on the ground?

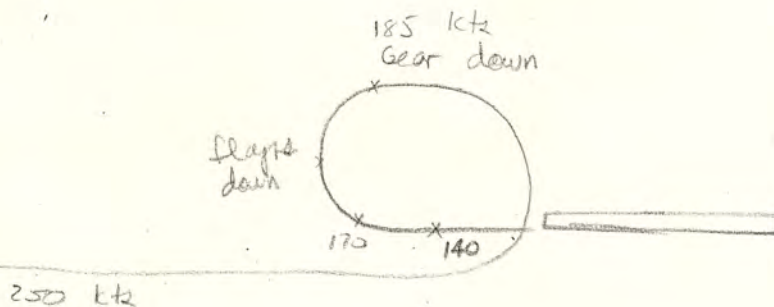
Gear handle up, depress emergency up button for at least 5 sec.

6. What protection would you receive from your unlocked shoulder harness in case of an accident?

Full protection.

Traffic Pattern

1. Draw the entry, initial, and landing pattern for the F-86F, entering all procedures and airspeeds.



Shut Down

1. List engine shutdown procedures.

Operate engine at 45% for 1 min

Throttle "off"

Engine Master off below 5%, battery off after 5 secs

All switches off

Emergency Procedures

1. Give generator failure procedures:

Turn off all non-essential electrically operated equipment, reset generator, and land ASAP

2. Inverter failure:

Select alt inverter

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3. Complete electrical failure:

Land ASAP using emergency gear extension

4. Loss of oil pressure:

Land ASAP. Do not reduce throttle until landing is assured.

5. Does loss of oil pressure have any effect on the fuel system? Explain.

Fuel regulator might malfunction

6. Fire warning light on: (Airborne)

Forward: Throttle + engine master switch off. If light goes out make forced landing or bail out. If light stays on, eject.

Aft: Reduce throttle to idle. If light goes out continue at reduced power setting. If stays on check for other indications. If fire present, stop cock and if fire goes out land ASAP. If not bail out.

Both:

Same as forward.

7. Normal hydraulic system failure, and all procedures used in order to transfer systems:

If automatic transfer occurs, land ASAP. If not try selection of alt. system with electrical switch. If this fails use emergency override.

8. Alternate system failure:

land ASAP

9. Both flight control systems:

Bail out

10. Utility system failure, including emergency gear extension:

Plan landing w/o flaps, speed brakes & nose wheel steering.
① Wdg gear handle down below 175 ② Pull gear emergency release handle ③ Yaw A/c to lock main gear.
④ Check for safe gear indication.

11. Complete air start procedure:

Throttle off, level A/c to drain fuel, Any RPM up to 35%, as above 200 kt, emerg fuel switch on if main fuel regulator failure is suspected, emergency ignition on, throttle outboard then to idle, emergency ignition off at 90%.

12. Bail out procedure, in detail, (canopy ejection, seat ejection, clearing seat, and opening parachute):

High altitudes: Prepare for bail out, duck head, jettison canopy, brace in seat, eject, unfasten seat belt, separate from seat, and pull rip cord if not equipped with automatic seat, belt, chute, etc

Low altitudes:

Same as above except unfasten seat belt before ejecting.

13. What is the minimum safe altitude for ejection in level flight?

500' with auto equipment

14. What would you do if the canopy failed to fire after you raised the right hand grip?

raise left hand grip.

X
PULL BAIL OUT
BOTTLE

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15. List the methods of opening the canopy:

a. From the inside: normal, canopy declutch handle

b. From the outside:

canopy declutch handle.

16. In the event of complete electrical failure, why must the throttle be moved slowly and smoothly?

emergency declutch handle.

17. Describe the spin recovery in detail:

Full opposite rudder, neutralize ailerons, elevators
neutral.

18. What is the minimum altitude for bailout if spin recovery has not been accomplished? Leave if recovery not effective

at 7,000
19. What is the correct procedure for engaging the barrier?

Jettison drop tanks (200 gals), throttle off, switches off, hit barrier in center.

Compressor Stalls

1. What is a compressor stall?

avalynamic stall of compressor blades.

2. What one precaution may be taken to avoid a compressor stall?

Careful manipulation of throttle

3. What are four indications of a compressor stall?

- ① Lunking and vibration
- ② High TPT
- ③ Stabilized RPM
- ④ Loss of thrust

4. What action is necessary to eliminate a compressor stall?
Above 20,000'? Below 20,000'?

Retard throttle, gain AIS.

5. What may be the consequences of leaving the engine in a stall?

might damage engine.

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Gunnery

1. When should the aircraft be flown with the sight mechanically uncaged?

2. What should you do if the ammo overheat warning light comes on?

3. What is the limiting Mach number when the aircraft is carrying 100# bombs?

4. How can the pilot jettison external stores?

5. List the cockpit sight controls:

6. When on flights not involving gunnery, what is the correct position for armament switches and circuit breakers?

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PILOT CHECKOUT CERTIFICATE

NAME (Last, First & MI) PAYNE, DON H.		GRADE CAPT	AFSN 20312A
BASE WILLIAMS AFB, ARIZONA		DATE WRITTEN EXAMINATION SATISFACTORILY COMPLETED 26 OCT 56	
<p>I hereby certify that I have read and understand the operating instructions for the <u>F-86F</u> type aircraft, the installed equipment, and have a thorough knowledge of all emergency procedures pertaining to the aircraft.</p> <p style="text-align: center;"><i>Don H. Payne</i> Signature of Pilot</p>			
<p>I hereby certify that the above named pilot has demonstrated a thorough knowledge of all normal and emergency procedures and has satisfactorily completed the requirements on the _____ type aircraft as follows:</p>			
DAY CHECKOUT <input type="checkbox"/>	DAY RECHECK <input checked="" type="checkbox"/>	NIGHT CHECKOUT <input checked="" type="checkbox"/>	NIGHT RECHECK <input type="checkbox"/>
DATE	DATE 26 Oct 55	DATE 15 Nov 55	DATE
EXTENDED CROSS-COUNTRY CHECK (Jet type aircraft only) <input checked="" type="checkbox"/>		INSTRUMENT CHECK (Jet type aircraft only) <input type="checkbox"/>	
DATE 13 APRIL 56		DATE	
SIGNATURE OF CHECK PILOT <i>Harry Peterson</i>		GRADE Capt	AFSN AO 2222564

Specific instruction required for these sections				Specific instruction required for these sections			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ABSOLUTE SUPERIOR	ALMOST NEVER EQUALED	EXCELLENT SELDOM EQUALED	EFFECTIVE BEST WITH ABOVE MOST	EFFECTIVE AND COMPETENT	EFFECTIVE AND COMPETENT	BELOW AVERAGE	FACTORY

VI. PROMOTION POTENTIAL

<input type="checkbox"/>	3. PERFORMING WELL IN PRESENT GRADE SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES	<input type="checkbox"/>	1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME
<input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE PROMOTE WELL AHEAD OF CONTEMPORARIES	<input type="checkbox"/>	2. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES

VII. COMMENTS PERTAINING TO ACHIEVEMENTS: Lt Col Jackson had one of the key staff positions in the Wing and did an absolutely superior job. He had a wide range of responsibilities, all directly concerned with the combat activities of the Wing. For example, one of his responsibilities was the planning, construction and publication of the daily flying schedule, which was, in fact, the very heart of our combat mission. As DCO Resource Manager he monitored the budget and expenditures for my staff and our three tactical fighter squadrons. At the end of the reporting period, the 127th was scheduled for inactivation and Lt Col Jackson functioned as the DCO Project Officer for the phase down. As the principal operations staff officer, Lt Col Jackson handled varied projects such as special analytical reports, correspondence, life support equipment matters, inventory for accident investigations, up dating of the Wing Command-er's and four reports, etc. I relied heavily on him for a multitude of tasks and was invariably pleased with the results. In addition to his staff responsibilities, Lt Col Jackson was a skillful and courageous F-4 aircraft commander who flew 22 combat missions. STRENGTHS: Lt Col Jackson has a quite but determined nature. He is thorough and responsive in his duties and turns in consistently excellent staff work. I would rate him as a 4. COMMENTS: Lt Col Jackson has a wide range of talents which make him successful here will insure excellent performance at higher staff levels. OTHER COMMENTS: Lt Col Jackson would have continued as one of our most outstanding performers had this assignment continued. In my opinion he is a highly talented officer who has earned a promotion. I recommend he be selected for Colonel on the next promotion cycle. During the period of this report Lt Col Jackson served in SEA.

VIII. REPORTING OFFICIAL

NAME, GRADE, RSN AND ORGANIZATION DON H. PAYNE, Colonel 44-30-62387R, 127th (PACF) Cam Ranh Bay AB, RVN	DUTY TITLE Deputy Commander for Operations Command Pilot	AERO RATING I	SIGNATURE
		DATE 12 April 1970	

IX. REVIEW BY INDORSING OFFICIAL

NAME, GRADE, RSN AND ORGANIZATION	DUTY TITLE	AERO RATING	SIGNATURE

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V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections				Specific justification required for these sections					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT	EFFECTIVENESS WELL ABOVE MOST	EXCELLENT SELDOM EQUALED	OUTSTANDING ALMOST NEVER EQUALED	ABSOLUTELY SUPERIOR	

VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME <input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES <input type="checkbox"/>
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES <input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE PROMOTE WELL AHEAD OF CONTEMPORARIES <input type="checkbox"/>

VII. COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: Lt Col Jackson had one of the key staff positions in the Wing and did an absolutely superior job. He had a wide range of responsibilities, all directly concerned with the combat activities of the Wing. For example, one of his responsibilities was the planning, coordination and publication of the daily flying schedule, which was, in fact, the very heart of our combat mission. As DCO Resource Manager he monitored the budget and expenditures for my staff and our three tactical fighter squadrons. At the end of the reporting period, the 12TFW was scheduled for inactivation and Lt Col Jackson functioned as the DCO Project Officer for the phase down. As the principal operations staff officer Lt Col Jackson handled myriad projects such as special analytical reports, correspondence, Life Support Equipment matters, indoctrinations for accident investigations, up dating of the Wing Commander's End of Tour Report, etc. I relied heavily on him for a multitude of tasks and was invariably pleased with the results. In addition to his staff responsibilities, Lt Col Jackson was a skillful and courageous F-4 aircraft commander who flew 22 combat missions. STRENGTHS: Lt Col Jackson has a quite but determined nature. He is thorough and responsive in his duties and turns in consistently excellent staff work. I would rate him as a highly talented officer. SUGGESTED ASSIGNMENTS: He has done so well in his present job that I must recommend him for additional staff duties at the Wing level. I feel sure, however, that the same talents which made him successful here will insure excellent performance at higher staff levels. OTHER COMMENTS: Lt Col Jackson would have continued as one of our most outstanding performers had this assignment continued. In my opinion he is a highly talented officer who has earned a promotion. I recommend he be selected for Colonel on the next promotion cycle. During the period of this report Lt Col Jackson served in SRA.

VIII. REPORTING OFFICIAL

NAME GRADE AFSC AND ORGANIZATION DON H. PAYNE, Colonel 449-30-6238PR, 12TFW (PACAF) Cox Ranch Bay AB, RVN	DUTY TITLE Deputy Commander for Operations AERO RATING Command Pilot	CODE 1	SIGNATURE DATE 12 April 1970
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IX. REVIEW BY INDORSING OFFICIAL

NAME GRADE AFSC AND ORGANIZATION	DUTY TITLE	SIGNATURE
	AERO RATING	DATE

FIELD GRADE OFFICER EFFECTIVENESS REPORT

IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

NOT OBSERVED	<input type="checkbox"/> BEARING OR INTERESTING AND BEHAVIOR INTERESTING	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR	<input type="checkbox"/> BEARING AND BEHAVIOR IMPRESSION	<input type="checkbox"/> BEARING AND BEHAVIOR IMPRESSION	<input type="checkbox"/> BEARING AND BEHAVIOR IMPRESSION
NOT OBSERVED	<input type="checkbox"/> BEARING OR INTERESTING AND BEHAVIOR INTERESTING	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR	<input type="checkbox"/> BEARING AND BEHAVIOR IMPRESSION	<input type="checkbox"/> BEARING AND BEHAVIOR IMPRESSION	<input type="checkbox"/> BEARING AND BEHAVIOR IMPRESSION

8. JOB ACCOMPLISHMENT

NOT OBSERVED	<input type="checkbox"/> MEET JOB REQUIREMENTS	<input type="checkbox"/> MEET JOB REQUIREMENTS	<input type="checkbox"/> MEET JOB REQUIREMENTS	<input type="checkbox"/> MEET JOB REQUIREMENTS	<input type="checkbox"/> MEET JOB REQUIREMENTS
NOT OBSERVED	<input type="checkbox"/> MEET JOB REQUIREMENTS	<input type="checkbox"/> MEET JOB REQUIREMENTS	<input type="checkbox"/> MEET JOB REQUIREMENTS	<input type="checkbox"/> MEET JOB REQUIREMENTS	<input type="checkbox"/> MEET JOB REQUIREMENTS

7. WRITING ABILITY AND ORAL EXPRESSION

NOT OBSERVED	<input type="checkbox"/> LACKS ORGANIZATION	<input type="checkbox"/> SATISFACTORY ON ROUTINE MATTERS	<input type="checkbox"/> EXPRESS THOUGHTS CLEARLY AND CONCISELY	<input type="checkbox"/> EXPRESS IDEAS CLEARLY	<input type="checkbox"/> OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS
NOT OBSERVED	<input type="checkbox"/> LACKS ORGANIZATION	<input type="checkbox"/> SATISFACTORY ON ROUTINE MATTERS	<input type="checkbox"/> EXPRESS THOUGHTS CLEARLY AND CONCISELY	<input type="checkbox"/> EXPRESS IDEAS CLEARLY	<input type="checkbox"/> OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS

6. HUMAN RELATIONS

NOT OBSERVED	<input type="checkbox"/> HINDERS HIS EFFECTIVENESS	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY	<input type="checkbox"/> HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS	<input type="checkbox"/> HIS ABOVE AVERAGE SKILL IN HUMAN RELATIONS ARE AN ASSET	<input type="checkbox"/> HIS EFFECTIVENESS IN HUMAN RELATIONS INCREASES
NOT OBSERVED	<input type="checkbox"/> HINDERS HIS EFFECTIVENESS	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY	<input type="checkbox"/> HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS	<input type="checkbox"/> HIS ABOVE AVERAGE SKILL IN HUMAN RELATIONS ARE AN ASSET	<input type="checkbox"/> HIS EFFECTIVENESS IN HUMAN RELATIONS INCREASES

5. EXECUTIVE JUDGMENT

NOT OBSERVED	<input type="checkbox"/> UNFOUNDED OR INFERRED	<input type="checkbox"/> SOUND AND REASONABLE WITH OCCASIONAL ERRORS	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION HE IS EFFECTIVE	<input type="checkbox"/> LOCAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB
NOT OBSERVED	<input type="checkbox"/> UNFOUNDED OR INFERRED	<input type="checkbox"/> SOUND AND REASONABLE WITH OCCASIONAL ERRORS	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION HE IS EFFECTIVE	<input type="checkbox"/> LOCAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB

4. LEADERSHIP

NOT OBSERVED	<input type="checkbox"/> ABLE TO EXERCISE CONTROL	<input type="checkbox"/> TEAMWORK	<input type="checkbox"/> QUOTE CONTROL AND COMMAND	<input type="checkbox"/> HIS COMMAND RESPECT OF HIS SUBORDINATES	<input type="checkbox"/> DIRECTING OTHERS TO GREAT EFFORT
NOT OBSERVED	<input type="checkbox"/> ABLE TO EXERCISE CONTROL	<input type="checkbox"/> TEAMWORK	<input type="checkbox"/> QUOTE CONTROL AND COMMAND	<input type="checkbox"/> HIS COMMAND RESPECT OF HIS SUBORDINATES	<input type="checkbox"/> DIRECTING OTHERS TO GREAT EFFORT

3. EXECUTIVE MANAGEMENT

NOT OBSERVED	<input type="checkbox"/> MATERIAL OR MANPOWER	<input type="checkbox"/> EFFICIENT USE OF MATERIAL	<input type="checkbox"/> DOES NOT REALLY MANAGE	<input type="checkbox"/> CAREFUL ATTENTION TO ECONOMY	<input type="checkbox"/> CAREFUL ATTENTION TO ECONOMY
NOT OBSERVED	<input type="checkbox"/> MATERIAL OR MANPOWER	<input type="checkbox"/> EFFICIENT USE OF MATERIAL	<input type="checkbox"/> DOES NOT REALLY MANAGE	<input type="checkbox"/> CAREFUL ATTENTION TO ECONOMY	<input type="checkbox"/> CAREFUL ATTENTION TO ECONOMY

2. PLANNING ABILITY

NOT OBSERVED	<input type="checkbox"/> OFTEN FAILS TO SEE AHEAD	<input type="checkbox"/> PLANS AHEAD TO GET BY IN HIS PRESENT JOB	<input type="checkbox"/> PLANS AHEAD TO GET BY IN HIS PRESENT JOB	<input type="checkbox"/> TAKES ACTION TO SOLVE PROBLEMS	<input type="checkbox"/> THE BIG PICTURE
NOT OBSERVED	<input type="checkbox"/> OFTEN FAILS TO SEE AHEAD	<input type="checkbox"/> PLANS AHEAD TO GET BY IN HIS PRESENT JOB	<input type="checkbox"/> PLANS AHEAD TO GET BY IN HIS PRESENT JOB	<input type="checkbox"/> TAKES ACTION TO SOLVE PROBLEMS	<input type="checkbox"/> THE BIG PICTURE

1. JOB CAPABILITY

NOT OBSERVED	<input type="checkbox"/> KNOWLEDGE AND SKILLS OF HIS JOB	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND SKILL ON ALL PHASES OF HIS JOB	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB	<input type="checkbox"/> HAS A FARMING GRASP OF HIS ENTIRE BROAD JOB AREA AUTHORITY IN HIS FIELD
NOT OBSERVED	<input type="checkbox"/> KNOWLEDGE AND SKILLS OF HIS JOB	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND SKILL ON ALL PHASES OF HIS JOB	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB	<input type="checkbox"/> HAS A FARMING GRASP OF HIS ENTIRE BROAD JOB AREA AUTHORITY IN HIS FIELD

III. RATING FACTORS (Consider how this officer is performing on his job.)

11. DUTIES—PARTIAL DATE 11/27/57 **PRESIDENT DUTY:** Was Director of Operations and Training. Responsible for scheduling all combat and training missions for the 12TFW. Publishes daily wing flying schedule after coordinating with higher headquarters and local agencies. Advises DCO on matters of missions, targeting, sortie generation levels, scheduling, and tactics. Prepares operations portion of daily briefing for Wing Commander and Staff. Prepares operations reports as directed by DCO and higher headquarters. Supervises flight records and life support activities. Prepares correspondence and handles projects as directed by the DCO. **Additional Duty:** DCO Resource Manager.

IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1 LAST NAME—FIRST NAME—MIDDLE INITIAL JACKSON, ROBERT W.	2 ORGANIZATION AND COMMAND 12 TFW (PACAF) Cam Ranh Bay AB, RVN
3 ATSN 432-32-0707R	4 PERMANENT GRADE Major
5 AERO RATING Command Pilot 1	6 PERIOD OF REPORT FROM 22 Nov 56 THRU 12 Apr 57
7 REASON FOR REPORT CRD	8 PERIOD OF SUPERVISION 95
9 ACTIVE DUTY GRADE 1st Colonel	10 PERMANENT GRADE Major

IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1. LAST NAME—FIRST NAME—MIDDLE INITIAL JACKSON, BOBBY W.	2. AFSN SSAN 432-32-0709FR	3. ACTIVE DUTY GRADE Lt Colonel	4. PERMANENT GRADE Major
5. ORGANIZATION AND COMMAND 12 Tss Ftr Wg (PACAF) Cam Ranh Bay AB, RVN	6. AERO RATING Command Pilot	7. PERIOD OF REPORT FROM 22 Nov 69 THRU 12 Apr 70	9. REASON FOR REPORT CRO
	8. PERIOD OF SUPERVISION 95		

II. DUTIES—PAFSC 1416 DAFSC 1115P PRESENT DUTY: Wing Director of Operations and Training. Responsible for scheduling all combat and training missions for the 12TFW. Publishes daily wing flying schedule after coordinating with higher headquarters and local agencies. Advises DCO on matters of munitions, targeting, sortie generation levels, scheduling, and tactics. Prepares operations portion of daily briefing for Wing Commander and Staff. Prepares operations reports as directed by DCO and higher headquarters. Supervises Flight Records and Life Support activities. Prepares correspondence and handles projects as directed by the DCO. Additional Duty: DCO Resource Manager.

III. RATING FACTORS (Consider how this officer is performing on his job.)

1. JOB CAPABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB	<input type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA AUTHORITY IN HIS FIELD
2. PLANNING ABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB, SEES THE BIG PICTURE	<input type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING, A HIGH CALIBER THINKER AND PLANNER
3. EXECUTIVE MANAGEMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIAL OR MANPOWER	<input type="checkbox"/> IS AN AVERAGE ORGANIZER. EFFICIENCY OF OPERATION CONTROL COULD BE IMPROVED	<input type="checkbox"/> IS A CAREFUL ATTENTION MAKES WISE USE OF MANPOWER AND MATERIEL	<input type="checkbox"/> IS AN ABOVE AVERAGE ORGANIZER. ECONOMY CAREFULLY WEIGHS COST AGAINST EXPECTED RESULTS	<input type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS
4. LEADERSHIP					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS AT TIMES UNABLE TO EXERT CONTROL	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL
5. EXECUTIVE JUDGMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION EVEN ON HIGHLY COMPLEX MATTERS.
6. HUMAN RELATIONS					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE, DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS. INCREASES HIS EFFECTIVENESS.
7. WRITING ABILITY AND ORAL EXPRESSION					
NOT OBSERVED <input type="radio"/>	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>
8. JOB ACCOMPLISHMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.

IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEHAVIOR AND BEARING. CREATES A VERY FAVORABLE IMPRESSION.	<input type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.
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I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1. LAST NAME - FIRST NAME - MIDDLE INITIAL DAGUE, J. W.	2. AFSC SSAN 507-34-8341FR	3. ACTIVE DUTY GRADE Major	4. PERMANENT GRADE Captain
5. ORGANIZATION AND COMMAND 12th Tac Ftr G (PACAF) Cam Ranh Bay AB, RVN	6. AERO RATING Sr. Navigator 1	7. PERIOD OF REPORT FROM: 5 Dec 69 THRU: 16 Mar 70	9. REASON FOR REPORT CRO
	8. PERIOD OF SUPERVISION 102		

II. DUTIES—PAFSC 1556G, DAFSC 1516, PRESENT DUTY: Wg Chief Operations and Plans. Develops and promulgates operational plans. Monitors existing plans and programs for compliance. Reports on programmed action directives. Advises subordinate units on preparation of plans and implementing directives. **Additional Duty:** Schedules and trains F-4 navigators for C-47 international flights.

III. RATING FACTORS (Consider how this officer is performing on his job.)

1. JOB CAPABILITY

NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB	<input checked="" type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA AUTHORITY IN HIS FIELD
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2. PLANNING ABILITY

NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION OFTEN FAILS TO SEE AHEAD	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB SEES THE BIG PICTURE	<input checked="" type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING, A HIGH CALIBER THINKER AND PLANNER
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3. EXECUTIVE MANAGEMENT

NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> IS A POOR ORGANIZER DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER	<input type="checkbox"/> MAINTAINS EFFECTIVE CONTROL COULD BE IMPROVED	<input type="checkbox"/> GIVES ECONOMY MAKES WISE USE OF MANPOWER AND MATERIEL	<input type="checkbox"/> MAINTAINS EFFECTIVE CONTROL WEIGHS COST AGAINST EXPECTED RESULTS	<input checked="" type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS
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4. LEADERSHIP

NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS AT TIMES UNABLE TO EXERT CONTROL	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER COMMANDS RESPECT OF HIS SUBORDINATES	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT	<input checked="" type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL
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5. EXECUTIVE JUDGMENT

NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE	<input type="checkbox"/> AN EXCEPTIONALLY SOUND LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB	<input checked="" type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION EVEN ON HIGHLY COMPLEX MATTERS
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6. HUMAN RELATIONS

NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE, DEFINITELY HINDERS HIS EFFECTIVENESS	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET	<input checked="" type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS INCREASES HIS EFFECTIVENESS
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7. WRITING ABILITY AND ORAL EXPRESSION

NOT OBSERVED <input type="radio"/>	UNABLE TO EXPRESS THOUGHTS CLEARLY LACKS ORGANIZATION <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS <input checked="" type="checkbox"/> WRITE <input checked="" type="checkbox"/> SPEAK
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8. JOB ACCOMPLISHMENT

NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR
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IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERES SERIOUSLY WITH HIS EFFECTIVENESS	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION	<input type="checkbox"/> BEARING AND BEHAVIOR ARE VERY FAVORABLE AND CREATE A VERY FAVORABLE IMPRESSION	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS
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IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

NOT OBSERVED	<input type="checkbox"/> BEING OR BEHAVIOR INTERFERES SERIOUSLY WITH HIS EFFECTIVENESS	<input type="checkbox"/> CARELESS BEAR-ING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS	<input type="checkbox"/> BEING AND BEHAVIOR CREATE A GOOD IMPRESSION	<input checked="" type="checkbox"/> BEING AND BEHAVIOR ARE OUTSTANDING HE EXHIBITS TOP MILITARY STANDARDS
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8 JOB ACCOMPLISHMENT

NOT OBSERVED	<input type="checkbox"/> WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS	<input type="checkbox"/> QUANTITY OR QUALITY OF HIS WORK DOES NOT MEET JOB REQUIREMENTS	<input type="checkbox"/> PERFORMANCE IS SATISFACTORY HIS WORK IS VERY QUANTITY AND QUALITY	<input type="checkbox"/> PERFORMANCE IS ABOVE AVERAGE HIS WORK IS SUPERIOR
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7. WRITING ABILITY AND ORAL EXPRESSION

NOT OBSERVED	<input type="checkbox"/> LACKS ORGANIZATION	<input type="checkbox"/> UNABLE TO EXPRESS THOUGHTS CLEARLY	<input type="checkbox"/> ROUTINE MATTERS SATISFACTORILY ON EXPRESS THOUGHTS	<input type="checkbox"/> CLEARLY AND CONCISELY EXPRESSES THOUGHTS AND IDEAS	<input type="checkbox"/> CLEARLY AND CONCISELY EXPRESSES IDEAS CONSISTENTLY ABLE TO COMMUNICATE IDEAS TO OTHERS
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6 HUMAN RELATIONS

NOT OBSERVED	<input type="checkbox"/> HINDERS HIS EFFECTIVENESS	<input type="checkbox"/> ALONG WELL WITH ASSOCIATES	<input type="checkbox"/> DOES NOT GET ALONG WITH HIS ASSOCIATES	<input type="checkbox"/> HUMAN RELATIONS AT MAINTAINING GOOD RELATIONS ARE AN ASSET	<input type="checkbox"/> SKILLS IN HUMAN RELATIONS ARE ABOVE AVERAGE	<input checked="" type="checkbox"/> HIS EFFECTIVENESS INCREASES HIS EFFECTIVENESS
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5 EXECUTIVE JUDGMENT

NOT OBSERVED	<input type="checkbox"/> UNSOUND OR INEFFECTIVE	<input type="checkbox"/> RECOMMENDATIONS ARE SOMETIMES SOUND AND REASON-ABLE WITH OCCASIONAL ERRORS	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASON-ABLE WITH OCCASIONAL ERRORS	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT RESULTING FROM SOUND EVALUATION HE IS EFFECTIVE	<input type="checkbox"/> OCCURS ON HIS JOB SITUATIONS WHICH LOCAL THINKERS IN ALL SOUND SITUATIONS WHICH AN EXCEPTION-	<input checked="" type="checkbox"/> FEEL MATTERS EVEN ON ONLY COM- FOR AVOIDING AT THE RIGHT MOMENT. GETS AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS
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4 LEADERSHIP

NOT OBSERVED	<input type="checkbox"/> ABLE TO EXERT CONTROL	<input type="checkbox"/> COMMAND STAFF AT TIMES UN-ABLE TO EXERT CONTROL	<input type="checkbox"/> NORMALLY DEPENDS ON OTHERS FOR CONTROL AND TEAMWORK	<input type="checkbox"/> COMMANDS RESPECT OF HIS SUBORDINATES	<input type="checkbox"/> DIRECTING OTHERS TO GREAT EFFORT	<input checked="" type="checkbox"/> LEADERSHIP QUALITIES FOR HIGHEST LEVEL
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3 EXECUTIVE MANAGEMENT

NOT OBSERVED	<input type="checkbox"/> MATERIAL OR MANPOWER BE IMPROVED	<input type="checkbox"/> ACTION CONTROL COULD BE IMPROVED	<input type="checkbox"/> MAINTAINS POWER AND MATERIAL	<input type="checkbox"/> TAKES ACTION TO SOLVE PROBLEMS	<input type="checkbox"/> REQUIRES OF THE PRESENT JOB SEES THE BIG PICTURE	<input checked="" type="checkbox"/> PLANNING A HIGH CALIBER THINKER AND PLANNER
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2 PLANNING ABILITY

NOT OBSERVED	<input type="checkbox"/> OFTEN FAILS TO SEE AHEAD	<input type="checkbox"/> LEADS TO HIS ATTENTION TO GET BY IN HIS PRESENT JOB	<input type="checkbox"/> PLANS AHEAD	<input type="checkbox"/> TAKES ACTION TO SOLVE PROBLEMS	<input type="checkbox"/> CAPABLE OF PLAN-NING BEYOND REQUIREMENTS OF THE PRESENT JOB	<input checked="" type="checkbox"/> CAPABLE OF PLANNING A HIGH CALIBER THINKER AND PLANNER
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1 JOB CAPABILITY

NOT OBSERVED	<input type="checkbox"/> KNOWLEDGE AND SKILL OF HIS JOB	<input type="checkbox"/> HAS A SATIS-FACTORY KNOW-LEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND SKILL FOR ALL PHASES OF HIS JOB	<input type="checkbox"/> UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB	<input checked="" type="checkbox"/> HAS A SATIS-FACTORY KNOW-LEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB
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III. RATING FACTORS (Consider how this officer is performing on his job.)

II. DUTIES—PARA 1100, DARK 1110, PRESENT DUTY: We Chief Operations and Plans. Develops and promulgates operational plans. Monitors existing plans and programs for compliance. Reports on programmed action directives. Advises subordinate units on preparation of plans and implementing directives. Additional Duty: Schedules and trains F-4 navigators for G-47 international flights.

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1 LAST NAME FIRST NAME MIDDLE INITIAL STANLEY, JAMES W.	2 AISH 55AN 507-2A-8247F	3 ACTIVE DUTY GRADE Major	4 PERMANENT GRADE Captain
5 ORGANIZATION AND COMMAND 5th Tac Ftr B (FACAC)	6 AERO RATING 1	7 PERIOD OF REPORT FROM: 5 Dec 69 THRU: 16 Mar 70	8 REASON FOR REPORT CRO
9 PERIOD OF SUPERVISION 10	11	12	13

Specific justification required for these sections			Specific justification required for these sections						
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ABSOLUTELY SUPERIOR	OUTSTANDING, ALMOST NEVER EQUALED	EXCELLENT, SELDOM EQUALED	EFFECTIVE, MOST ABOVE MOST	EFFECTIVE AND COMPETENT	EFFECTIVE AND COMPETENT	SLIGHTLY BELOW AVERAGE	BELOW AVERAGE	MARGINAL	UNSATISFACTORY

VI. PROMOTION POTENTIAL

<input type="checkbox"/>	1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME	<input checked="" type="checkbox"/>	2. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF COMPEARERS
<input type="checkbox"/>	3. PERFORMING WELL IN PRESENT GRADE SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH COMPEARERS	<input checked="" type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF COMPEARERS

VII. COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: As Chief of the Wing Operations Plans Division, Major Backhaus did a superior job in one of our key staff positions. His maintenance and knowledge of a rather voluminous inventory of classified plans was thorough, as was his preparation of inputs to various plans as requested by higher headquarters. He acted as coordinator of all plans affecting the Wing. He also demonstrated an impressive versatility in accomplishing a variety of other tasks not directly related to Plans matters. For example, he acted as my project officer in preparing for a recent I.C. inspection. Our success in this inspection must be due in large part to Major Backhaus' painstaking research and guidance of my staff and our three tactical fighter squadrons. The operational section of the Wing Commander's End of Tour Report was written by Major Backhaus. He also played an important role in the planning and execution of the trans-Pacific ferry of two large groups of F-4 aircraft. He had the additional duty of scheduling and training F-4 navigators for navigator duties on over-water, international flights in our base C-17 aircraft. Major Backhaus was an outstanding F-4 combat crew member. I have flown with him on numerous combat flights and know him to be alert, skilled, and courageous. There is no one in the Wing that I would rather have with me on a mission than Major Backhaus. He has the intelligence, dedication, and character to make him successful at most any assignment. He accepts cheerfully and willingly any task, no matter how onerous. SUGGESTED ASSIGNMENTS: While I am sure that Major Backhaus will do well in any flying assignment, I feel that his greatest value will be on a high level staff where thinking, planning, and writing are essential talents. I feel also that when eligible he should be selected for a senior service school. OTHER COMMENTS: I recommend Major Backhaus for immediate promotion to Lt Col. During the period of this report he served in SEA and flew 61 combat missions.

VIII. REPORTING OFFICIAL

NAME, GRADE, ASN, AND ORGANIZATION DON H. PAYNE, Colonel 449-30-62387R, 121TW (PACAF) Cam Ranh Bay AB, RVN	DUTY TITLE Deputy Commander for Operations Command Pilot	SIGNATURE	DATE
AERO RATING	CODE		

IX. REVIEW BY INDORSING OFFICIAL

NAME, GRADE, ASN, AND ORGANIZATION	DUTY TITLE	SIGNATURE	DATE
AERO RATING	CODE		

V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections								Specific justification required for these sections	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT	EFFECTIVENESS WELL ABOVE MOST	EXCELLENT, SELDOM EQUALED	OUTSTANDING, ALMOST NEVER EQUALED	ABSOLUTELY SUPERIOR	

VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME. <input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES. <input type="checkbox"/>
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES. <input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES. <input checked="" type="checkbox"/>

VII. COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: As Chief of the Wing Operations Plans Division, Major Backhaus did a superior job in one of our key staff positions. His maintenance and knowledge of a rather voluminous inventory of classified plans was thorough, as was his preparation of inputs to various plans as requested by higher headquarters. He acted as coordinator of all plans affecting the Wing. He also demonstrated an impressive versatility in accomplishing a variety of other tasks not directly related to Plans matters. For example, he acted as my project officer in preparing for a recent I.G. Inspection. Our success in this inspection must be due in large part to Major Backhaus' painstaking research and guidance of my staff and our three tactical fighter squadrons. The operational section of the Wing Commander's End of Tour Report was written by Major Backhaus. He also played an important role in the planning and execution of the trans-Pacific ferry of two large groups of F-4 aircraft. He had the additional duty of scheduling and training F-4 navigators for navigator duties on over-water, international flights in our base C-47 aircraft. Major Backhaus was an outstanding F-4 combat crew member. I have flown with him on numerous combat flights and know him to be alert, skilled, and courageous. There is no one in the Wing that I would rather have with me than Major Backhaus. **STRENGTHS:** Major Backhaus' great value is his versatility. He has the intelligence, dedication, and character to make him successful at most any assignment. He accepts cheerfully and willingly any task, no matter how onerous. **SUGGESTED ASSIGNMENTS:** While I am sure that Major Backhaus will do well in any flying assignment, I feel that his greatest value will be on a high level staff where thinking, planning, and writing are essential talents. I feel also that when eligible he should be selected for a senior service school. **OTHER COMMENTS:** I recommend Major Backhaus for immediate promotion to Lt Col. During the period of this report he served in SEA and flew 61 combat missions.

VIII. REPORTING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION DON H. PAYNE, Colonel 449-30-6238FR, 12TFW (PACAF) Cam Ranh Bay AB, RVN	DUTY TITLE Deputy Commander for Operations	SIGNATURE
AERO RATING Command Pilot	CODE 1	DATE

IX. REVIEW BY INDORSING OFFICIAL

(Faint, mostly illegible text in this section)

NAME, GRADE, AFSN, AND ORGANIZATION	DUTY TITLE	SIGNATURE
AERO RATING	CODE	DATE

V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections								Specific justification required for these sections	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT	EFFECTIVENESS WELL ABOVE MOST	EXCELLENT, SELDOM EQUALED	OUTSTANDING, ALMOST NEVER EQUALED	ABSOLUTELY SUPERIOR	

VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME <input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES. <input type="checkbox"/>
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES. <input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES. <input checked="" type="checkbox"/>

VII. COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: As Chief of the Wing Operations Plans Division, Major Backhaus did a superior job in one of our key staff positions. His maintenance and knowledge of a rather voluminous inventory of classified plans was thorough, as was his preparation of inputs to various plans as requested by higher headquarters. He acted as coordinator of all plans affecting the Wing. He also demonstrated an impressive versatility in accomplishing a variety of other tasks not directly related to Plans matters. For example, he acted as my project officer in preparing for a recent I.G. Inspection. Our success in this inspection must be due in large part to Major Backhaus' painstaking research and guidance of my staff and our three tactical fighter squadrons. The operational section of the Wing Commander's End of Tour Report was written by Major Backhaus. He also played an important role in the planning and execution of the trans-Pacific ferry of two large groups of F-4 aircraft. He had the additional duty of scheduling and training F-4 navigators for navigator duties on over-water, international flights in our base C-47 aircraft. Major Backhaus was an outstanding F4 combat crew member. I have flown with him on numerous combat flights and know him to be alert, skilled, and courageous. There is no one in the Wing that I would rather have with me than Major Backhaus. STRENGTHS: Major Backhaus' great value is his versatility. He has the intelligence, dedication, and character to make him successful at most any assignment. He accepts cheerfully and willingly any task, no matter how onerous. SUGGESTED ASSIGNMENTS: While I am sure that Major Backhaus will do well in any flying assignment, I feel that his greatest value will be on a high level staff where thinking, planning, and writing are essential talents. I feel also that when eligible he should be selected for a senior service school. OTHER COMMENTS: I recommend Major Backhaus for immediate promotion to Lt Col. During the period of this report he served in SSA and flew 61 combat missions.

VIII. REPORTING OFFICIAL

NAME, GRADE, AFSC, AND ORGANIZATION DCM H. PAYNE, Colonel 449-30-6238FR, 12TFW (PACAF) Cam Ranh Bay AB, RVN	DUTY TITLE Deputy Commander for Operations AERO RATING Command Pilot	SIGNATURE	DATE
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IX. REVIEW BY INDORSING OFFICIAL

NAME, GRADE, AFSC, AND ORGANIZATION	DUTY TITLE	SIGNATURE	DATE

V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections		Specific justification required for these sections	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ABSOLUTELY SUPERIOR	OUTSTANDING ALMOST NEARLY EQUATED	EXCELLENT NEARLY EQUATED	EFFECTIVE-NEARLY MOST EFFECTIVE
			EFFECTIVE AND COMPETENT
			SLIGHTLY BELOW AVERAGE
			BELOW AVERAGE
			MARGINAL
			UNSATISFACTORY

VI. PROMOTION POTENTIAL

<input type="checkbox"/>	1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME	<input checked="" type="checkbox"/>	2. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES
<input type="checkbox"/>	3. PERFORMING WELL IN PRESENT GRADE SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES	<input checked="" type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE PROMOTE WELL AHEAD OF CONTEMPORARIES

VII. COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: As Chief of the Wing Operations Plans Division, Major Backhaus did a superior job in one of our key staff positions. His maintenance and knowledge of a rather voluminous inventory of classified plans was thorough, as was his preparation of inputs to various plans as requested by higher headquarters. He acted as coordinator of all plans affecting the Wing. He also demonstrated an impressive versatility in accomplishing a variety of other tasks not directly related to Plans matters. For example, he acted as my project officer in preparing for a recent I.C. inspection. Our success in this inspection must be due in large part to Major Backhaus' painstaking research and guidance of my staff and our three tactical fighter squadrons. The operational section of the Wing Commander's End of Tour Report was written by Major Backhaus. He also played an important role in the planning and execution of the trans-Pacific ferry of two large groups of F-4 aircraft. He had the additional duty of scheduling and training F-4 navigators for navigator duties on over-water, international flights in our base C-47 aircraft. Major Backhaus was an outstanding F-4 combat crew member. I have flown with him on numerous combat flights and know him to be alert, efficient and a great asset to the Wing. Major Backhaus' STRENGTHS: Major Backhaus' great value is his versatility. He has the intelligence, dedication, and character to make him successful at most any assignment. He accepts cheerfully and willingly any task, no matter how onerous. SUGGESTED ASSIGNMENTS: While I am sure that Major Backhaus will do well in any flying assignment, I feel that his greatest value will be on a high level staff where thinking, planning, and writing are essential talents. I feel also that when eligible he should be selected for a senior service school. OTHER COMMENTS: I recommend Major Backhaus for immediate promotion to Lt Col. During the period of this report he served in USA and flew 60 combat missions.

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VIII. REPORTING OFFICIAL

NAME GRADE, ASN, AND ORGANIZATION DCM H. PAVNE, Colonel 443-30-6238R, 121W (PACAF) Cam Ranh Bay AB, RVN		COMMAND PILOT	1
SIGNATURE [Signature]		DATE	

IX. REVIEW BY INDUOSING OFFICIAL

NAME GRADE, ASN, AND ORGANIZATION [Name]		DUTY TITLE [Title]	CODE	DATE
SIGNATURE [Signature]		DATE		

IV. MILITARY QUALITIES (Consider how this officer meets all four standards.)

NOT OBSERVED	<input type="checkbox"/> BEARING OR BEHAVIOR INTERESTING WITH HIS EFFICIENCY.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR.	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE VERY FAVORABLE IMPRESSION.
NOT OBSERVED	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.

8. JOB ACCOMPLISHMENT

NOT OBSERVED	<input type="checkbox"/> MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.
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7. WRITING ABILITY AND ORAL EXPRESSION

NOT OBSERVED	<input type="checkbox"/> UNABLE TO EXPRESS THOUGHTS CLEARLY.	<input type="checkbox"/> EXPRESS THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	<input checked="" type="checkbox"/> CLEARLY AND CONCISELY.
NOT OBSERVED	<input type="checkbox"/> LACKS ORGANIZATION.	<input type="checkbox"/> EXPRESS THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	<input checked="" type="checkbox"/> CLEARLY AND CONCISELY.

6. HUMAN RELATIONS

NOT OBSERVED	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE, DIRECTLY INDICES HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input checked="" type="checkbox"/> HUMAN RELATIONS ARE AN ASSET.
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5. EXECUTIVE JUDGMENT

NOT OBSERVED	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE USUALLY UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE WITH OCCASIONAL ERROR.	<input checked="" type="checkbox"/> EFFECTIVE EVALUATION. HE IS RESULTING FROM SOUND JUDGMENT.
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4. LEADERSHIP

NOT OBSERVED	<input type="checkbox"/> OBTAIN WEAK IN COMMAND SITUATIONS AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS OR FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input checked="" type="checkbox"/> HIS SUBORDINATES COMMAND RESPECT OR GREAT EFFORT.
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3. EXECUTIVE MANAGEMENT

NOT OBSERVED	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIAL OR MANPOWER.	<input type="checkbox"/> MAINTAINS ADEQUATE CONTROL OVER POWER AND MATERIALS BE IMPROVED.	<input checked="" type="checkbox"/> MAINTAINS HIGHLY SKILLED PERSONNEL WITHIN COST AGAINST EXPECTED RESULTS.
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2. PLANNING ABILITY

NOT OBSERVED	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD TO GET BY IN HIS PRESENT JOB.	<input checked="" type="checkbox"/> TAKES ACTION TO SOLVE PROBLEMS.
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1. JOB CAPABILITY

NOT OBSERVED	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB.	<input checked="" type="checkbox"/> HAS AN EXCELLENT KNOWLEDGE AND SKILL ON ALL PHASES OF HIS JOB.
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III. RATING FACTORS (Consider how this officer is performing on his job.)

II. DUTIES—PARA 1550C, PARA 1510, PRESENT DUTY: Wg Chief Operations and Plans. Develops and promulgates operational plans. Monitors existing plans and programs for compliance. Reports on programmed action directives. Advises subordinate units on preparation of plans and implementing directives. Additional Duty: Schedules and trains F-4 navigators for G-47 international flights.

I. IDENTIFICATION DATA (Read AFM 38-10 carefully before filling out any item.)

1. LAST NAME—FIRST NAME—MIDDLE INITIAL BAOKHAUS, MURRAY D.	2. AFSC 22AM 507-34-8343 PR	3. ACTIVE DUTY GRADE Major	4. PERMANENT GRADE Captain
5. ORGANIZATION AND COMMAND 12th Tac FwG (FACAF) Cam Ranh Bay AB, RVN	6. AERO RATING Sr. Navigator 1	7. PERIOD OF REPORT FROM: 2 Dec 68 THRU: 16 Mar 70	8. PERIOD OF SUPERVISION CRO

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1. LAST NAME—FIRST NAME—MIDDLE INITIAL BACKHAUS, MURRAY D.	2. AFSC SSAN 507-34-8341FR	3. ACTIVE DUTY GRADE Major	4. PERMANENT GRADE Captain
5. ORGANIZATION AND COMMAND 12th Tac Ftr Wg (FACAF) Cam Ranh Bay AB, RVN	6. AERO RATING Sr. Navigator 1	7. PERIOD OF REPORT FROM: 5 Dec 69	THRU: 16 Mar 70
	8. PERIOD OF SUPERVISION 102	9. REASON FOR REPORT CRO	

II. DUTIES—PAFSC 1555G DAFSC 1516 PRESENT DUTY: Wg Chief Operations and Plans. Develops and promulgates operational plans. Monitors existing plans and programs for compliance. Reports on programmed action directives. Advises subordinate units on preparation of plans and implementing directives. Additional Duty: Schedules and trains F-4 navigators for C-47 international flights.

III. RATING FACTORS (Consider how this officer is performing on his job.)

1. JOB CAPABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB.	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB.	<input checked="" type="checkbox"/> HAS A FAR-REACHING BROAD JOB AREA AUTHORITY IN HIS FIELD.
2. PLANNING ABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB.	<input type="checkbox"/> IS A CAREFUL PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB. SEES THE BIG PICTURE.	<input checked="" type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING. A HIGH CALIBER THINKER AND PLANNER.
3. EXECUTIVE MANAGEMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIAL OR MANPOWER.	<input type="checkbox"/> MAINTAINS CONTROL. CONTROL COULD BE IMPROVED.	<input type="checkbox"/> GIVES ECONOMY. MAKES WISE USE OF MANPOWER AND MATERIEL.	<input type="checkbox"/> MAINTAINS EFFICIENCY. WEIGHS COST AGAINST EXPECTED RESULTS.	<input checked="" type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.
4. LEADERSHIP					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input checked="" type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL.
5. EXECUTIVE JUDGMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input type="checkbox"/> AN EXCEPTIONALLY SOUND LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input checked="" type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS.
6. HUMAN RELATIONS					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE; DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input checked="" type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS. INCREASES HIS EFFECTIVENESS.
7. WRITING ABILITY AND ORAL EXPRESSION					
NOT OBSERVED <input type="radio"/>	UNABLE TO EXPRESS THOUGHTS CLEARLY LACKS ORGANIZATION.	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
8. JOB ACCOMPLISHMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.
IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERES SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEARING AND BEHAVIOR. CREATES A VERY FAVORABLE IMPRESSION.	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.

V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections				Specific justification required for these sections			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ABSOLUTELY SUPERIOR	OUTSTANDING	EXCELLENT	EFFECTIVE	EFFECTIVE AND COMPETENT	EFFECTIVE AND COMPETENT	SLIGHTLY BELOW AVERAGE	FACTORY
ALMOST NEVER EQUALED	ALMOST NEVER EQUALED	SELDOM EQUALED	BESS WELL ABOVE MOST				MARGINAL

VI. PROMOTION POTENTIAL

<input type="checkbox"/>	1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME	<input type="checkbox"/>	2. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES
<input type="checkbox"/>	3. PERFORMING WELL IN PRESENT GRADE - SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES	<input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE - PROMOTE WELL AHEAD OF CONTEMPORARIES

VII. COMMENTS

FACTS AND SPECIFIC ACHIEVEMENTS: Major Howell did an outstanding job as Chief of the Wing Standardization and Evaluation Section. In the short time he was assigned to the 121st he put the Standardization and Evaluation Program in the best condition it had been in during its association with the Wing. One important improvement was the publication of a Wing Standardization and Evaluation Manual which Major Howell personally wrote. It was a splendid plan for the proper conduct of an effective staff-eval program. Guidance which had previously been lacking. Major Howell made many other needed improvements in our program. He conducted periodic Standardization and Evaluation Review Panels, essential check flights for the entire Wing, and instituted needed changes in the administrative aspect of the program. Although the Wing was inactivated before Major Howell's tenure could show complete results, I am confident that in a short time we would have had the best Standardization and Evaluation Program in Southeast Asia. He was also the Wing Project Officer for a program to measure combat bombing accuracy of our aircraft. During this testing period Major Howell served as a member of the Flying Evaluation Board. In addition to his very important contributions to the Wing, Major Howell was a flight leader and instructor pilot. STRENGTHS: Major Howell is an authority on Standardization and Evaluation matters. He is a sincere, dedicated, hard-working officer who needs little supervision. He takes the initiative in projects and comes up with good, completed staff work. SUGGESTED ASSIGNMENTS: An assignment at Incheon Air Force or Major Air Command headquarters would help fill out Major Howell's background. He is also a good candidate for professional military schooling. OTHER COMMENTS: During the period of this report Major Howell served in SEA.

VIII. REPORTING OFFICIAL

NAME, GRADE, A1SN, AND ORGANIZATION DON H. PAYNE, Colonel 149-30-6238RT, 121st (PACAF) Cam Ranh Bay AB, RVN	DUTY TITLE Group Commander for Operations	SIGNATURE
AERO RATING Command Pilot	CODE I	DATE 26 March 1970

IX. REVIEW BY INDORSING OFFICIAL

NAME, GRADE, A1SN, AND ORGANIZATION	DUTY TITLE	SIGNATURE
AERO RATING	CODE	DATE

V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections					Specific justification required for these sections				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT	EFFECTIVE, NESS WELL ABOVE MOST	EXCELLENT SELDOM EQUALED	OUTSTANDING ALMOST NEVER EQUALED	ABSOLUTELY SUPERIOR	

VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME <input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES <input type="checkbox"/>
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES <input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE PROMOTE WELL AHEAD OF CONTEMPORARIES <input type="checkbox"/>

VII. COMMENTS

FACTS AND SPECIFIC ACHIEVEMENTS: Major Dowell did an outstanding job as Chief of the Wing Standardization and Evaluation Section. In the short time he was assigned to the 12TFW he put the Standardization and Evaluation Program in the best condition it had been in during my association with the Wing. One important improvement was the publication of a Wing Standardization and Evaluation Manual which Major Dowell personally wrote. It was a splendid plan for the proper conduct of an effective stan-eval program, guidance which had previously been lacking. Major Dowell made many other needed improvements in our program. He conducted periodic Standardization and Evaluation Review Panels, scheduled check flights for the entire Wing, and instituted needed changes in the administrative aspect of the program. Although the Wing was inactivated before Major Dowell's labors could show complete results, I am confident that in a short time we would have had the best Standardization and Evaluation Program in Southeast Asia. He was also the Wing Project Officer for a program to measure combat bombing accuracy of our aircrews. During this rating period Major Dowell served as a member of two Flying Evaluation Boards. In addition to his very important contributions as a Standardization and Evaluation officer, he flew 35 combat missions and was checked out as flight leader and instructor pilot. **STRENGTHS:** Major Dowell is an authority on Standardization and Evaluation matters. He is a sincere, dedicated, hard-working officer who needs little supervision. He takes the initiative in projects and comes up with good, completed staff work. **SUGGESTED ASSIGNMENTS:** An assignment at Numbered Air Force or Major Air Command headquarters would help fill out Major Dowell's background. He is also a good candidate for professional military schooling. **OTHER COMMENTS:** During the period of this report Major Dowell served in SEA.

VIII. REPORTING OFFICIAL

NAME, GRADE, AFSC, AND ORGANIZATION DOW H. PAYNE, Colonel 449-30-6238PR, 12TFW (PACAF) Cava Ranch Bay AB, RVN	DUTY TITLE Deputy Commander for Operations AERO RATING Command Pilot	SIGNATURE	DATE 26 March 1970
	CODE 1		

IX. REVIEW BY INDORSING OFFICIAL

NAME, GRADE, AFSC, AND ORGANIZATION	DUTY TITLE	SIGNATURE
	AERO RATING	DATE
	CODE	

FIELD GRADE OFFICER EFFECTIVENESS REPORT

IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

NOT OBSERVED	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERES SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR FOR DEDUCT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> BEARING AND BEHAVIOR ESPECIALLY GOOD BEARING CREATES A VERY FAVORABLE IMPRESSION.	<input type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING HE EXEMPLIFIES TOP MILITARY STANDARDS.
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8. JOB ACCOMPLISHMENT

NOT OBSERVED	MEET JOB REQUIREMENTS. WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	MEET JOB REQUIREMENTS TO MEET JOB REQUIREMENTS. BARELY ADEQUATE.	SATISFACTORY. HIS WORK ARE VERY SATISFACTORY.	HIS JOB REQUIREMENTS ABOVE NORMAL. EXPECTATIONS FOR MEET.	PERFORMANCE IS SUPERIOR. HIS WORK ARE CLEARLY ABOVE QUANTITY OF.
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7. WRITING ABILITY AND ORAL EXPRESSION

NOT OBSERVED	LACKS ORGANIZATION. THOUGHTS CLEARLY UNABLE TO EXPRESS.	ROUTINE MATTERS. EXPRESS THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	CLEARLY AND CONCISELY. USUALLY ORGANIZES AND EXPRESS THOUGHTS CLEARLY.	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
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6. HUMAN RELATIONS

NOT OBSERVED	HINDERS HIS EFFECTIVENESS. PEOPLE DENY HIM ALONG WITH HIS EFFECTIVENESS.	ASSOCIATES. HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	AT MAINTAINING GOOD HUMAN RELATIONS. HAS AVERAGE SKILL IN MAINTAINING HUMAN RELATIONS.	AN ASSET. HIS ABOVE AVERAGE SKILL IN HUMAN RELATIONS ARE AN ASSET.	HIS EFFECTIVENESS IN HUMAN RELATIONS INCREASES. OUTSTANDING SKILLS.
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5. EXECUTIVE JUDGMENT

NOT OBSERVED	TIVE. UNCOMMON OR UNEXPECTED DECISIONS ARE SOMETIMES RECOMMENDED.	ERRORS. ARE WITH OCCASIONAL SOUND AND REASON. HIS JUDGMENT IS USUALLY CORRECT.	EFFECTIVE. RESULTING FROM SOUND JUDGMENT. HE IS EFFECTIVE IN EVALUATION. HE DISPLAYS GOOD JUDGMENT.	OCCUR ON HIS JOB. LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	FOR ARRIVING AT THE RIGHT DECISION. EVEN ON HIGHLY COMPLEX MATTERS.
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4. LEADERSHIP

NOT OBSERVED	ABLE TO EXERT CONTROL. TIONS AT TIMES UNUSUAL COMMAND SITUATIONS.	TEAMWORK. QUOTE CONTROL AND OPERATIONS FAIRLY DEVELOPED.	HIS SUBORDINATES. CONSISTENTLY A GOOD LEADER.	DIRECTING OTHERS TO GREAT EFFORT. EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	FOR HIGHEST LEVEL LEADERSHIP. QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL LEADERSHIP.
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3. EXECUTIVE MANAGEMENT

NOT OBSERVED	MATERIAL OR MANPOWER EFFECTIVE USE OR EFFICIENT USE OF MATERIAL OR MANPOWER.	BE IMPROVED. ACTION. CONTROL COULD BE IMPROVED.	POWER AND MATERIAL. MAKES WISE USE OF MATERIAL AND MATERIAL.	EXPECTED RESULTS. WEIGHS COST AGAINST EXPECTED RESULTS.	EFFECTIVENESS. IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.
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2. PLANNING ABILITY

NOT OBSERVED	AHEAD. OFTEN FAILS TO SEE LEADS TO HIS ATTENTION. TENDS TO BRING PROBLEMS TO HIS ATTENTION.	PRESIDENT JOB. TO GET BY IN HIS PRESENT JOB.	PROBLEMS. TAKES ACTION TO SOLVE PROBLEMS. HER PARTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	THE BIG PICTURE. REQUIREMENTS OF THE PRESENT JOB, SEES THE BIG PICTURE.	PLANNER. CAPABLE OF PLANNING A HIGH CALIBER THINKER AND PLANNER.
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1. JOB CAPABILITY

NOT OBSERVED	OF HIS JOB. KNOWLEDGE AND SKILLS FUNDAMENTAL.	OF HIS JOB. HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB.	PHASES OF HIS JOB. IS WELL SKILLED ON ALL PHASES OF HIS JOB.	OF HIS JOB. HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB.	HAS A FAVORABLE REACHING GRADE OF HIS ENTIRE BROAD JOB AREA AUTHORITY IN HIS FIELD.
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III. RATING FACTORS (Consider how this officer is performing on his job.)

above the other theater induction program for the King. Preparations. Preparations Chapter 8 (Local operating procedures) to PACAF 52-5, Super-Prepare and distribute. Adapters probably written. Introduced into theater operations. Establishes and maintains the Crew Information File. Technical. Knows all airman have adequate knowledge of new methods and tactics. Operations systems and advise him on all matters pertaining to standardization of operational standardizing operational procedures, tactics and techniques for employment of B-52. Division. Responsible to the Deputy Commander for Operations for evaluating and standardizing operational procedures, tactics and techniques for employment of B-52. II. DUTIES—PAGE 11127. DATE 1416. PRESENT DUTY: Wing Chief Standardization Evaluation

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1. LAST NAME—FIRST NAME—MIDDLE INITIAL DOWELL, MICHAEL T.	2. ORGANIZATION AND COMMAND 12th Tac Fw (PACAF) Com Base Day AB, RVN	3. AFSC 192-26-0020AF	4. PERMANENT GRADE Captain
5. SSAN 192-26-0020AF	6. AERO RATING 1	7. PERIOD OF REPORT FROM: 12 Nov 69 THRU: 22 Nov 70	8. PERIOD OF SUPERVISION 131
9. REASON FOR REPORT CRD			

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)			
1. LAST NAME—FIRST NAME—MIDDLE INITIAL DOWELL, MICHAEL T.	2. AFSN SSAN 195-26-9036FR	3. ACTIVE DUTY GRADE Major	4. PERMANENT GRADE Captain
5. ORGANIZATION AND COMMAND 12th Tac Ftr Wg (PACAF) Cen Base Bay AB, RVN	6. AERO RATING Sr Pilot	7. PERIOD OF REPORT FROM: 15 Nov 69 THRU: 25 Mar 70	
	8. PERIOD OF SUPERVISION 131	9. REASON FOR REPORT CHO	

II. DUTIES—PAFSC 1115F DAFSC 1416 PRESENT DUTY: Wing Chief Standardization Evaluation Division. Responsible to the Deputy Commander for Operations for evaluating and standardizing operational procedures, tactics and techniques for employment of US weapons systems and advisee him on all matters pertaining to standardization of operational techniques. Insures all aircrews have adequate knowledge of new munitions and tactics introduced into theater operations. Establishes and maintains the Crew Information File Prepares and distributes Pilots' Aid and checklists. Administers proficiency written examinations. Prepares Chapter 8 (local operating procedures) to PACAFN 55-5, Supervise the aircrew theater indoctrination program for the Wing.

III. RATING FACTORS (Consider how this officer is performing on his job.)

1. JOB CAPABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB	<input type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA. AUTHORITY IN HIS FIELD
2. PLANNING ABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB. SEES THE BIG PICTURE.	<input type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING. A HIGH CALIBER THINKER AND PLANNER
3. EXECUTIVE MANAGEMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> IS A POOR ORGANIZER DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER	<input type="checkbox"/> MAINTAINS EFFECTIVE CONTROL. CONTROL COULD BE IMPROVED.	<input type="checkbox"/> GIVES ECONOMY MAKES WISE USE OF MANPOWER AND MATERIEL	<input type="checkbox"/> MAINTAINS EFFECTIVE CONTROL. WEIGHS COST AGAINST EXPECTED RESULTS.	<input type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS
4. LEADERSHIP					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL
5. EXECUTIVE JUDGMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE WITH OCCASIONAL ERRORS	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input type="checkbox"/> AN EXCEPTIONALLY SOUND LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS
6. HUMAN RELATIONS					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE. DEFINITELY HINDERS HIS EFFECTIVENESS	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS. INCREASES HIS EFFECTIVENESS.
7. WRITING ABILITY AND ORAL EXPRESSION					
NOT OBSERVED <input type="radio"/>	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK
8. JOB ACCOMPLISHMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.

IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEARING AND BEHAVIOR. CREATES A VERY FAVORABLE IMPRESSION.	<input type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS
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Specific justification required for these sections						Specific justification required for these sections	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ABSOLUTELY SUPERIOR	OUTSTANDING ALMOST NEVER EQUALED	EXCELLENT SELDOM EQUALED	EFFECTIVE ABOVE MOST	EFFECTIVE AND COMPETENT	SLIGHTLY BELOW AVERAGE	BELOW AVERAGE	UNSATISFACTORY

VI. PROMOTION POTENTIAL

<input type="checkbox"/>	1 DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME	<input type="checkbox"/>	2 PERFORMING WELL IN PRESENT GRADE SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES
<input type="checkbox"/>	3 DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES	<input type="checkbox"/>	4 OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE PROMOTE WELL AHEAD OF CONTEMPORARIES

VII. COMMENTS

FACTS AND SPECIFIC ACHIEVEMENTS: Major Dowell did an outstanding job as Chief of the Wing Standardization and Evaluation Section. In the short time he was assigned to the 137TW he put the Standardization and Evaluation Program in the best condition it had been in during my association with the Wing. One important improvement was the publication of a Wing Standardization and Evaluation Manual which Major Dowell personally wrote. It was a splendid plan for the proper conduct of an effect-ive star-oval program. Guidance which had previously been lacking. Major Dowell made many other needed improvements in our program. He conducted periodic Standardization and Evaluation Review Panels, scheduled check flights for the entire Wing, and instituted needed changes in the administrative aspect of the program. Although the Wing was inactivated before Major Dowell's labors could show complete results, I am confident that in a short time we would have had the best Standardization and Evaluation Program in Southeast Asia. He was also the Wing Project Officer for a program to measure combat bombing accuracy of our aircraft. During this testing period Major Dowell served as a member of the Flying Evaluation Board. In addition to his very important contributions to the Wing, Major Dowell has a number of other strengths: Major Dowell is an authority on Standardization and Evaluation matters. He is a sincere, dedicated, hard-working officer who needs little supervision. He takes the initiative in projects and comes up with good, completed staff work. **SUGGESTED ASSIGNMENTS:** An assignment at Hurler Air Force or Major Air Command headquarters would help fill out Major Dowell's background. He is also a good candidate for professional military schooling. **OTHER COMMENTS:** During the period of this report Major Dowell served in SEA.

VIII. REPORTING OFFICIAL

NAME, GRADE, ATSN AND ORGANIZATION	DUTY TITLE	SIGNATURE
COLONEL DON H. PAINE, Colonel 148-30-62387, 137TW (PACAF) Camp Bessing, AFB, SEA	Wing Commander 137TW Command Flight 1	[Signature]
	AERO RATING	DATE
		26 March 1970

IX. REVIEW BY INDORSING OFFICIAL

NAME, GRADE, ATSN AND ORGANIZATION	DUTY TITLE	SIGNATURE
	AERO RATING	DATE

V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections				Specific justification required for these sections			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT	EFFECTIVENESS WELL ABOVE MOST	EXCELLENT SELDOM EQUALED	OUTSTANDING ALMOST NEVER EQUALED

VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME <input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES <input type="checkbox"/>
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES <input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES <input type="checkbox"/>

VII. COMMENTS

FACTS AND SPECIFIC ACHIEVEMENTS: Major Dowell did an outstanding job as Chief of the Wing Standardization and Evaluation Section. In the short time he was assigned to the 12TFW he put the Standardization and Evaluation Program in the best condition it had been in during my association with the Wing. One important improvement was the publication of a Wing Standardization and Evaluation Manual which Major Dowell personally wrote. It was a splendid plan for the proper conduct of an effective stan-oval program, guidance which had previously been lacking. Major Dowell made many other needed improvements in our program. He conducted periodic Standardization and Evaluation Review Panels, scheduled check flights for the entire Wing, and instituted needed changes in the administrative aspect of the program. Although the Wing was inactivated before Major Dowell's labors could show complete results, I am confident that in a short time we would have had the best Standardization and Evaluation Program in Southeast Asia. He was also the Wing Project Officer for a program to measure combat bombing accuracy of our aircrews. During this rating period Major Dowell served as a member of two Flying Evaluation Boards. In addition to his very important contributions to the Standardization and Evaluation Program, Major Dowell flew 35 combat missions and was checked out on flight instructor duties. **STRENGTHS:** Major Dowell is an authority on Standardization and Evaluation matters. He is a sincere, dedicated, hard-working officer who needs little supervision. He takes the initiative in projects and comes up with good, completed staff work. **SUGGESTED ASSIGNMENTS:** An assignment at Numbered Air Force or Major Air Command headquarters would help fill out Major Dowell's background. He is also a good candidate for professional military schooling. **OTHER COMMENTS:** During the period of this report Major Dowell served in SEA.

VIII. REPORTING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION DOM H. PAINF, Colonel 449-30-6238PR, 12TFW (FACAF) Can Bunk Bay AB, RUE	DUTY TITLE Deputy Commander for Operations Command Pilot	SIGNATURE
AERO RATING	CODE 1	DATE 26 March 1970

IX. REVIEW BY INDORSING OFFICIAL

REMARKS: (This area is for the use of the reporting official to provide additional information or comments on the officer's performance.)

NAME, GRADE, AFSN, AND ORGANIZATION	DUTY TITLE	SIGNATURE
	AERO RATING	CODE
		DATE

Lieutenant Colonel Keith A. Grant, 314-18-93487R, distinguished himself by meritorious service as Commander, 558th Tactical Fighter Squadron, Republic of Vietnam from 1 December 1969 to 15 March 1970. In the alert and demanding position as Commander, he consistently displayed outstanding leadership and superb managerial ability. His numerous contributions increased the efficiency, effectiveness, and combat capability of the 558th in the furtherance of their role in the efforts in the Republic of Vietnam and Southeast Asia. A capable tactician in the practical application of tactical airpower, Colonel Grant directed the 558th to new pinnacles of achievement in combat operations against the enemy. During the three month period indicated, the Squadron flew a total of 960 combat sorties and completed 1618 hours of flying time. The operational ready rate has been brought up to the squadron's previous level of excellence of 77.91 which is well above the PACAF standard of 71%. The squadron has maintained an outstanding record of 99.3% in weapons release effectiveness. All of these impressive statistics were accounted for despite the fact that the number of personnel in the squadron was 10.9 per month for his four month tenure. In such major actions as the support of the defenders of Duc Lap, Ba Prang, and the missions now being flown against the enemies of Vietnam, pilots of the 558th received many laudatory letters from the United States Army, Allied Forces, and Forward Air Controllers acknowledging the outstanding air support that contributed significantly to the success of these operations. Colonel Grant's personal involvement in the operation of the squadron at all levels enabled it to achieve an exceptionally high rating with the 7AF 10 Inspection shortly after he took command of the 558th. The overall rating of the inspection was satisfactory with such favorable comments attached as; "The 558th was effectively managing all its resources in support of the unit mission. A well organized OJT program was in effect. Strong emphasis was placed on initial combat qualification training. Equitable distribution of sorties and flying time among the air crews was accomplished through efficient scheduling and control of resources. The life support section commandably supported the mission." During his tenure as Squadron Commander, he was faced with the difficult situation of finding capable replacements for virtually all of the key squadron support positions. The end of tour rotation had given rise to the need of a new staff and the retraining of newly assigned aircraft members. Colonel Grant's efforts to improve the quarters of the aircraft members, which included the laying of new concrete sidewalks, a new driveway, a completely fenced in living and recreation area, resulted in much improved morale on the part of the crew members. In the enlisted man's quarters area such improvement was also accomplished resulting in the favorable comment by the 10I "considerable effort was noted in preparation for the inspection". Colonel Grant's contributions and services recorded here only highlight his performance as Commander, 5587AS. His initiative and ingenuity in attacking any and all problems contributed significantly to the outstanding record compiled by the 558th. Colonel Grant's superior leadership, dedication to duty, and personal endeavor reflect great credit upon himself and the United States Air Force.

worldwartwoveterans.org

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1. LAST NAME - FIRST NAME - MIDDLE INITIAL MARTIN, JUGNIE F.	2. AFSN SSAN 173-26-2963	3. ACTIVE DUTY GRADE Major	4. PERMANENT GRADE Major
5. ORGANIZATION AND COMMAND 12th Tac Ftr Wg (FACAF) Cam Ranh Bay AB, Vietnam	6. AERO RATING Senior Pilot 1	7. PERIOD OF REPORT FROM 1 Jul 69	THRU 7 Dec 69
	8. PERIOD OF SUPERVISION 121	9. REASON FOR REPORT CRD	

II. DUTIES--PAFSC 1115F DAFSC 1115F Wg Chief Standardization/Evaluation Division. Responsible to the Deputy Commander for Operations for evaluating and standardizing operational procedures, tactics and techniques for employment of UK weapons systems and advises him on all matters pertaining to standardization of operational techniques. Insures all aircrews have adequate knowledge of new munitions and tactics introduced into theater operations. Establishes and maintains the Crew Information File. Prepares and distributes Pilots' Aid and checklists. Administers proficiency written examinations. Prepares Chapter 8 (local operating procedures) to FACAFM 55-5. Supervises the aircrew theater indoctrination program for the wing.

III. RATING FACTORS (Consider how this officer is performing on his job.)

1. JOB CAPABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB	<input checked="" type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA AUTHORITY IN HIS FIELD
2. PLANNING ABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION OFTEN FAILS TO SEE AHEAD	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB, SEES THE BIG PICTURE	<input checked="" type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING, A HIGH CALIBER THINKER AND PLANNER
3. EXECUTIVE MANAGEMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> IS A POOR ORGANIZER DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER	<input type="checkbox"/> MANAGES OPERATIONS WITH EFFICIENCY OF OPERATION CONTROL COULD BE IMPROVED	<input type="checkbox"/> EXERCISES CAREFUL ATTENTION MAKES WISE USE OF MANPOWER AND MATERIEL	<input type="checkbox"/> MANAGES OPERATIONS WITH ECONOMY CAREFULLY WEIGHS COST AGAINST EXPECTED RESULTS	<input checked="" type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS
4. LEADERSHIP					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS AT TIMES UNABLE TO EXERT CONTROL	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER COMMANDS RESPECT OF HIS SUBORDINATES	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT	<input checked="" type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL
5. EXECUTIVE JUDGMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION HE IS EFFECTIVE.	<input type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB	<input checked="" type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS
6. HUMAN RELATIONS					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE, DEFINITELY HINDERS HIS EFFECTIVENESS	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS	<input checked="" type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS INCREASES HIS EFFECTIVENESS
7. WRITING ABILITY AND ORAL EXPRESSION					
NOT OBSERVED <input type="radio"/>	UNABLE TO EXPRESS THOUGHTS CLEARLY LACKS ORGANIZATION <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS <input checked="" type="checkbox"/> WRITE <input checked="" type="checkbox"/> SPEAK
8. JOB ACCOMPLISHMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR
IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION	<input type="checkbox"/> ESPECIALLY GOOD BEHAVIOR AND BEARING CREATES A VERY FAVORABLE IMPRESSION.	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING HE EXEMPLIFIES TOP MILITARY STANDARDS

FIELD GRADE OFFICER EFFECTIVENESS REPORT

IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

NOT OBSERVED	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERES SERIOUSLY WITH HIS EFFECTIVENESS	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR	<input type="checkbox"/> BEARING AND BEHAVIOR IMPRESSION	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR VERY FAVORABLE IMPRESSION	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING HE EXEMPLIFIES TOP MILITARY STANDARDS
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8. JOB ACCOMPLISHMENT

NOT OBSERVED	MEET JOB REQUIREMENTS	QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS	TO MEET JOB REQUIREMENTS	PERFORMANCE IS BARELY ADEQUATE	PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEET HIS JOB REQUIREMENTS	QUANTITY AND QUALITY OF HIS WORK ARE CLEARLY SUPERIOR
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7. WRITING ABILITY AND ORAL EXPRESSION

NOT OBSERVED	LACKS ORGANIZATION	THOUGHTS CLEARLY	UNABLE TO EXPRESS THOUGHTS CLEARLY	ROUTINE MATTERS	EXPRESSIONS ON SATISFACTORY ON ROUTINE MATTERS	WRITING	WRITING	WRITING	WRITING	WRITING	WRITING
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6. HUMAN RELATIONS

NOT OBSERVED	HINDERS HIS EFFECTIVENESS	PEOPLE DEFINITELY	ALONG WELL WITH	DOES NOT GET ALONG WITH	ASSOCIATES	HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES	HUMAN RELATIONS AT MAINTAINING GOOD RELATIONS ARE AN ASSET	RELATIONS ARE ABOVE AVERAGE	RELATIONS IN HUMAN ARE	HE GETS ALONG WITH PEOPLE ADEQUATELY	HE GETS ALONG WITH PEOPLE ADEQUATELY	HE GETS ALONG WITH PEOPLE ADEQUATELY
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5. EXECUTIVE JUDGMENT

NOT OBSERVED	DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE	ABLE WITH OCCASIONAL ERRORS	HIS JUDGMENT IS USUALLY SOUND AND REASONABLE	RESULTS FROM SOUND EVALUATION HE IS EFFECTIVE	HE IS LOGICALLY SOUND THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB	HE HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION EVEN ON HIGHLY COMPLEX MATTERS
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4. LEADERSHIP

NOT OBSERVED	ABLE TO EXERCISE CONTROL AT TIMES	COMMAND SITUATIONS	OFTEN WEAK IN COMMAND SITUATIONS	TEAMWORK	QUITE CONTROL AND HIS SUPERORDINATES	COMMANDS RESPECT OF HIS SUPERORDINATES	CONSISTENTLY A GOOD LEADER	EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT	LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL
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3. EXECUTIVE MANAGEMENT

NOT OBSERVED	MATERIAL OR MANPOWER BE IMPROVED	EFFICIENCY OF OPERATION CONTROL COULD BE IMPROVED	MAKES WISE USE OF MANPOWER AND MATERIAL	CAREFUL ATTENTION TO ECONOMY CAREFULLY EXPECTED RESULTS	IS A POOR ORGANIZER	HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS
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2. PLANNING ABILITY

NOT OBSERVED	OFTEN FAILS TO SEE AHEAD	LEMS TO GET BY IN HIS PRESENT JOB	TAKES ACTION TO SOLVE PROBLEMS	THE BIG PICTURE	PLANS AHEAD	PLANNING A HIGH CALIBER THINKER AND PLANNER
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1. JOB CAPABILITY

NOT OBSERVED	OF HIS JOB	THE ROUTINE PHASES OF HIS JOB	IS WELL SKILLED ON ALL PHASES OF HIS JOB	OF HIS JOB	HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB	REACHING GRASP OF HIS ENTIRE BROAD JOB AREA AUTHORITY IN HIS FIELD
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III. RATING FACTORS (Consider how this officer is performing on his job.)

II. DUTIES—PARC 1157 DARK 1157. My Chief Standardization/Evaluation Division. Responsible to the Deputy Commander for evaluating and standardizing operations, tactics and techniques for employment of US weapons systems and advise him on all matters pertaining to standardization of operational techniques. In view of the fact that new weapons and tactics introduced into theater operations have adequate knowledge of new weapons and tactics introduced into theater operations. Establishes and maintains the Crew Information File. Prepares and distributes Chapter 8 (local operating procedures) to PACAFM 52-2. Supervises the aircrew theater indoctrination program for the wing.

IDENTIFICATION DATA (Read AFM 38-10 carefully before filling out any item.)

1. LAST NAME - FIRST NAME - MIDDLE INITIAL	MARTIN, JUDITH E.
2. ORGANIZATION AND COMMAND	15th Tac FwG (ACAF) Cam Ranh Bay AB, Vietnam
3. ACTIVE DUTY GRADE	Major
4. PERMANENT GRADE	Major
5. YEAR RATING CODE	25AN 173-26-2903
6. PERIOD OF REPORT	FROM: 1 Jul 69 THRU: 7 Dec 69
7. REASON FOR REPORT	CRD

V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections					Specific justification required for these sections				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT	EFFECTIVENESS WELL ABOVE MOST	EXCELLENT SELDOM EQUALED	OUTSTANDING ALMOST NEVER EQUALED	ABSOLUTELY SUPERIOR	

VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME <input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES <input type="checkbox"/>
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES <input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE PROMOTE WELL AHEAD OF CONTEMPORARIES <input checked="" type="checkbox"/>

VII. COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: Major Martin, on the basis of his extensive knowledge of the F-40 and its application in combat, was chosen as Chief, Wing Standardization/Evaluation from many qualified candidates. His superior performance in all aspects of his job continued to reaffirm the decision to select him. Possessing a keen mind and a limitless capacity for finished staff work, he made numerous changes to Chapter 8 (Special Local Operating Procedures) to PACAFM 55-5, to include refined techniques and procedures for performing combat skyspot missions, taxi speeds with aircraft loaded with ordnance approaching maximum gross weights, pointing out the hazards to the aircraft commander under these conditions, and more explicit instructions concerning landing the aircraft with hung ordnance to insure compliance with all safety parameters. This document serves the Wing as an aircrew guide for detailed standardization of all combat operations. He was responsible for monitoring the entire theater indoctrination program and personally conducted the briefings concerning the tactics and weapons used by the 12th Tactical Fighter Wing. Major Martin's ability and knowledge in this area are attested to by the fact that during a recent 7AF Safety Survey, the 12TFW Standardization/Evaluation team commended him to being a superior staff officer, Major Martin is equally competent as a fighter pilot. During his SEA tour, he flew 192 combat missions. **STRENGTHS:** Major Martin is a highly dedicated and loyal officer. He willingly accepts responsibility and may always be relied upon to accomplish his duties in a superior manner. He works in complete harmony with others and enjoys the total respect of his junior and senior associates. **SUGGESTED ASSIGNMENTS:** Major Martin should remain in the operations field in a tactical fighter organization at squadron or wing level. **OTHER COMMENTS:** Major Martin clearly demonstrates the capacity to assume increased responsibilities. He should be considered for promotion in advance of his contemporaries. During the reporting period this officer has performed duty in SEA.

VIII. REPORTING OFFICIAL

NAME, GRADE, AFSC, AND ORGANIZATION MERWIN D. HENNINGS, Lt Colonel 508-16-5175FR 12th Tac Ftr Wg (PACAF)	DUTY TITLE Assistant Deputy Commander for Operations AERO RATING Command Pilot	SIGNATURE <i>Merwin D. Hennings</i> DATE 7 December 1969
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IX. REVIEW BY INDORSING OFFICIAL I concur. Based on daily observation, I can attest to Maj Martin's absolutely superior abilities and performance. He has displayed maturity, judgement, and overall excellence during this period. He has a keen, penetrating mind and a captivating personality. He speaks and writes with conviction and persuasiveness. In doing an outstanding job in a key position, Major Martin contributed greatly to the combat success of the 12TFW. He is one of our most skillful and courageous combat leaders. I feel that he should be selected for senior service schooling and promoted in advance of his contemporaries.

NAME, GRADE, AFSC, AND ORGANIZATION DON H. PAYNE, Colonel 449-30-6238FR 12th Tac Ftr Wg (PACAF)	DUTY TITLE Deputy Commander for Operations AERO RATING Command Pilot	SIGNATURE <i>Don H. Payne</i> DATE 8 December 1969
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Specific justification required for these sections		Specific justification required for these sections	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ABSOLUTE SUPERIOR	OUTSTANDING ALMOST NEVER EQUALED	EXCELLENT SELDOM EQUALED	EFFECTIVE NEARLY ALWAYS MOST
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EFFECTIVE AND COMPETENT	SLIGHTLY BELOW AVERAGE	MARGINAL	UNSATISFACTORY

VI. PROMOTION POTENTIAL

<input type="checkbox"/>	1 DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME	<input checked="" type="checkbox"/>	2 DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES
<input type="checkbox"/>	3 PERFORMING WELL IN PRESENT GRADE SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES	<input checked="" type="checkbox"/>	4 OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE PROMOTE WELL AHEAD OF CONTEMPORARIES

VII. COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: Major Martin, on the basis of his extensive knowledge of the F-40 and its application in combat, was chosen as Chief, Wing Standardization/Evaluation from many qualified candidates. His superior performance in all aspects of his job continued to reaffirm the decision to select him. Possessing a keen mind and a limitless capacity for finished staff work, he made numerous changes to Chapter 8 (Special Local Operating Procedures) to PACAF 55-2, to include refined techniques and procedures for performing combat support missions, and procedures to be used with ordnance approaching maximum gross weights, pointing out the hazards to the aircraft commander under these conditions, and more explicit instructions concerning landing the aircraft with heavy ordnance to insure compliance with all safety parameters. This document serves the Wing as an aircrew guide for detailed standardization of all combat operations. He was responsible for monitoring the entire theater indoctrination program and personally conducted the briefings concerning the tactics and weapons used by the 12th Tactical Fighter Wing. Major Martin's ability and knowledge in this area are attested to by the fact that during recent 12th Tactical Fighter Wing Standardization/Evaluation, Major Martin is equally competent as a fighter pilot. During his tour, he flew 192 combat missions, STRIKE MILES; Major Martin is a highly dedicated and loyal officer. He willingly accepts responsibility and may always be relied upon to accomplish his duties in a superior manner. He works in complete harmony with others and enjoys the total respect of his junior and senior associates. SUGGESTED ASSIGNMENTS: Major Martin should remain in the operations field in a tactical fighter organization at squadron or wing level. OTHER COMMENTS: Major Martin clearly demonstrates the capacity to assume increased responsibilities. He should be considered for promotion in advance of his contemporaries. During the reporting period this officer has performed duty in

VIII. REPORTING OFFICIAL

NAME, GRADE, ASSIGNMENT AND ORGANIZATION DON H. PARRIS, Colonel 12th TFW (PACAF)	DUTY TITLE Commander for Operations	SIGNATURE <i>[Signature]</i>
AERO RATING Command Pilot	DATE 7 December 1969	CODE I

IX. REVIEW BY INDORSING OFFICIAL I concur. Based on daily observation, I am attest to Major Martin's absolutely superior abilities and performance. He has displayed maturity, judgement, and overall excellence during this period. He has a keen, penetrating mind and a captivating personality. He speaks and writes with conviction and persuasiveness. In doing an outstanding job in a key position, Major Martin contributed greatly to the combat success of the 12th TFW. He is one of our most skillful and courageous combat leaders. I feel that he should be selected for senior service schooling and promoted in advance of his contemporaries.

NAME, GRADE, ASSIGNMENT AND ORGANIZATION DON H. PARRIS, Colonel 12th TFW (PACAF)	DUTY TITLE Deputy Commander for Operations	SIGNATURE <i>[Signature]</i>
AERO RATING Command Pilot	DATE 8 December 1969	CODE I

V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections				Specific justification required for these sections					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT	EFFECTIVENESS WELL ABOVE AVERAGE	EXCELLENT, SELDOM EQUALED	OUTSTANDING, ALMOST NEVER EQUALED	ABSOLUTELY SUPERIOR	

VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME <input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES. <input type="checkbox"/>
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES. <input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES. <input checked="" type="checkbox"/>

VII. COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: Lt Col Rose demonstrated absolutely superior performance as Chief, Wing Operations Plans Division. In this position he accomplished many important projects related not only to plans but to other areas as well. For example, he wrote and monitored wing original and supplementing plans covering the full spectrum of fighter wing operations. Especially important were documents relating to combat, mobility, and movement. In all matters Lt Col Rose produced well organized, clear, logical, concise plans. Another important contribution was made when Lt Col Rose took it upon himself to supervise and in large part write the recommendation for an Outstanding Unit Award for the Wing. On still another occasion, I asked him to organize and arrange a static display of SEA combat aircraft in connection with a visit by the Deputy Secretary of Defense. The display was a complete success. He was a founder of the Base Rod and Gun Club. He also served distinctively and energetically as a member of the Officers Club Advisory Council on which he served as chairman of the building committee and made important contributions to our efforts to modernize the club. Last but not least, Lt Col Rose, a skillful and courageous fighter pilot was one of our most effective combat leaders. STRENGTHS: Lt Col Rose has great versatility. No matter what project he is given, he approaches it with initiative and determination. Equally characteristic is his initiative. He requires no supervision and invariably turns out an excellent end product. He is a self starter seldom equaled. Lt Col Rose is articulate, has a keen mind and presents an excellent military appearance. SUGGESTED ASSIGNMENTS: Lt Col Rose would serve well as Director of Plans at Division or Numbered Air Force level. He would also make a good fighter squadron commander. I recommend that he attend a senior service school. OTHER COMMENTS: During the period of this report, Lt Col Rose performed duty in SEA where he participated regularly as an aircraft commander on F-2 combat missions. I recommend immediate promotion to Colonel.

VIII. REPORTING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION DON H. PAYNE, Colonel 449-30-6238FR 12th Tac Ftr Wg (PACAF)	DUTY TITLE Deputy Commander for Operations Command Pilot	SIGNATURE DATE 27 November 1969
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IX. REVIEW BY INDORSING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION	DUTY TITLE	DATE	SIGNATURE

Specific justification required for these sections						Specific justification required for these sections	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OUTSTANDING, ABSOLUTELY SUPERIOR	OUTSTANDING, ALMOST NEAR SQUARE	EXCELLENT, BELOW SQUARE	EFFECTIVE, NEARLY ABOVE MOST	EFFECTIVE AND COMPETENT	EFFECTIVE AND COMPETENT	SLIGHTLY BELOW AVERAGE	MARGINAL, BELOW AVERAGE

VI. PROMOTION POTENTIAL

<input type="checkbox"/>	1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME	<input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES.
<input checked="" type="checkbox"/>	3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES.	<input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES.

VII. COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: Lt Col Rose demonstrated absolutely superior performance as Chief Wing Operations Plans Division. In this position he accomplished many important projects related not only to plans but to other areas as well. For example, he wrote and monitored wing original and supplementing plans covering the full spectrum of lighter wing operations. Especially important were documents relating to combat, mobility, and government. In all matters Lt Col Rose produced well organized, clear, logical, concise plans. Another important contribution was made when Lt Col Rose took it upon himself to supervise and in large part write the recommendation for an Outstanding Unit Award for the Wing. On still another occasion, I asked him to organize and arrange a static display of SEA combat aircraft in connection with a visit by the Deputy Secretary of Defense. The display was a complete success. He was a member of the Officers and Advisory Council on which he served as chairman of the building committee and made important contributions to our efforts to modernize the club. Last but not least, Lt Col Rose, a brilliant and courageous fighter pilot was one of our most effective combat leaders. STRENGTHS: Lt Col Rose has great versatility. No matter what project he was assigned, he reported no supervision and invariably Equally characterized in his conduct. He is a self-starter seldom equaled. Lt Col Rose turns out an excellent end product. He is a self-starter seldom equaled. Lt Col Rose is articulate, has a keen mind and presents an excellent military appearance. **WEAKNESSES:** Lt Col Rose would serve well as Director of Plans at Division or Numbered Air Force level. He would also make a good lighter squadron commander. **OTHER COMMENTS:** During the period of this report, Lt Col Rose performed duty in SEA where he participated regularly as an aircraft commander on F-4 combat missions. I recommend immediate promotion to Colonel.

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VIII. REPORTING OFFICIAL

NAME, GRADE, AGEN. AND ORGANIZATION	12th Twp Ftr Wg (PACAF)
DD FORM 1350-2 (REV. 11-63)	44-30-62387R
NAME, GRADE, AGEN. AND ORGANIZATION	Deputy Commander for Operations
DUTY TITLE	Command Pilot
REPORTING PERIOD	27 November 1969

IX. REVIEW BY REPORTING OFFICIAL

NAME, GRADE, AGEN. AND ORGANIZATION		DUTY TITLE	
12th Twp Ftr Wg (PACAF)		Deputy Commander for Operations	
REPORTING PERIOD	27 November 1969	REPORTING PERIOD	27 November 1969
NAME, GRADE, AGEN. AND ORGANIZATION	12th Twp Ftr Wg (PACAF)	NAME, GRADE, AGEN. AND ORGANIZATION	12th Twp Ftr Wg (PACAF)
DUTY TITLE	Command Pilot	DUTY TITLE	Command Pilot
REPORTING PERIOD	27 November 1969	REPORTING PERIOD	27 November 1969

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1. LAST NAME - FIRST NAME - MIDDLE INITIAL ROSE, RUDOLPH F, JR.	2. AFSN SSAN 515-14-9493FR	3. ACTIVE DUTY GRADE Lt Colonel	4. PERMANENT GRADE Major
5. ORGANIZATION AND COMMAND 12 Tac Str Sq (PACAF) Cam Ranh Bay AB, Vietnam	6. AERO RATING Command Pilot	7. PERIOD OF REPORT FROM: 4 Aug 69 THRU: 16 Nov 69	
	8. PERIOD OF SUPERVISION 106	9. REASON FOR REPORT CRO	

II. DUTIES—PAFSC 1115F, DAFSC 1416, Wg Chief Operations Plans Division. Develops and promulgates operational plans. Monitors existing plans and programs for compliance. Reports on programmed action directives. Advises subordinate units on preparation of plans and implementing directives.
ADDITIONAL DUTY: Member of the Officers Club Advisory Council.

III. RATING FACTORS (Consider how this officer is performing on his job.)

1. JOB CAPABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB.	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB.	<input checked="" type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA. AUTHORITY IN HIS FIELD.
2. PLANNING ABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB.	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB, SEES THE BIG PICTURE.	<input checked="" type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING; A HIGH CALIBER THINKER AND PLANNER.
3. EXECUTIVE MANAGEMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER.	<input type="checkbox"/> MAINTAINS EFFECTIVE ORGANIZATION. CONTROL COULD BE IMPROVED.	<input type="checkbox"/> GIVES ECONOMY. MAKES WISE USE OF MANPOWER AND MATERIEL.	<input type="checkbox"/> MAINTAINS EFFECTIVE ECONOMY. WEIGHS COST AGAINST EXPECTED RESULTS.	<input checked="" type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.
4. LEADERSHIP					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input checked="" type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL.
5. EXECUTIVE JUDGMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input checked="" type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS.
6. HUMAN RELATIONS					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE, DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input checked="" type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS, INCREASES HIS EFFECTIVENESS.
7. WRITING ABILITY AND ORAL EXPRESSION					
NOT OBSERVED <input type="radio"/>	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
8. JOB ACCOMPLISHMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.

IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEHAVIOR AND BEARING. CREATES A VERY FAVORABLE IMPRESSION.	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.
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IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

NOT OBSERVED	<input type="checkbox"/> BEARING OR BEHAVIOR INTER-FREE SERIOUSLY WITH HIS EFFECTIVENESS	<input type="checkbox"/> CARELESS BEAR-ING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION	<input type="checkbox"/> ESPECIALLY GOOD BEARING AND BEHAVIOR CREATES A VERY FAVORABLE IMPRESSION	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING HE EXEMPLIFIES TOP MILITARY STANDARDS
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B. JOB ACCOMPLISHMENT

NOT OBSERVED	MEET JOB REQUIREMENTS. WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	MEET JOB REQUIREMENTS. BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	SATISFACTORY. HIS WORK ARE VERY SATISFACTORY.	PERFORMANCE IS ABOVE NORMAL. EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR
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7. WRITING ABILITY AND ORAL EXPRESSION

NOT OBSERVED	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION	THOUGHTS CLEARLY SATISFACTORY ON ROUTINE MATTERS.	EXPRESSES THOUGHTS CLEARLY AND CONCISELY. USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY.	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS
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6. HUMAN RELATIONS

NOT OBSERVED	DOES NOT GET ALONG WELL WITH PEOPLE. DEFINITELY HINDERS HIS EFFECTIVENESS	THE ALONG WITH HIS ASSOCIATES. HE HAS DIFF-CULTY IN GET-TING ALONG WITH HIS ASSOCIATES.	HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	GETS ALONG WITH PEOPLE ADEQUATELY. HIS ABOVE AVERAGE RELATIONS ARE AN ASSET.	<input checked="" type="checkbox"/> HIS SUPERIOR SKILLS IN HUMAN RELATIONS ARE CLEARLY EVIDENT
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2. EXECUTIVE JUDGMENT

NOT OBSERVED	UNUSUAL OR INEFFEC-TIVE DECISIONS AND RECOMMENDA-TIONS ARE SOME-times UNSOUND OR INEFFEC-TIVE	ABLE WITH OCCASIONAL ERRORS. HIS JUDGMENT IS USUALLY SOUND AND REASON-ABLE.	EVALUATION HE IS RESULTING FROM SOUND JUDGMENT. HE DISPLAYS GOOD JUDGMENT.	LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB. ALLY SOUND. AN EXCEPTIONAL	<input checked="" type="checkbox"/> HIS SUPERIOR JUDGMENT IS EVIDENT IN ALL MATTERS
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4. LEADERSHIP

NOT OBSERVED	ABLE TO EXERT CONTROL AT TIMES UN-DESIRED. COMMAND SITU-ATIONS AT TIMES UN-DESIRED	TEAMWORK. QUOTE CONTROL AND COMMAND RESPECT OF HIS SUBORDINATES.	COMMANDS RESPECT OF HIS SUBORDINATES. CONSISTENTLY A GOOD LEADER.	DIRECTING OTHERS TO GREAT EFFORT. EXCELLENCE IN	<input checked="" type="checkbox"/> LEADERSHIP QUALITIES ARE EVIDENT FOR HIGHEST LEVEL
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3. EXECUTIVE MANAGEMENT

NOT OBSERVED	MATERIAL OR MANPOWER USE OF MATERIAL OR MANPOWER DOES NOT REALLY MAKE A DIFFERENCE. IS A POOR ORGANIZER	CONTROL COULD BE IMPROVED. MAINTAINS CONTROL OVER HIS SUBORDINATES.	MAKES WISE USE OF MAN-POWER AND MATERIAL. GIVES ECONOMY IN THE USE OF MAN-POWER AND MATERIAL.	EXPECTED RESULTS. MEETS OR EXCEEDS REQUIREMENTS OF THE PRESENT JOB. SEEKS THE BIG PICTURE.	<input checked="" type="checkbox"/> HIS SUPERIOR MANAGEMENT SKILLS ARE EVIDENT IN ALL MATTERS
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2. PLANNING ABILITY

NOT OBSERVED	ADVANCE. OFTEN FAILS TO SEE TO HIS ATTENTION. LEMS TO BRING PROB-LEM TO HIS ATTENTION	PRESENT JOB TO GET BY IN HIS PLANS AHEAD. JUST ENOUGH	PROBLEMS. HER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS. IS A CAREFUL EXECUTIVE PLAN-NER.	THE BIG PICTURE. CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB. SEEKS THE BIG PICTURE.	<input checked="" type="checkbox"/> HIS SUPERIOR PLANNING ABILITY IS EVIDENT IN ALL MATTERS
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1. JOB CAPABILITY

NOT OBSERVED	OF HIS JOB. KNOWLEDGE AND SKILLS OF HIS JOB. HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS	THE ROUTINE PHASES-EDGE AND SKILL FOR FACTORY KNOW-LEDGE AND SKILL. HAS A SATIS-FACTORY KNOW-LEDGE AND SKILL	PHASES OF HIS JOB. IS WELL SKILLED ON ALL PHASES OF HIS JOB. HAS EXCELLENT KNOWLEDGE AND SKILL ON ALL PHASES OF HIS JOB	SKILL ON ALL PHASES OF HIS JOB. HAS AN EX-CEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB	<input checked="" type="checkbox"/> HIS SUPERIOR JOB CAPABILITY IS EVIDENT IN ALL MATTERS
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III. RATING FACTORS (Consider how this officer is performing on his job.)

ADDITIONAL DUTY: Member of the Officers Club Advisory Council.

PLANS AND IMPLEMENTING DIRECTIVES.

REPORTS ON PROGRAMMED ACTION DIRECTIVES. ADVISES SUBORDINATE UNITS ON PREPARATION OF OPERATIONAL PLANS. MONITORS EXISTING PLANS AND PROGRAMS FOR COMPLIANCE.

II. DUTIES—PARC LINE. PARC LINE. Wg Chief Operations Plans Division. Develops and

I. IDENTIFICATION DATA (Read AFM 33-10 carefully before filling out any item.)

1. LAST NAME - FIRST NAME - MIDDLE INITIAL ROSE, RUDOLPH E. JR.	2. AISEN 25AN 515-A-0237R	3. ACTIVE DUTY GRADE Lt Colonel	4. PERMANENT GRADE Major
2. ORGANIZATION AND COMMAND 1st Lt Col (PARC) Com 4th Air Div, Vietnam	6. AERO RATING Command Pilot 1	7. PERIOD OF REPORT FROM: 4 Aug 68 THRU: 16 Nov 68	8. PERIOD OF SUPERVISION JOB CRO

Recommended Indorsement for the Wing Commander:

I concur. Lt Col Rose has been one of our most versatile and valuable officers, who has served the Wing well in a variety of ways. I relied upon him frequently and was never disappointed. He is a willing, eager, and competent staff officer as well as a proven combat leader. He has shown he is deserving of promotion to Colonel.

DRAFTER: Col Payne

worldwartwoveterans.org

recommended indorsement for the Wing Commanders:
I concur. Lt Col Rose has been one of our most versatile and valuable officers,
who has served the Wing well in a variety of ways. I relied upon him frequently
and was never disappointed. He is a willing, eager, and competent staff officer
as well as a proven combat leader. He has shown he is deserving of promotion
to Colonel.

DRAFTER: Col Payne

worldwartwoveterans.org

ASSOCIATED RECOMMENDATION FOR THE WING COMMANDER:

Concur. Lt Col Aubry did an absolutely superior job as a squadron commander in combat. He was a first-class, professional squadron commander. Lt Col Aubry is greatly respected and admired by his men. He is able to mix socially with them and still retain his personal and professional dignity. Most of all he is completely knowledgeable about his job and dedicated to it. He is one of the best squadron commanders I have know. In my opinion he is worthy of promotion and I recommend he be selected for Colonel during the next promotion cycle.

DIAFTER: Col Payne

Colonel Lt Col Aubry did an absolutely superior job as a squadron commander in combat. He was a first-class professional squadron Lt Col Aubry is greatly respected and admired by his men. He is able to mix socially with them and still retain his personal and professional dignity. Most of all he is completely knowledgeable about his job and dedicated to it. He is one of the best squadron commanders I have known. In my opinion he is worthy of promotion and I recommend he be selected for Colonel during the next promotion cycle.

DIAPYER Col Payne

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)			
1. LAST NAME - FIRST NAME - MIDDLE INITIAL AUBRY, GEORGE JR.	2. AFSN SSAN 296-14-4749FR	3. ACTIVE DUTY GRADE Lt Colonel	4. PERMANENT GRADE Major
5. ORGANIZATION AND COMMAND 557th Tac Ftr Sq (PACAF) Cam Ranh Bay AB, RVN	6. AERO RATING Command Pilot 1	7. PERIOD OF REPORT FROM: 11 Dec 69 THRU: 18 Mar 70	
	8. PERIOD OF SUPERVISION 96	9. REASON FOR REPORT CRO	

II. DUTIES—PAFSC **1115F** DAFSC **A1115F** PRESENT DUTY: Squadron Commander. Formulates plans, establishes policies, and directs the administration, operations, training, and combat employment of F-4C Tactical Fighter Squadron. Implements directives and operations orders from higher headquarters. Controls aircraft movement and combat flying activities. Regularly participates in and leads combat missions of all types. Evaluates flying proficiency, tactics, and techniques employed by assigned aircrews. Insures availability of necessary support functions to include messing, billeting, security, and transportation. ADDITIONAL DUTY: Chairman of an Ad Hoc Committee.

III. RATING FACTORS (Consider how this officer is performing on his job.)

1. JOB CAPABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB	<input checked="" type="checkbox"/> HAS A FARR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA AUTHORITY IN HIS FIELD
2. PLANNING ABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION OFTEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB. SEES THE BIG PICTURE	<input checked="" type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING, A HIGH CALIBER THINKER AND PLANNER.
3. EXECUTIVE MANAGEMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> IS A POOR ORGANIZER DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER	<input type="checkbox"/> EFFICIENCY OF OPERATION CONTROL COULD BE IMPROVED.	<input type="checkbox"/> CAREFUL ATTENTION MAKES WISE USE OF MANPOWER AND MATERIEL	<input type="checkbox"/> ECONOMY CAREFULLY WEIGHS COST AGAINST EXPECTED RESULTS	<input checked="" type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.
4. LEADERSHIP					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT	<input checked="" type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL
5. EXECUTIVE JUDGMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE	<input type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB	<input checked="" type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS
6. HUMAN RELATIONS					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE, DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input checked="" type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS INCREASES HIS EFFECTIVENESS.
7. WRITING ABILITY AND ORAL EXPRESSION					
NOT OBSERVED <input type="radio"/>	UNABLE TO EXPRESS THOUGHTS CLEARLY LACKS ORGANIZATION.	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
8. JOB ACCOMPLISHMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.

IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING OR BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEARING AND BEHAVIOR CREATES A VERY FAVORABLE IMPRESSION	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING HE EXEMPLIFIES TOP MILITARY STANDARDS

FIELD GRADE OFFICER EFFECTIVENESS REPORT

IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

NOT OBSERVED	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERES SERIOUSLY WITH HIS EFFECTIVENESS	<input type="checkbox"/> CARELESS BEHAVIOR AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> BEARING AND BEHAVIOR ESPECIALLY GOOD BEARING CREATES A VERY FAVORABLE IMPRESSION.	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING HE EXEMPLIFIES TOP MILITARY STANDARDS
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8. JOB ACCOMPLISHMENT

NOT OBSERVED	WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	QUALITY OR QUANTITY OF HIS WORK IS ALWAYS TO MEET JOB REQUIREMENTS.	PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	PERFORMANCE IS SATISFACTORY HIS WORK ARE VERY SATISFACTORY.	PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.
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7. WRITING ABILITY AND ORAL EXPRESSION

NOT OBSERVED	UNABLE TO EXPRESS THOUGHTS CLEARLY LACKS ORGANIZATION	EXPRESSIONS ON ROUTINE MATTERS.	EXPRESSIONS THOUGHTS SATISFACTORY ON ROUTINE MATTERS.	USUALLY ORGANIZES AND EXPRESS THOUGHTS CLEARLY AND CONCISELY.	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
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6. HUMAN RELATIONS

NOT OBSERVED	DOES NOT GET ALONG WELL WITH PEOPLE DEFINITELY HINDERS HIS EFFECTIVENESS.	HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	HUMAN RELATIONS GETS ALONG WITH PEOPLE ADEQUATELY.	HUMAN RELATIONS HAS AVERAGE SKILL IN HUMAN RELATIONS ARE AN ASSET.	HIS EFFECTIVENESS IN HUMAN RELATIONS INCREASES HIS EFFECTIVENESS.
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2. EXECUTIVE JUDGMENT

NOT OBSERVED	TYPE UNFOUNDED OR INFERRED DECISIONS AND RECOMMENDATIONS ARE SOMETIMES SOUND OR REASONABLE, WITH OCCASIONAL ERRORS.	HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	EFFECTIVE EVALUATION. HE IS RESULTING FROM SOUND JUDGMENT. HE DISPLAYS GOOD JUDGMENT.	LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB. AN EXCEPTIONALLY SOUND JUDGMENT.	PREX MATTERS EVEN ON HIGHLY COMPLEX MATTERS FOR ARRIVING AT THE RIGHT DECISION. HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION.
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4. LEADERSHIP

NOT OBSERVED	ABLE TO EXERT CONTROL. AT TIMES UNABLE TO EXERT CONTROL.	TEAMWORK. QUOTE CONTROL AND COMMAND FAIRLY DEVELOPMENT.	TEAMWORK. QUOTE CONTROL AND COMMAND FAIRLY DEVELOPMENT.	COMMANDS RESPECT OF HIS SUBORDINATES. GOOD LEADER. CONSISTENTLY A GOOD LEADER.	DIRECTING OTHERS TO GREAT EFFORT. SKILL IN EXERCISING LEADERSHIP.	FOR HIGHEST LEVEL OF LEADERSHIP. QUALITIES FOR HIGHEST LEVEL OF LEADERSHIP.
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3. EXECUTIVE MANAGEMENT

NOT OBSERVED	EFFECTIVE USE OF MATERIAL OR MANPOWER DOES NOT REALLY MAKE EFFICIENCY OF OPERATION CONTROL COULD BE IMPROVED.	EFFICIENCY OF OPERATION CONTROL COULD BE IMPROVED.	EFFICIENCY OF OPERATION CONTROL COULD BE IMPROVED.	CAREFUL ATTENTION MAKES WISE USE OF MANPOWER AND MATERIAL.	EFFECTIVE RESULTS WEIGHS COST AGAINST ECONOMY CAREFULLY.	EFFECTIVENESS IN OBTAINING OPTIMUM COST AGAINST RESULTS. HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS.
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2. PLANNING ABILITY

NOT OBSERVED	LEADS TO HIS ATTENTION OFTEN FAILS TO SEE AHEAD.	TO GET BY IN HIS PRESENT JOB PLANS AHEAD.	TO GET BY IN HIS PRESENT JOB PLANS AHEAD.	PROBLEMS HER ANTICIPATES AND TAKES ACTION TO SOLVE THEM. IS A CAREFUL EFFECTIVE PLAN.	THE BIG PICTURE REQUIREMENTS OF THE PRESENT JOB SEES CAPABLE OF PLANNING BEYOND THE BIG PICTURE.	PLANNING A HIGH LEVEL CAPABLE OF PLANNING A HIGH LEVEL CAPABLE OF PLANNING.
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1. JOB CAPABILITY

NOT OBSERVED	OF HIS JOB KNOWLEDGE AND SKILLS FUNDAMENTAL HAS GAPS IN	OF HIS JOB KNOWLEDGE AND SKILLS FUNDAMENTAL HAS GAPS IN	OF HIS JOB KNOWLEDGE AND SKILLS FUNDAMENTAL HAS GAPS IN	PHASES OF HIS JOB IS WELL SKILLED ON ALL PHASES OF HIS JOB KNOWLEDGE AND SKILLS HAS EXCELLENT	OF HIS JOB UNDERSTANDING AND SKILLS ON ALL PHASES OF HIS JOB HAS AN EXCEPTIONAL	IN HIS FIELD REACHING GRADE HAS A FAR REACHING GRADE
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III. RATING FACTORS (Consider how this officer is performing on his job.)

ADDITIONAL DUTY: Chairman of an Ad Hoc Committee. Ty and transportation.

PRESENT DUTY: Squadron Commander. Formulates plans, establishes policies, and directs the administration, operations, training, and combat employment of F-4C Tactical Fighter Squadron. Implements directives and orders from higher headquarters. Controls aircraft movement and combat flying activities. Regularly participates in and leads combat missions of all types. Evaluates flying proficiency, tactics, and techniques employed by assigned aircrews. In-charge availability of necessary support functions to include meeting, briefing, security, and transportation.

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1. LAST NAME - FIRST NAME - MIDDLE INITIAL	AUBRY, GEORGE JR.	2. A124	3. ACTIVE DUTY GRADE	4. PERMANENT GRADE
3. ORGANIZATION AND COMMAND	557th Tac Ftr Sq (PACAF) Cam Ranh Bay AB, RVN	6. AERO RATING	7. PERIOD OF REPORT	8. REASON FOR REPORT
			FROM: 11 Dec 69	THRU: 18 Mar 70
			9. REASON FOR REPORT	
			CRO	98

V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections				Specific justification required for these sections					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT	EFFECTIVENESS WELL ABOVE MOST	EXCELLENT SELDOM EQUALED	OUTSTANDING ALMOST NEVER EQUALED	ABSOLUTELY SUPERIOR	

VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME <input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES <input type="checkbox"/>
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES <input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE PROMOTE WELL AHEAD OF CONTEMPORARIES <input checked="" type="checkbox"/>

VII. COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: Lt Col Aubry was a Squadron Commander in combat and an outstanding one at that. His was one of the key positions in the Wing and one of the most demanding jobs in the Air Force. During the period of his command his squadron flew over 1,000 combat sorties with no accidents and had the fewest aborts in the Wing. Lt Col Aubry strongly emphasized the safety program and closely supervised the flying and ground activities of his squadron. He instilled a high sense of morale in his squadron, morale that stemmed from a no-nonsense, professional way of getting the bombs on target. You could be sure that his aircrews would always hit any assigned target with maximum effectiveness. Lt Col Aubry was one of our most experienced and effective aircraft commanders and combat leaders. He took particular interest in the aircraft maintenance activities and instituted several management innovations which raised the quality of maintenance in his squadron. While the welfare of his personnel was a matter of primary concern to Lt Col Aubry, he expected a lot from them and set high standards of performance. He expected no less of himself and was a fine example of leadership by example. As chairman of an ad hoc committee to improve the appearance of the Officers' Club Dining Mess Lt Col Aubry achieved quick and lasting results. SUGGESTED ASSIGNMENTS: Lt Col Aubry's most distinguishing strengths are his dedication, sincerity and vast knowledge of fighter operations. He is also a respected leader with a likeable personality. SUGGESTED ASSIGNMENTS: I feel that Lt Col Aubry is well suited for command or staff position in the fighter operations field. He would perform well as DCO or Assistant DCO in a fighter wing. I also recommend him for a senior service school. OTHER COMMENTS: Lt Col Aubry has all the attributes and experience needed to be a Colonel. I recommend he be considered for early promotion. During the period of this report Lt Col Aubry performed duty in SEA. Thus far in his tour he has completed 122 combat missions.

VIII. REPORTING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION DCM H. PAYNE, Colonel 499-30-6238FR, 12TFW (PACAF) Cam Ranh Bay AB, RVN	DUTY TITLE Deputy Commander for Operations	SIGNATURE
	AERO RATING Command Pilot	CODE 1
DATE		

IX. REVIEW BY INDORSING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION	DUTY TITLE	SIGNATURE
	AERO RATING	CODE
DATE		

RECOMMENDATION FOR THE MHC COMMANDER.

During Lt Col Aubry did an absolutely superior job as a squadron commander in combat. His was a first-class, professional squadron. Lt Col Aubry is greatly respected and admired by his men. He is able to mix socially with them and still retain his personal and professional dignity. Most of all he is completely knowledgeable about his job and dedicated to it. He is one of the best squadron commanders I have know. In my opinion he is worthy of promotion and I recommend he be selected for Colonel during the next promotion cycle.

SIGNATURE: Col Payne

Colonel [Name] did an absolutely superior job as a squadron commander in combat. He was a first-class, professional squadron leader. He is a man who is respected and admired by his men. He is able to mix socially with them and still retain his personal and professional dignity. He is completely knowledgeable about his job and dedicated to it. He is one of the best squadron commanders I have known. In my opinion he is worthy of promotion and I recommend he be selected for Colonel during the next promotion cycle.

[Signature]

DAVID L. COLBY

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1. LAST NAME - FIRST NAME - MIDDLE INITIAL AUBRY, GEORGE JR.	2. AFSN SSAN 296-14-4749PR	3. ACTIVE DUTY GRADE Lt Colonel	4. PERMANENT GRADE Major
5. ORGANIZATION AND COMMAND 557th Tac Ftr Sq (PAGAF) Cam Ranh Bay AB, RVN	6. AERO RATING Command Pilot 1	7. PERIOD OF REPORT FROM: 11 Dec 69 THRU: 18 Mar 70	9. REASON FOR REPORT CRO
	8. PERIOD OF SUPERVISION 96		

II. DUTIES—PAFSC 1115F . DAFSC A1115F . PRESENT DUTY: Squadron Commander. Formulates plans, establishes policies, and directs the administration, operations, training, and combat employment of F-4C Tactical Fighter Squadron. Implements directives and operations orders from higher headquarters. Controls aircraft movement and combat flying activities. Regularly participates in and leads combat missions of all types. Evaluates flying proficiency, tactics, and techniques employed by assigned aircrews. Insures availability of necessary support functions to include messing, billeting, security, and transportation. **ADDITIONAL DUTY:** Chairman of an Ad Hoc Committee.

III. RATING FACTORS (Consider how this officer is performing on his job.)

1. JOB CAPABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB.	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB.	<input checked="" type="checkbox"/> HAS A FAREACHING GRASP OF HIS ENTIRE BROAD JOB AREA . AUTHORITY IN HIS FIELD.
2. PLANNING ABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION . OFTEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB.	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER . ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB . SEES THE BIG PICTURE.	<input checked="" type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING, A HIGH CALIBER THINKER AND PLANNER.
3. EXECUTIVE MANAGEMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> IS A POOR ORGANIZER . DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER.	<input type="checkbox"/> EFFICIENCY OF OPERATION CONTROL COULD BE IMPROVED.	<input type="checkbox"/> CAREFUL ATTENTION . MAKES WISE USE OF MANPOWER AND MATERIEL.	<input type="checkbox"/> ECONOMY . CAREFULLY WEIGHS COST AGAINST EXPECTED RESULTS.	<input checked="" type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.
4. LEADERSHIP					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS . AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER . COMMANDS RESPECT OF HIS SUBORDINATES.	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input checked="" type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL.
5. EXECUTIVE JUDGMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION . HE IS EFFECTIVE.	<input type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input checked="" type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS.
6. HUMAN RELATIONS					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE, DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY . HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input checked="" type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS . INCREASES HIS EFFECTIVENESS.
7. WRITING ABILITY AND ORAL EXPRESSION					
NOT OBSERVED <input type="radio"/>	UNABLE TO EXPRESS THOUGHTS CLEARLY . LACKS ORGANIZATION. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS. <input checked="" type="checkbox"/> WRITE <input checked="" type="checkbox"/> SPEAK
8. JOB ACCOMPLISHMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.

IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEHAVIOR AND BEARING . CREATES A VERY FAVORABLE IMPRESSION.	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING . HE EXEMPLIFIES TOP MILITARY STANDARDS.
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FIELD GRADE OFFICER EFFECTIVENESS REPORT

IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

NOT OBSERVED	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERES SERIOUSLY WITH HIS EFFECTIVENESS	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR FOR DEDUCT FROM HIS EFFECTIVENESS	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE ESPECIALLY GOOD
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NOT OBSERVED	WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS	QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS	PERFORMANCE IS SATISFACTORY	QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY	PERFORMANCE IS ABOVE NORMAL	EXPECTATIONS FOR MEETING JOB REQUIREMENTS SUPERIOR	QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR
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NOT OBSERVED	UNABLE TO EXPRESS THOUGHTS CLEARLY	LACKS ORGANIZATION	WRITE	WRITE	WRITE	WRITE	WRITE
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NOT OBSERVED	UNABLE TO EXPRESS THOUGHTS CLEARLY	LACKS ORGANIZATION	WRITE	WRITE	WRITE	WRITE	WRITE
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NOT OBSERVED	UNABLE TO EXPRESS THOUGHTS CLEARLY	LACKS ORGANIZATION	WRITE	WRITE	WRITE	WRITE	WRITE
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NOT OBSERVED	UNABLE TO EXPRESS THOUGHTS CLEARLY	LACKS ORGANIZATION	WRITE	WRITE	WRITE	WRITE	WRITE
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NOT OBSERVED	UNABLE TO EXPRESS THOUGHTS CLEARLY	LACKS ORGANIZATION	WRITE	WRITE	WRITE	WRITE	WRITE
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NOT OBSERVED	UNABLE TO EXPRESS THOUGHTS CLEARLY	LACKS ORGANIZATION	WRITE	WRITE	WRITE	WRITE	WRITE
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NOT OBSERVED	UNABLE TO EXPRESS THOUGHTS CLEARLY	LACKS ORGANIZATION	WRITE	WRITE	WRITE	WRITE	WRITE
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NOT OBSERVED	UNABLE TO EXPRESS THOUGHTS CLEARLY	LACKS ORGANIZATION	WRITE	WRITE	WRITE	WRITE	WRITE
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NOT OBSERVED	UNABLE TO EXPRESS THOUGHTS CLEARLY	LACKS ORGANIZATION	WRITE	WRITE	WRITE	WRITE	WRITE
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1. LAST NAME - FIRST NAME - MIDDLE INITIAL AUBRY, GEORGE JR.	2. ORGANIZATION AND COMMAND 257th Tac Ftr Sq (PACAF) Cam Ranh Bay AB, RVN	3. ACTIVE DUTY GRADE Lt Colonel	4. PERIOD OF REPORT FROM: 11 Dec 69 THRU: 18 Mar 70	5. AIR FORCE RATING 1	6. REASON FOR REPORT CNO	7. PERMANENT GRADE Major	8. IDENTIFICATION DATA (Read AFM 38-10 carefully before filling out any item)
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III. RATING FACTORS (Consider how this officer is performing on his job.)

1. JOB CAPABILITY

2. PLANNING ABILITY

3. EXECUTIVE MANAGEMENT

4. LEADERSHIP

5. EXECUTIVE JUDGMENT

6. HUMAN RELATIONS

7. WRITING ABILITY AND ORAL EXPRESSION

8. JOB ACCOMPLISHMENT

II. DUTIES - PARS 115F, DARK ALIJSF, PRESENT DUTY: Squadron Commander. Formulates plans, establishes policies, and directs the administration, operations, training, and combat employment of F-4C Tactical Fighter Squadron. Implements directives and operations orders from higher headquarters. Controls aircraft movement and combat flying activities. Regularly participates in and leads combat missions of all types. Maintains flying proficiency, tactics, and techniques employed by assigned aircrews. Insures availability of necessary support functions to include messaging, briefing, security, and transportation. ADDITIONAL DUTY: Chairman of an Ad Hoc Committee.

V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections

Specific justification required for these sections

UNSATISFACTORY

MARGINAL

BELOW AVERAGE

SLIGHTLY BELOW AVERAGE

EFFECTIVE AND COMPETENT

EFFECTIVENESS WELL ABOVE MOST

EXCELLENT SELDOM EQUALED

OUTSTANDING ALMOST NEVER EQUALED

ABSOLUTELY SUPERIOR

VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME

2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES

3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES

4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES

VII. COMMENTS, FACTS AND SPECIFIC ACHIEVEMENTS: Lt Col Aubry was a Squadron Commander in combat and an outstanding one at that. His was one of the key positions in the Wing and one of the most demanding jobs in the Air Force. During the period of his command his squadron flew over 1,000 combat sorties with no accidents and had the fewest aborts in the wing. Lt Col Aubry strongly emphasized the safety program and closely supervised the flying and ground activities of his squadron. He instilled a high sense of morale in his squadron, morale that stemmed from a no-nonsense, professional way of getting the bombs on target. You could be sure that his aircrews would always hit any assigned target with maximum effectiveness. Lt Col Aubry was one of our most experienced and effective aircraft commanders and combat leaders. He took particular interest in the aircraft maintenance activities and instituted several management innovations which raised the quality of maintenance in his squadron. While the welfare of his personnel was a matter of primary concern to Lt Col Aubry, he expected a lot from them and set high standards of performance. He expected no less of himself and was a fine example of leadership by example. As chairman of an ad hoc committee to improve the appearance and services of the Officer's Field Ration Mess Lt Col Aubry achieved quick and beneficial results. STRENGTHS: Lt Col Aubry's most distinguishing strengths are his dedication, sincerity and vast knowledge of fighter operations. He is also a respected leader with a likeable personality. SUGGESTED ASSIGNMENTS: I feel that Lt Col Aubry is well suited for command or staff position in the fighter operations field. He would perform well as DCO or Assistant DCO in a fighter wing. I also recommend him for a senior service school. OTHER COMMENTS: Lt Col Aubry has all the attributes and experience needed to be a Colonel. I recommend he be considered for early promotion. During the period of this report Lt Col Aubry performed duty in SEA. Thus far in his tour he has completed 122 combat missions.

VIII. REPORTING OFFICIAL

NAME, GRADE, AFSC AND ORGANIZATION
 DON H. PAINE, Colonel
 499-30-6238FR, 12TFW (PACAF)
 Camp Rahn Bay AB, Oahu

DUTY TITLE Deputy Commander
 for Operations

SIGNATURE

AERO RATING CODE DATE

IX. REVIEW BY INDORSING OFFICIAL

NAME, GRADE, AFSC AND ORGANIZATION

DUTY TITLE

SIGNATURE

AERO RATING CODE DATE

Specific justification required for these sections					Specific justification required for these sections				
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ABSOLUTELY SUPERIOR	OUTSTANDING	EXCELLENT	EFFECTIVE	EFFECTIVE AND COMPETENT	EFFECTIVE AND COMPETENT	SLIGHTLY BELOW AVERAGE	MARGINAL	UNSATISFACTORY	
ALMOST NEVER	ALMOST ALWAYS	SELDOM	NESS WELL			LOW AVERAGE	ABOVE		
EQUALLED	EQUALLED	EQUALLED	ABOVE MOST						

VI. PROMOTION POTENTIAL

<input type="checkbox"/>	1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME	<input checked="" type="checkbox"/>	2. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES
<input type="checkbox"/>	3. PERFORMING WELL IN PRESENT GRADE, SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES	<input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE PROMOTE WELL AHEAD OF CONTEMPORARIES

VII. COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: Lt Col Andy was a Squadron Commander in combat and an outstanding one at that. He was one of the key positions in the wing and one of the most demanding jobs in the Air Force. During the period of his command his squadron flew over 1,000 combat sorties with no accidents and had the lowest aborts in the wing. Lt Col Andy strongly emphasized the safety program and closely supervised the flying and ground activities of his squadron. He instilled a high sense of morale in his squadron, morale that stemmed from a no-nonsense, professional way of getting the bombs on target. You could be sure that his aircrews would always hit any assigned target with maximum effectiveness. Lt Col Andy was one of our most experienced and effective aircraft commanders and combat leaders. He took particular interest in the aircraft maintenance activities and instituted several management innovations which raised the quality of maintenance in his squadron. While the welfare of his personnel was a matter of primary concern to Lt Col Andy, he expected a lot from them and set high standards of performance. He expected no less of himself and was a fine example of leadership by example. As chairman of an ad hoc committee to improve the appearance of the aircraft, he achieved quick and most distinguishing strengths are his dedication, sincerity and vast knowledge of fighter operations. He is also a respected leader with a likable personality. SUGGESTED ASSIGNMENTS: I feel that Lt Col Andy is well suited for command or staff position in the fighter operations field. He would perform well as DCO or Assistant DCO in a fighter wing. I also recommend him for a senior service school. OTHER COMMENTS: Lt Col Andy has all the attributes and experience needed to be a Colonel. I recommend he be considered for early promotion. During the period of this report Lt Col Andy performed duty in SEA. Thus far in his tour he has completed 125 combat missions.

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VIII. REPORTING OFFICIAL

NAME GRADE ARSN AND ORGANIZATION Col RANDY AB, RWI	DUTY TITLE Command Pilot	SIGNATURE
432-30-02387R, 125TH (FACF)	AERO RATING 1	DATE
DN H. PAINTE, Colonel	DUTY TITLE Deputy Commander for Operations	SIGNATURE

IX. REVIEW BY INDORSING OFFICIAL

NAME GRADE ARSN AND ORGANIZATION	DUTY TITLE	SIGNATURE
	AERO RATING	DATE

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)			
1. LAST NAME—FIRST NAME—MIDDLE INITIAL DOWELL, MICHAEL T.	2. AFSN SSAN 195-26-7036FR	3. ACTIVE DUTY GRADE Major	4. PERMANENT GRADE Captain
5. ORGANIZATION AND COMMAND 12th Tac Ftr Wg (FAGAP) Com Binh Tay AB, RVN	6. AERO RATING Sr Pilot	7. PERIOD OF REPORT FROM: 15 Nov 69 THRU: 25 Mar 70	
	8. PERIOD OF SUPERVISION 131	9. REASON FOR REPORT CRD	

II. DUTIES—PAFSC 1115P DAFSC 1416 **PRESENT DUTY: Wing Chief Standardization Evaluation Division. Responsible to the Deputy Commander for Operations for evaluating and standardizing operational procedures, tactics and techniques for employment of UE weapons systems and advises him on all matters pertaining to standardization of operational techniques. Insures all aircrews have adequate knowledge of new munitions and tactics introduced into theater operations. Establishes and maintains the Crew Information File. Prepares and distributes Pilots' Aid and checklists. Administers proficiency written examinations. Prepares Chapter 5 (local operating procedures) to FAGAFM 55-5. Supervises the aircrew theater indoctrination program for the Wing.**

III. RATING FACTORS (Consider how this officer is performing on his job.)

1. JOB CAPABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB.	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS A FAR REACHING GRASP OF HIS ENTIRE BROAD JOB AREA AUTHORITY IN HIS FIELD.
2. PLANNING ABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION WHEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB.	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB. SEES THE BIG PICTURE.	<input type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING; A HIGH CALIBER THINKER AND PLANNER.
3. EXECUTIVE MANAGEMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DOES NOT CONSIDER HOW TO MAKE EFFECTIVE USE OF MATERIALS OR MANPOWER.	<input type="checkbox"/> MANAGES HIS SUBORDINATES IN AN INEFFICIENT MANNER. CONTROL COULD BE IMPROVED.	<input type="checkbox"/> LEVEL ECONOMY. MAKES WISE USE OF MANPOWER AND MATERIAL.	<input type="checkbox"/> MAINTAINS EFFICIENT CONTROL OF HIS SUBORDINATES. WEIGHS COST AGAINST EXPECTED RESULTS.	<input type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.
4. LEADERSHIP					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. UNABLE TO EXERCISE CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL.
5. EXECUTIVE JUDGMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input type="checkbox"/> AN EXCEPTIONALLY SOUND LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS.
6. HUMAN RELATIONS					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE. DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS. INCREASES HIS EFFECTIVENESS.
7. WRITING ABILITY AND ORAL EXPRESSION					
NOT OBSERVED <input type="radio"/>	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>
8. JOB ACCOMPLISHMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.
IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING OR BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEARING AND BEHAVIOR. CREATES A VERY FAVORABLE IMPRESSION.	<input type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.

VI. MILITARY QUALITIES (Consider how this officer meets all four standards.)

NOT OBSERVED	<input type="checkbox"/> BEARING OR BEHAVIOR INTER-EFFECTIVENESS WITH HIS SUPERVISORS	<input type="checkbox"/> CARELESS BEHAVIOR OR BEHAVIOR INTER-EFFECTIVENESS WITH HIS SUPERVISORS	<input type="checkbox"/> BEARING AND BEHAVIOR INTER-EFFECTIVENESS WITH HIS SUPERVISORS	<input type="checkbox"/> BEARING AND BEHAVIOR INTER-EFFECTIVENESS WITH HIS SUPERVISORS	<input type="checkbox"/> BEARING AND BEHAVIOR INTER-EFFECTIVENESS WITH HIS SUPERVISORS	<input type="checkbox"/> BEARING AND BEHAVIOR INTER-EFFECTIVENESS WITH HIS SUPERVISORS
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8. JOB ACCOMPLISHMENT

NOT OBSERVED	MEET JOB REQUIREMENTS	QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS	MEET JOB REQUIREMENTS	QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS	MEET JOB REQUIREMENTS	QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS	MEET JOB REQUIREMENTS	QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS	MEET JOB REQUIREMENTS	QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS
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7. WRITING ABILITY AND ORAL EXPRESSION

NOT OBSERVED	UNABLE TO EXPRESS THOUGHTS CLEARLY	LACKS ORGANIZATION	ROUTINE MATTER	ROUTINE MATTER	ROUTINE MATTER	ROUTINE MATTER	ROUTINE MATTER	ROUTINE MATTER	ROUTINE MATTER	ROUTINE MATTER
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6. HUMAN RELATIONS

NOT OBSERVED	PEOPLE DEFINITELY HINDER HIS EFFECTIVENESS	DOES NOT GET ALONG WELL WITH PEOPLE	GETS ALONG WITH PEOPLE	GETS ALONG WITH PEOPLE	GETS ALONG WITH PEOPLE	GETS ALONG WITH PEOPLE	GETS ALONG WITH PEOPLE	GETS ALONG WITH PEOPLE	GETS ALONG WITH PEOPLE	GETS ALONG WITH PEOPLE
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5. EXECUTIVE JUDGMENT

NOT OBSERVED	TYPE	DECISIONS AND RECOMMENDATIONS ARE SOMEWHAT UNSOUND OR IMPRECISE	IS USUALLY SOUND AND REASONABLE WITH OCCASIONAL ERRORS	EFFECTIVE	EVALUATES HIS DECISIONS FROM SOUND JUDGMENT	DISPLAYS GOOD JUDGMENT	LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB	AN EXCEPTIONALLY SOUND LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB	FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS	HAS A TRACK RECORD FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS
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4. LEADERSHIP

NOT OBSERVED	ABLE TO EXERCISE CONTROL	TEAMWORK	QUOTE CONTROL AND NORMALLY DEVELOPS	ON A FAIRLY JOE	CONSISTENTLY A GOOD LEADER	CONSISTENTLY A GOOD LEADER	EXERCISES CONTROL OVER OTHERS TO GREAT EFFECT	EXERCISES CONTROL OVER OTHERS TO GREAT EFFECT	EXERCISES CONTROL OVER OTHERS TO GREAT EFFECT	EXERCISES CONTROL OVER OTHERS TO GREAT EFFECT
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3. EXECUTIVE MANAGEMENT

NOT OBSERVED	MATERIAL HANDPOWER	EFFECTIVE USE OF MATERIAL HANDPOWER	BE IMPROVED	LOWER AND WATER	MAKES WISE USE OF MATERIAL HANDPOWER	MAKES WISE USE OF MATERIAL HANDPOWER	EXPECTED RESULTS	EXPECTED RESULTS	EXPECTED RESULTS	EXPECTED RESULTS
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2. PLANNING ABILITY

NOT OBSERVED	LENS TO HIS ATTENTION	LENS TO HIS ATTENTION	LENS TO HIS ATTENTION	LENS TO HIS ATTENTION	LENS TO HIS ATTENTION	LENS TO HIS ATTENTION	LENS TO HIS ATTENTION	LENS TO HIS ATTENTION	LENS TO HIS ATTENTION	LENS TO HIS ATTENTION
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1. JOB CAPABILITY

NOT OBSERVED	OF HIS JOB	OF HIS JOB	OF HIS JOB	OF HIS JOB	OF HIS JOB	OF HIS JOB	OF HIS JOB	OF HIS JOB	OF HIS JOB	OF HIS JOB
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III. RATING FACTORS (Consider how this officer is performing on his job.)

values the officer theater instruction program for the flag. examinations, Preceptor Chapter 8 (local operating procedure) to PACAF 22-2, super- preparer and distributed plots, and checklists. Administrator proficiency written introduced into theater operations, facilities and maintain the crew information files techniques. In view all officers have adequate knowledge of new methods and tactics ports systems and advice him on all matters pertaining to standardization of operational standardizing operational procedures, tactics and techniques for equipment of US war- Division. Responsible to the Deputy Commander for Operations for evaluating and II. DUTIES—PARC 11127. DATES 11111. PREVIOUS DUTY: Wing Chief Standardization Evaluation

I. IDENTIFICATION DATA (Read AFM 38-10 carefully before filling out any item.)

1. LAST NAME—FIRST NAME—MIDDLE INITIAL	DOWELL, MICHAEL T.
2. ORGANIZATION AND COMMAND	13th Tac Fw Wg (PACAF) Com Base My AB, RVN
3. ACTIVE DUTY GRADE	Major
4. PERMANENT GRADE	Captain
5. AFDN	197-26-20701
6. AFDN RATING	1
7. PERIOD OF REPORT	FROM: 12 Nov 69 THRU: 22 Nov 69
8. PERIOD OF SUPERVISION	1971
9. REASON FOR REPORT	USO

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1. LAST NAME—FIRST NAME—MIDDLE INITIAL ANDERSON, ALLAN K.	2. AFSC SSAN 551-28-50517A	3. ACTIVE DUTY GRADE Lt Colonel	4. PERMANENT GRADE Major
5. ORGANIZATION AND COMMAND 559 Tst Ftr Sq (PACAF) Can Binh Bay AB, Vietnam	6. AERO RATING Command Pilot 1	7. PERIOD OF REPORT FROM: 1 Aug 69 THRU: 8 Dec 69	
	8. PERIOD OF SUPERVISION 127	9. REASON FOR REPORT CRD	

11. DUTIES—PAFSC **1115F** DAFSC **A1115F** Squadron Commander. Formulates plans, establishes policies, and directs the administration, operations, training, and combat employment of F-4E Tactical Fighter Squadron. Implements directives and operations orders from higher headquarters. Controls aircraft movement and combat flying activities. Regularly participates in and leads combat missions of all types. Evaluates flying proficiency, tactics, and techniques employed by assigned aircrews. Insures availability of necessary support functions to include messing, billeting, security, and transportation.

III. RATING FACTORS (Consider how this officer is performing on his job.)

1. JOB CAPABILITY					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB.	<input checked="" type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB.	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA. AUTHORITY IN HIS FIELD.
2. PLANNING ABILITY					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB.	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB; SEES THE BIG PICTURE.	<input type="checkbox"/> CAPABLE OF TOP-LEVEL PLANNING; A HIGH CALIBER THINKER AND PLANNER.
3. EXECUTIVE MANAGEMENT					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIAL OR MANPOWER.	<input type="checkbox"/> MAINTAINS ADEQUATE CONTROL. CONTROL COULD BE IMPROVED.	<input type="checkbox"/> GIVES ECONOMY. MAKES WISE USE OF MANPOWER AND MATERIEL.	<input type="checkbox"/> MAINTAINS EFFECTIVE CONTROL. WEIGHS COST AGAINST EXPECTED RESULTS.	<input type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.
4. LEADERSHIP					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL.
5. EXECUTIVE JUDGMENT					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLICATED MATTERS.
6. HUMAN RELATIONS					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE; DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS. INCREASES HIS EFFECTIVENESS.
7. WRITING ABILITY AND ORAL EXPRESSION					
<input type="radio"/> NOT OBSERVED	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>
8. JOB ACCOMPLISHMENT					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.
IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEARING AND BEHAVIOR. CREATES A VERY FAVORABLE IMPRESSION.	<input type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.

I. IDENTIFICATION DATA (Read AFM 38-10 carefully before filling out any item.)

1. LAST NAME - FIRST NAME - MIDDLE INITIAL AMERSON, ALAN E.	2. AFSN 22AM	3. ACTIVE DUTY GRADE LT Colonel	4. PERMANENT GRADE Major
5. ORGANIZATION AND COMMAND 527 The 1st (AV) AWG 5th Air Force, Vietnam	6. AERO RATING 1	7. PERIOD OF REPORT THRU 3 Dec 69	8. REASON FOR REPORT END

II. DUTIES - PAR 1117, PAR 1118, PAR 1119, Standard Commander. Formulates plans, establishes policies, and directs the administration, operations, training, and combat employment of F-4E tactical fighter squadrons. Implements directives and operations orders from higher headquarters. Controls aircraft movements and combat flying activities. Regularly participates in and leads combat missions of all types. Values flying proficiency, leadership, and technical competence employed by assigned aircrew. Insures availability of necessary support functions to include housing, clothing, security, and transportation.

III. RATING FACTORS (Consider how this officer is performing on his job.)

1. JOB CAPABILITY					
NOT OBSERVED	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND SKILL IN ALL PHASES OF HIS JOB	<input type="checkbox"/> HAS AN EXCEPTIONAL KNOWLEDGE AND SKILL ON ALL PHASES OF HIS JOB	<input type="checkbox"/> HAS A FARB READING GRADE ON HIS ENGINE BROAD KNOWLEDGE OF HIS FIELD
2. PLANNING ABILITY					
NOT OBSERVED	<input type="checkbox"/> TENDS TO BRING PROBLEMS TO OTHERS' ATTENTION	<input type="checkbox"/> PLANS AHEAD TO GET BY IN HIS PRESENT JOB	<input type="checkbox"/> IS A CAREFUL PLANNER WHO ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS	<input type="checkbox"/> IS CAPABLE OF PLANNING WAYS BEYOND THE BIG PICTURE	<input type="checkbox"/> IS CAPABLE OF PLANNING A HIGH LEVEL OF CAREER GROWTH AND PLANNING
3. EXECUTIVE MANAGEMENT					
NOT OBSERVED	<input type="checkbox"/> DOES NOT READY TO USE MATHEMATICS OR ANALYSIS	<input type="checkbox"/> IS A POOR ORGANIZER	<input type="checkbox"/> MAKES USE OF MATHEMATICS AND ANALYSIS	<input type="checkbox"/> WEIGHS COST AGAINST EXPECTED RESULTS	<input type="checkbox"/> HIGHLY SKILLED IN BALANCING COSTS AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS
4. LEADERSHIP					
NOT OBSERVED	<input type="checkbox"/> IS NOT ABLE TO BRING CONTROL TO HIS SUPERVISORS	<input type="checkbox"/> COMMANDS RESPECT AND OBEYANCE FROM HIS SUPERVISORS	<input type="checkbox"/> IS A GOOD LEADER	<input type="checkbox"/> IS ABLE TO DIRECT OTHERS TO GREAT EFFORT	<input type="checkbox"/> IS ABLE TO BRING CONTROL TO HIS SUPERVISORS
5. EXECUTIVE JUDGMENT					
NOT OBSERVED	<input type="checkbox"/> IS USUALLY SOUND AND REASONABLE WITH OCCASIONAL ERRORS	<input type="checkbox"/> IS USUALLY SOUND AND REASONABLE WITH OCCASIONAL ERRORS	<input type="checkbox"/> IS USUALLY SOUND AND REASONABLE WITH OCCASIONAL ERRORS	<input type="checkbox"/> IS USUALLY SOUND AND REASONABLE WITH OCCASIONAL ERRORS	<input type="checkbox"/> IS USUALLY SOUND AND REASONABLE WITH OCCASIONAL ERRORS
6. HUMAN RELATIONS					
NOT OBSERVED	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE, ESPECIALLY HIS SUPERVISORS	<input type="checkbox"/> ASSOCIATES WITH PEOPLE WHO GET ALONG WELL WITH HIS SUPERVISORS	<input type="checkbox"/> HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS	<input type="checkbox"/> HAS ABOVE AVERAGE SKILL IN HUMAN RELATIONS	<input type="checkbox"/> IS OUTSTANDING IN HUMAN RELATIONS
7. WRITING ABILITY AND ORAL EXPRESSION					
NOT OBSERVED	<input type="checkbox"/> IS UNABLE TO EXPRESS THOUGHTS CLEARLY	<input type="checkbox"/> EXPRESS THOUGHTS SATISFACTORILY ON ROUTINE MATTERS	<input type="checkbox"/> EXPRESS THOUGHTS CLEARLY AND CONCISELY	<input type="checkbox"/> USUALLY ORGANIZES AND EXPRESS IDEAS CLEARLY	<input type="checkbox"/> OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS
8. JOB ACCOMPLISHMENT					
NOT OBSERVED	<input type="checkbox"/> MEETS JOB REQUIREMENTS	<input type="checkbox"/> MEETS JOB REQUIREMENTS TO MEET JOB REQUIREMENTS	<input type="checkbox"/> SATISFACTORY	<input type="checkbox"/> HIS JOB REQUIREMENTS ARE ABOVE NORMAL	<input type="checkbox"/> HIS WORK IS SUPERIOR
IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)					
NOT OBSERVED	<input type="checkbox"/> DOES NOT BEHAVE WITH HIS SUPERVISORS	<input type="checkbox"/> BEHAVES WITH HIS SUPERVISORS	<input type="checkbox"/> BEHAVES WITH HIS SUPERVISORS	<input type="checkbox"/> BEHAVES WITH HIS SUPERVISORS	<input type="checkbox"/> BEHAVES WITH HIS SUPERVISORS

V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections								Specific justification required for these sections	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT	EFFECTIVENESS WELL ABOVE MOST	EXCELLENT, SELDOM EQUALED	OUTSTANDING, ALMOST NEVER EQUALED	ABSOLUTELY SUPERIOR	

VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME <input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES. <input type="checkbox"/>
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES <input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE PROMOTE WELL AHEAD OF CONTEMPORARIES. <input type="checkbox"/>

VII. COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: Lt Col Andreason was absolutely superior as a combat tactical fighter squadron commander. His squadron flew over 1400 combat missions and almost 2500 total hours under his command while maintaining an aircraft operationally ready rate of 79%. But his success is to be found in more than : Management of his resources was often difficult because the Wing experienced a wide fluctuation in possessed aircraft during the rating period. A heavy turn-over of maintenance personnel also occurred. None the less, Lt Col Andreason's squadron never failed to meet all operational and administrative requirements. Lt Col Andreason is an inspirational leader who always had the welfare of his men uppermost in his mind. Their awareness of this was reflected in their morale and performance. No matter what the task, his squadron wanted to do it better than the others. The squadron had an unequalled esprit and cohesiveness. Lt Col Andreason was also responsible for many improvements in the living conditions of his airmen and officers. As a combat leader and fighter pilot Lt Col Andreason was skillful and courageous. **STRENGTHS:** Lt Col Andreason is a sincere, hardworking, articulate officer absolutely devoted to the mission and his organization. He is a team worker who finds his greatest satisfaction in his squadron's success. Because of his leadership and example he instills in his men a strong sense of loyalty and pride. A leader, not a driver, he sets the example and leads from "out front". His striking, military appearance and pleasant personality round out the picture of a truly superior Air Force officer. **SUGGESTED ASSIGNMENTS:** Lt Col Andreason has just been selected for Colonel and assigned to Headquarters TAC. Following this assignment I recommend he attend a senior service school and then be assigned to a Fighter Wing as DCO or Vice Commander. **OTHER COMMENTS:** Lt Col Andreason is a rare leader whose attributes are likely to carry him beyond the grade of Colonel. During the period of this report he served in SEA and flew 52 combat missions for a total of 152 during his entire tour.

VIII. REPORTING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION DOM H. PAYNE, Colonel 449-30-6238FR 12th Taw Ftr Wg (PACAF)	DUTY TITLE Deputy Commander for Operations	SIGNATURE
	AERO RATING Command Pilot	DATE 24 December 1969

IX. REVIEW BY INDORSING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION	DUTY TITLE	SIGNATURE
	AERO RATING	DATE

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V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections						Specific justification required for these sections	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ABSOLUTELY SUPERIOR	OUTSTANDING	EXCELLENT	EFFECTIVE	EFFECTIVE AND COMPETENT	EFFECTIVE AND COMPETENT	SLIGHTLY BELOW AVERAGE	MARGINAL
	ALMOST NEVER EQUALED	SELDOM EQUALED	NESS WELL ABOVE MOST				FACTORY

VI. PROMOTION POTENTIAL

<input type="checkbox"/>	1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME	<input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES
<input type="checkbox"/>	3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES	<input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES

VII. COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: Lt Col Anderson was absolutely superior as a combat tactical fighter squadron commander. His squadron flew over 1400 combat missions and almost 2800 total hours under his command while maintaining an aircraft operationally ready rate of 79%. But his success is to be found in more than the management of his resources was often difficult because the Wing experienced a wide fluctuation in personnel during the rating period. A heavy turn-over of maintenance personnel also occurred. None the less, Lt Col Anderson's squadron never failed to meet all operational and administrative requirements. Lt Col Anderson is an inspirational leader who always had the welfare of his men uppermost in his mind. Their awareness of this was reflected in their morale and performance. No matter what the task, his squadron wanted to do it better than the others. The squadron had an unequalled esprit and cohesiveness. Lt Col Anderson was also responsible for many improvements in the living conditions of his airmen and officers. As a combat leader and fighter pilot Lt Col Anderson was skillful and courageous. STRENGTHS: Lt Col Anderson is a sincere, hardworking, articulate officer absolutely devoted to the mission and his organization. He has a strong sense of responsibility and leadership in his squadron's success. Because of his leadership and dedication to his men a strong sense of loyalty and pride. A leader, not a driver, he sets the example and leads from "the front". His striking military appearance and pleasant personality round out the picture of a truly superior Air Force officer. SUGGESTED ASSIGNMENTS: Lt Col Anderson has just been selected for Colonel and assigned to Headquarters TAC. Following this assignment I recommend he attend a senior service school and then be assigned to a Fighter Wing as DCO or Vice Commander. OTHER COMMENTS: Lt Col Anderson is a true leader whose attributes are likely to carry him beyond the grade of Colonel. During the period of this report he served in SEA and flew 23 combat missions for a total of 132 during his entire tour.

VIII. REPORTING OFFICIAL

NAME, GRADE, RSN, AND ORGANIZATION DON E. PAYNE, Colonel 44-30-62387R 12th TFW WG (PACAF)	DUTY TITLE Deputy Commander for Operations	SIGNATURE
AERO RATING Command Pilot 1	CODE	DATE 21 December 1969

IX. REVIEW BY INDORSING OFFICIAL

NAME, GRADE, RSN, AND ORGANIZATION	DUTY TITLE	SIGNATURE
AERO RATING	CODE	DATE

LAST NAME - FIRST NAME - MIDDLE INITIAL SHEARER, HOWELL K.	AFSN/SSAN 311-24-6096FR	ACTING DUTY GRADE Lt Colonel
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(CHECK APPROPRIATE BLOCK AND COMPLETE AS APPLICABLE)

<input type="checkbox"/> SUPPLEMENTAL SHEET TO RATING FORM WHICH COVERS THE FOLLOWING PERIOD OF REPORT	<input checked="" type="checkbox"/> LETTER OF EVALUATION COVERING THE FOLLOWING PERIOD OF OBSERVATION
--	---

FROM	THRU	FROM	THRU
		1 January 1970	19 March 1970

Precede comments by appropriate data, i.e. section continuation, indorsement continuation, additional indorsement, etc. Follow comments by the authentication to include: name, grade, AFSN, organization, duty title, date and signature.

FACTS AND SPECIFIC ACHIEVEMENTS: Lt Col Shearer had one of the most demanding jobs in the Air Force, that of a squadron commander in combat. In this key position he was absolutely superior. During the period of his command Lt Col Shearer was faced with difficult management problems. At the time he assumed command, a very large personnel turnover was taking place. During the first two months of his command he lost about 50% of his experienced aircrews and nearly all of his key supervisors. Throughout his tenure as commander Lt Col Shearer had to contend with problems stemming from too many aircrews and too few airplanes. Nonetheless his squadron flew nearly 1,000 sorties without an accident. His OR rate was consistently high and his abort rate low. Near the end of the reporting period Lt Col Shearer's squadron was scheduled for inactivation. That he was able to maintain good morale, order, discipline, and operational effectiveness right up to the last is a fine tribute to his leadership skills. Lt Col Shearer was constantly concerned about the welfare of his people and through his personal interest and participation was able to bring about improvements in their living and working conditions. An I.C. Inspection took place during the rating period and Lt Col Shearer's squadron compiled an excellent record. His squadron clearly had the highest esprit in the Wing. It was first class. The squadron was able to get the bombs on target and to excel in anything else it undertook. In that regard, Lt Col Shearer led the way. He was one of our most experienced and effective fighter pilots; as a combat leader there was none better. **STRENGTHS:** Lt Col Shearer is one of those rare individuals who can do anything well. As a commander he has the ability to motivate people and to elicit their full and willing cooperation. He's a team man who thinks least of himself. And he is a leader, not a driver. His people have a deep and respectful admiration for him. If you put together all the attributes of an ideal squadron commander, you would come up with someone very like Lt Col Shearer. **SUGGESTED ASSIGNMENTS:** He would do well on an operational staff but his talents would best be used in command positions, particularly in tactical fighter units. A senior service school is a must for an officer of his potential. **OTHER COMMENTS:** During the period of this report Lt Col Shearer served in SEA. This is his second SEA tour and on this one he completed 123 combat missions. In my opinion Lt Col Shearer is general officer material. He is most definitely too talented to remain a Lt Col any longer. I strongly suggest he be selected for Colonel during the next promotion cycle.

DOWN H. PAYNE, Colonel, 449-30-6238FR, 12th Tactical Fighter Wing (PACAF), Deputy Commander for Operations, 24 March 1970

LAST NAME FIRST NAME MIDDLE INITIAL: SHEARER, LOWELL R.
 AFSN: 311-24-0098R
 GRADE: Lt Colonel

(CHECK APPROPRIATE BLOCK AND COMPLETE AS APPLICABLE)
 SUPPLEMENTAL SHEET TO RATING FORM WHICH COVERS THE FOLLOWING PERIOD OF REPORT
 LETTER OF EVALUATION COVERING THE FOLLOWING PERIOD OF OBSERVATION

FROM: 1 January 1970
 THRU: 19 March 1970

Provide comments by appropriate data, i.e., section continuation, indorsement, additional indorsement, etc. Follow comments by the authentication to include: name, grade, AFSN, organization, duty title, date and signature.

FACTS AND SPECIFIC ACHIEVEMENTS: Lt Col Shearer had one of the most demanding jobs in the Air Force, that of a squadron commander in combat. In this key position he was absolutely superior. During the period of his command Lt Col Shearer was faced with difficult management problems. At the time he assumed command a very large personnel turnover was taking place. During the first two months of his command he lost about 50% of his experienced aircrew and nearly all of his key supervisors. Throughout his tenure as commander Lt Col Shearer had to contend with problems stemming from too many aircrews and too few airplanes. Nonetheless his squadron flew nearly 1,000 sorties without an accident. His OE rate was consistently high and his short rate low. Near the end of the reporting period Lt Col Shearer's squadron was scheduled for inactivation. That he was able to maintain good morale, order, discipline, and operational effectiveness right up to the last is a fine tribute to his leadership skills. Lt Col Shearer was constantly concerned about the welfare of his people and through his personal interest and participation was able to bring about improvements in their living and working conditions. An I.O. Inspection took place during the rating period and Lt Col Shearer's squadron compiled an excellent record. The squadron clearly had the highest esprit in the Wing. It was first-class. The squadron was well equipped and well trained. In that regard, Lt Col Shearer led the way. He was one of our most experienced and effective fighter pilots as a combat leader there was none better. STRENGTHS: Lt Col Shearer is one of those rare individuals who can do anything well. As a commander he has the ability to motivate people and to enlist their full and willing cooperation. He's a team man who thinks least of himself. And he is a leader, not a driver. His people have a deep and respectful admiration for him. If you put together all the attributes of an ideal squadron commander, you would come up with someone very like Lt Col Shearer. SUGGESTED ASSIGNMENTS: He would do well on an operational staff but his talents would best be used in command positions, particularly in tactical fighter units. A senior service school is a great fit for an officer of his potential. OTHER COMMENTS: During the period of this report Lt Col Shearer served in SEA. This is his second SEA tour and on this one he completed 123 combat missions. In my opinion Lt Col Shearer is general officer material. He is most definitely too talented to remain a Lt Col any longer. I strongly suggest he be selected for Colonel during the next promotion cycle.

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Commander for Operations, 24 March 1970
 DON W. PAYNE, Colonel, 449-30-02387R, 15th Tactical Fighter Wing (PACAF), Deputy

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1. LAST NAME—FIRST NAME—MIDDLE INITIAL ANDREASON, ALLAN E.	2. AFSN SSAN 551-28-505172	3. ACTIVE DUTY GRADE Lt Colonel	4. PERMANENT GRADE Major
5. ORGANIZATION AND COMMAND 559 Tac Ftr Sq (FAGAF) Cam Ranh Bay AB, Vietnam	6. AERO RATING Command Pilot 1	7. PERIOD OF REPORT FROM: 4 Aug 69 THRU: 8 Dec 69	
	8. PERIOD OF SUPERVISION 127	9. REASON FOR REPORT CSO	

II. DUTIES—PAFSC 1115P DAFSC A1115P Squadron Commander. Formulates plans, establishes policies, and directs the administration, operations, training, and combat employment of F-4E Tactical Fighter Squadron. Implements directives and operations orders from higher headquarters. Controls aircraft movement and combat flying activities. Regularly participates in and leads combat missions of all types. Evaluates flying proficiency, tactics, and techniques employed by assigned aircrews. Insures availability of necessary support functions to include messing, billeting, security, and transportation.

III. RATING FACTORS (Consider how this officer is performing on his job.)

1. JOB CAPABILITY					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB	<input checked="" type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB	<input type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA AUTHORITY IN HIS FIELD
2. PLANNING ABILITY					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB.	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB, SEES THE BIG PICTURE.	<input type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING, A HIGH CALIBER THINKER AND PLANNER.
3. EXECUTIVE MANAGEMENT					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MANEFFECTIVE USE OF MATERIEL OR MANPOWER.	<input type="checkbox"/> MAINTAINS DISCIPLINED OPERATION. CONTROL COULD BE IMPROVED.	<input type="checkbox"/> GIVES ECONOMY. MAKES WISE USE OF MANPOWER AND MATERIEL.	<input type="checkbox"/> MAINTAINS BALANCE. WEIGHS COST AGAINST EXPECTED RESULTS.	<input type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.
4. LEADERSHIP					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL.
5. EXECUTIVE JUDGMENT					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS.
6. HUMAN RELATIONS					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE, DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS. INCREASES HIS EFFECTIVENESS.
7. WRITING ABILITY AND ORAL EXPRESSION					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.	<input type="checkbox"/> EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	<input type="checkbox"/> USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	<input type="checkbox"/> CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	<input type="checkbox"/> OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
8. JOB ACCOMPLISHMENT					
<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.

IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

<input type="radio"/> NOT OBSERVED	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEARING AND BEHAVIOR AND BEHAVIOR. CREATES A VERY FAVORABLE IMPRESSION.	<input type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.
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FIELD GRADE OFFICER EFFECTIVENESS REPORT

NOT OBSERVED	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERES SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERES AND BEHAVIOR IS CARELESS BEARING AND BEHAVIOR.	<input type="checkbox"/> BEARING AND BEHAVIOR ARE IMPRESSION.	<input type="checkbox"/> BEARING AND BEHAVIOR ARE IMPRESSION. BEARING CREATES A VERY FAVORABLE IMPRESSION.	<input type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXHIBITS TOP MILITARY STANDARDS.
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IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

NOT OBSERVED	<input type="checkbox"/> MEET JOB REQUIREMENTS.	<input type="checkbox"/> MEET JOB REQUIREMENTS. WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> SATISFACTORY. HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> HIS JOB REQUIREMENTS ARE ABOVE NORMAL. HIS JOB REQUIREMENTS SUPERIOR.	<input type="checkbox"/> QUANTITY AND QUALITY OF HIS WORK ARE CLEARLY SUPERIOR.
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8. JOB ACCOMPLISHMENT

NOT OBSERVED	<input type="checkbox"/> LACKS ORGANIZATION. THOUGHTS CLEARLY UNABLE TO EXPRESS.	<input type="checkbox"/> ROUTINE MATTERS. SATISFACTORY ON ROUTINE MATTERS.	<input type="checkbox"/> CLEARLY AND CONCRETELY. EXPRESS THOUGHTS AND OPINIONS CLEARLY.	<input type="checkbox"/> EXPRESS IDEAS TO COMMUNICATE IDEAS TO OTHERS.	<input type="checkbox"/> WRITING ABILITY
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7. WRITING ABILITY AND ORAL EXPRESSION

NOT OBSERVED	<input type="checkbox"/> INTERESTS. KNOWS HIS EFFECTIVENESS.	<input type="checkbox"/> ASSOCIATES. HUMAN RELATIONS.	<input type="checkbox"/> HUMAN RELATIONS. HUMAN RELATIONS.	<input type="checkbox"/> AN ASSET. HUMAN RELATIONS.	<input type="checkbox"/> HIS EFFECTIVENESS.
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6. HUMAN RELATIONS

NOT OBSERVED	<input type="checkbox"/> ERRORS. HIS JUDGMENT.	<input type="checkbox"/> EVALUATION. HIS JUDGMENT.	<input type="checkbox"/> EVALUATION. HIS JUDGMENT.	<input type="checkbox"/> OCCUR ON HIS JOB. HIS JUDGMENT.	<input type="checkbox"/> HIS JUDGMENT.
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5. EXECUTIVE JUDGMENT

NOT OBSERVED	<input type="checkbox"/> LEADERSHIP. COMMAND SITUATIONS. AT TIMES UNABLE TO EXERCISE CONTROL.	<input type="checkbox"/> LEADERSHIP. COMMAND SITUATIONS. AT TIMES UNABLE TO EXERCISE CONTROL.	<input type="checkbox"/> LEADERSHIP. COMMAND SITUATIONS. AT TIMES UNABLE TO EXERCISE CONTROL.	<input type="checkbox"/> LEADERSHIP. COMMAND SITUATIONS. AT TIMES UNABLE TO EXERCISE CONTROL.	<input type="checkbox"/> LEADERSHIP. COMMAND SITUATIONS. AT TIMES UNABLE TO EXERCISE CONTROL.
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4. LEADERSHIP

NOT OBSERVED	<input type="checkbox"/> WATER OR MANPOWER. WATER OR MANPOWER.	<input type="checkbox"/> WATER OR MANPOWER. WATER OR MANPOWER.	<input type="checkbox"/> WATER OR MANPOWER. WATER OR MANPOWER.	<input type="checkbox"/> WATER OR MANPOWER. WATER OR MANPOWER.	<input type="checkbox"/> WATER OR MANPOWER. WATER OR MANPOWER.
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3. EXECUTIVE MANAGEMENT

NOT OBSERVED	<input type="checkbox"/> HEAD. HEAD.	<input type="checkbox"/> HEAD. HEAD.	<input type="checkbox"/> HEAD. HEAD.	<input type="checkbox"/> HEAD. HEAD.	<input type="checkbox"/> HEAD. HEAD.
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2. PLANNING ABILITY

NOT OBSERVED	<input type="checkbox"/> KNOWLEDGE AND SKILLS. KNOWLEDGE AND SKILLS.	<input type="checkbox"/> KNOWLEDGE AND SKILLS. KNOWLEDGE AND SKILLS.	<input type="checkbox"/> KNOWLEDGE AND SKILLS. KNOWLEDGE AND SKILLS.	<input type="checkbox"/> KNOWLEDGE AND SKILLS. KNOWLEDGE AND SKILLS.	<input type="checkbox"/> KNOWLEDGE AND SKILLS. KNOWLEDGE AND SKILLS.
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1. JOB CAPABILITY

NOT OBSERVED	<input type="checkbox"/> HAS A JOB. HAS A JOB.	<input type="checkbox"/> HAS A JOB. HAS A JOB.	<input type="checkbox"/> HAS A JOB. HAS A JOB.	<input type="checkbox"/> HAS A JOB. HAS A JOB.	<input type="checkbox"/> HAS A JOB. HAS A JOB.
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III. RATING FACTORS (Consider how this officer is performing on his job.)

II. DUTY—PARK 1112. DARK ALIIR. Squadron Commander. Formulates plans, establishes policies, and directs the administration, operations, training, and combat employment of F-4 tactical fighter Squadron. Implements directives and operations orders from higher headquarters. Controls aircraft movement and combat flying activities. Regularly participates in and leads combat missions of all types. Evaluates flying proficiency, tactics, and techniques employed by assigned aircrew. Inures availability of necessary support elements to include medical, dining, security, and transportation.

1. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)	1. LAST NAME—FIRST NAME—MIDDLE INITIAL ANDERSON, ALAN E.	2. GRADE 22AM	3. ACTIVE DUTY GRADE 1st Colonel	4. PERMANENT GRADE Major
2. ORGANIZATION AND COMMAND 559 TFW 34 (FACAF) Cam Ranh Bay AB, Vietnam	6. AERO RATING 1	7. PERIOD OF REPORT THRU: 8 Dec 69	8. PERIOD OF SUPERVISION 157	9. REASON FOR REPORT CSO

V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections				Specific justification required for these sections					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT		EFFECTIVE - NEARLY ABOVE MOST	EXCELLENT, SELDOM EQUALED	OUTSTANDING, ALMOST NEVER EQUALED	ABSOLUTELY SUPERIOR

VI. PROMOTION POTENTIAL

- | | |
|--|--|
| 1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME <input type="checkbox"/> | 2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES <input type="checkbox"/> |
| 3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES <input type="checkbox"/> | 4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES <input type="checkbox"/> |

VII. COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: Lt Col Andreason was absolutely superior as a combat tactical fighter squadron commander. His squadron flew over 1400 combat missions and almost 2800 total hours under his command while maintaining an aircraft operationally ready rate of 79%. But his success is to be found in more than statistics. Management of his resources was often difficult because the Wing experienced a wide fluctuation in possessed aircraft during the rating period. A heavy turn-over of maintenance personnel also occurred. None the less, Lt Col Andreason's squadron never failed to meet all operational and administrative requirements. Lt Col Andreason is an inspirational leader who always had the welfare of his men uppermost in his mind. Their awareness of this was reflected in their morale and performance. No matter what the task, his squadron wanted to do it better than the others. The squadron had an unequalled esprit and cohesiveness. Lt Col Andreason was also responsible for many improvements in the living conditions of his airmen and officers. As a combat leader and fighter pilot Lt Col Andreason was skillful and courageous. **STRENGTHS:** Lt Col Andreason is a sincere, hardworking, articulate officer absolutely devoted to the mission and his organization. He is a team worker who finds his greatest satisfaction in his squadron's success. Because of his leadership his men a strong sense of loyalty and pride. A leader, not a driver, he sets the example and leads from "out front". His striking, military appearance and pleasant personality round out the picture of a truly superior Air Force officer. **SUGGESTED ASSIGNMENTS:** Lt Col Andreason has just been selected for Colonel and assigned to Headquarters TAF. Following this assignment I recommend he attend a senior service school and then be assigned to a Fighter Wing as DCO or Fliee Commander. **OTHER COMMENTS:** Lt Col Andreason is a rare leader whose attributes are likely to carry him beyond the grade of Colonel. During the period of this report he served in SEA and flew 92 combat missions for a total of 152 during his entire tour.

VIII. REPORTING OFFICIAL

NAME, GRADE, AFSC, AND ORGANIZATION BOB H. PAYNE, Colonel 449-30-4238PR 12th Tac Ftr Wg (FACAF)	DUTY TITLE Deputy Commander for Operations	SIGNATURE
	AERO RATING Command Pilot	CODE 1

IX. REVIEW BY INDORSING OFFICIAL

COPIES OF THIS REPORT ARE TO BE FORWARDED TO THE FOLLOWING OFFICES:

1. THE REPORTING OFFICER'S SUPERIOR OFFICER

2. THE REPORTING OFFICER'S SUPERIOR OFFICER'S SUPERIOR OFFICER

3. THE REPORTING OFFICER'S SUPERIOR OFFICER'S SUPERIOR OFFICER'S SUPERIOR OFFICER

4. THE REPORTING OFFICER'S SUPERIOR OFFICER'S SUPERIOR OFFICER'S SUPERIOR OFFICER'S SUPERIOR OFFICER

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9. THE REPORTING OFFICER'S SUPERIOR OFFICER'S SUPERIOR OFFICER'S SUPERIOR OFFICER'S SUPERIOR OFFICER'S SUPERIOR OFFICER'S SUPERIOR OFFICER'S SUPERIOR OFFICER'S SUPERIOR OFFICER'S SUPERIOR OFFICER

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NAME, GRADE, AFSC, AND ORGANIZATION	DUTY TITLE	SIGNATURE
	AERO RATING	CODE
		DATE

V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections		Specific justification required for these sections	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE
FACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE
FACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE
FACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE
FACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE
FACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE
FACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE
FACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE
FACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE

VI. PROMOTION POTENTIAL

<input type="checkbox"/>	1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME	<input type="checkbox"/>	2. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES
<input type="checkbox"/>	3. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES	<input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES

VII. COMMENTS FACTS AND SPECIFIC ASSIGNMENTS: Lt Col Anderson was absolutely superior as a combat tactical fighter squadron commander. His squadron flew over 1000 sorties and almost 2800 total hours under his command while maintaining an aircraft operationally ready rate of 77%. But his success is to be found in more than statistics. Management of his resources was often difficult because the wing experienced a wide fluctuation in personnel during the rating period. A heavy turnover of maintenance personnel also occurred. Even the loss of Lt Col Anderson's squadron never failed to meet all operational and administrative requirements. Lt Col Anderson is an inspirational leader who always had the welfare of his men uppermost in his mind. The awareness of this was reflected in their morale and performance. No matter what the task, his squadron wanted to do it better than the others. The squadron had an unending desire to improve. Lt Col Anderson was also responsible for many improvements in the living conditions of his airmen and officers. As a combat leader and fighter pilot Lt Col Anderson was skillful and courageous. STRENGTHS: Lt Col Anderson is a dynamic, hardworking, articulate officer absolutely devoted to the mission and the organization. He is a team worker who leads his squadron in his own personal manner. Because of his leadership, he sets the example and leads from "the front". His striking military appearance and pleasant personality won him the trust of a truly superior air force officer. ASSIGNED ASSIGNMENTS: Lt Col Anderson has just been selected for Colonel and assigned to Headquarters TAF. Following this assignment I recommend he attend a center services school and then be assigned to a fighter wing as IIO or ITO Commander. OTHER COMMENTS: Lt Col Anderson is a rare leader whose attributes are likely to carry him beyond the grade of Colonel. During the period of this report he served in IIA and IAW 23 combat missions for a total of 122 during his entire tour.

VIII. REPORTING OFFICIAL

NAME, GRADE, ARM AND ORGANIZATION 1Lt Col W. W. (PACAF) 119-20-423501	DUTY TITLE Squadron Commander for Operations	SIGNATURE
ARM RATING Command Pilot	CODE 1	DATE 24 December 1953

IX. REVIEW BY INDORSING OFFICIAL

NAME, GRADE, ARM AND ORGANIZATION	DUTY TITLE	SIGNATURE
ARM RATING	CODE	DATE

V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections			Specific justification required for these sections		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT	ASSOCIATED WITH SUPERIOR

VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME. <input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES. <input type="checkbox"/>
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES. <input type="checkbox"/>	4. OUTSTANDING GROWN POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES. <input checked="" type="checkbox"/>

VII. COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: Lt Col Kees had one of the most difficult and demanding jobs in the Air Force, that of a combat squadron commander. In that key position, he was absolutely superior. Under his command the 55th Tactical Fighter Squadron flew combat missions daily in Southeast Asia. During this rating period, the squadron flew over 1400 combat sorties and nearly 2600 combat hours with no accidents and only one combat loss. On many of these missions Lt Col Kees participated as an aircraft commander and flight leader, demonstrating great skill, courage, and combat leadership. Lt Col Kees expected and got outstanding results from his squadron. He managed his people and resources well under difficult circumstances. For example, during this reporting period his squadron experienced a 75% turnover of enlisted personnel but still met combat mission requirements. Also during this period the 55TFS achieved a rating of 100% of their munitions on target for two consecutive months, a record for the 12TFW. He constantly sought improved living and working conditions for his squadron personnel and was ever mindful of their welfare. The high morale which has existed in the squadron can be attributed to his leadership and the admiration of him. STRENGTHS: Lt Col Kees is a man of great personal dignity, character, and integrity who leads by example. He is a strong commander who has the confidence and respect of his subordinates. His primary concerns are for the mission and his people, he shows no interest in personal credit or aggrandizement. Lt Col Kees presents a striking military bearing and appearance. As a fighter pilot and tactician, he is without peer. SUGGESTED ASSIGNMENTS: Lt Col Kees has recently been selected for promotion to Colonel and is being assigned to ADC Headquarters. Upon completion of that assignment, I recommend him to be the DCO or Vice Commander of a fighter wing. I also recommend him for attendance at a senior service school. OTHER COMMENTS: During the period of this report Lt Col Kees was assigned to duty in SEA and flew 40 combat sorties in the 55TFS.

VIII. REPORTING OFFICIAL

NAME, GRADE, AFSC, AND ORGANIZATION: DCM H. PAYNE, Colonel, 449-30-6238FR, 12th Tac Ftr Wg (PACAF)

DUTY TITLE: Deputy Commander for Operations

SIGNATURE: [Signature]

DATE: 27 November 1960

IX. REVIEW BY INDORING OFFICIAL

NAME, GRADE, AFSC, AND ORGANIZATION: [Blank]

DUTY TITLE: [Blank]

SIGNATURE: [Blank]

DATE: [Blank]

Specific justification required for these sections		Specific justification required for these sections	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FACTORY	UNSATISFACTORY	MARGINAL	BELIEVABLE
FACTORY	UNSATISFACTORY	MARGINAL	BELIEVABLE

VI. PROMOTION POTENTIAL

<input type="checkbox"/>	1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME.
<input checked="" type="checkbox"/>	2. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. COM- sider for advancement ahead of contemporaries.
<input type="checkbox"/>	3. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES.

VII. COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: Lt Col Kees had one of the most difficult and demanding jobs in the Air Force, that of a combat squadron commander. In this position, he was absolutely superior. Under his command the 38th Tactical Fighter Squadron flew combat missions daily in Southeast Asia. During this rating period, the squadron flew over 1,000 combat sorties and nearly 2,000 combat hours with no accidents and only one combat loss. In many of these missions Lt Col Kees participated as an air- craft commander and flight leader, demonstrating great skill, courage, and combat leadership. Lt Col Kees expected and got outstanding results from his squadron. He managed his people and resources well under difficult circumstances. For example, during this reporting period his squadron experienced a 75% turnover of enlisted personnel but still met combat mission requirements. Also during this period the squadron achieved a rating of 100% of their missions on target for two consecutive months, a record for the 38th TFW. He constantly sought improved living and working conditions for his squadron personnel and was ever mindful of their welfare. The high morale which has existed in the squadron can be attributed to his leadership and the high standards of his subordinates. Lt Col Kees is a man of great personal integrity, honesty, and integrity who leads by example. He is a strong commander who has the respect and loyalty of his men and women. A team worker from his men and women, he has the same sense of caring, respect, and respect. A team worker primary concerns are for the mission and the people. He shows an interest in personal or professional development. Lt Col Kees is a highly motivated and energetic leader. As a fighter pilot and aviator, he is without peer. He is being assigned to Col Kees has been selected for promotion to Colonel and is being assigned to ADC Headquarters. Upon completion of that assignment, I recommend him to be the 300 or Vice Commander of a fighter wing. I also recommend his attendance at a command school. OTHER COMMENTS: During the reporting period Lt Col Kees was assigned to duty in SEA and flew 40 combat sorties in the reporting period.

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VIII. REPORTING OFFICIAL

NAME, GRADE, BRANCH, AND ORGANIZATION: **DAW H. PAYNE, Colonel**
 GRADE: **449-30-62387R**
 COMMAND: **12th TFW (FAC), 22d AF, USAF**
 REPORTING PERIOD: **15 November 1969**

IX. REVIEW BY WORKING OFFICIAL

Working Official: **12th TFW (FAC), 22d AF, USAF**
 Review Period: **15 November 1969**
 Comments: **12th TFW (FAC), 22d AF, USAF**

REPORTING PERIOD: **15 NOV 69**
 GRADE: **100**
 ORGANIZATION: **12th TFW (FAC), 22d AF, USAF**
 NAME: **DAW H. PAYNE, Colonel**
 GRADE: **449-30-62387R**
 COMMAND: **12th TFW (FAC), 22d AF, USAF**

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1. LAST NAME—FIRST NAME—MIDDLE INITIAL KILES, ELWOOD A. JR.	2. AFSN SSAN 430-38-5382FR	3. ACTIVE DUTY GRADE Lt Colonel	4. PERMANENT GRADE Major
5. ORGANIZATION AND COMMAND 558 Tac Ftr Sq (PACAF) Cam Ranh Bay AB, Vietnam	6. AERO RATING Command Pilot	7. PERIOD OF REPORT FROM: 9 Aug 69 THRU: 15 Nov 69	8. PERIOD OF SUPERVISION 100
		9. REASON FOR REPORT CRO	

II. DUTIES—PAFSC 1115F DAFSC A1115F Squadron Commander. Formulates plans, establishes policies, and directs the administration, operations, training, and combat employment of F-4C Tactical Fighter Squadron. Implements directives and operations orders from higher headquarters. Controls aircraft movement and combat flying activities. Regularly participates in and leads combat missions of all types. Evaluates flying proficiency, tactics, and techniques employed by assigned aircrews. Insures availability of necessary support functions to include messing, billeting, security, and transportation.

III. RATING FACTORS (Consider how this officer is performing on his job.)

1. JOB CAPABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB	<input checked="" type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA. AUTHORITY IN HIS FIELD.
2. PLANNING ABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS	<input checked="" type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB. SEES THE BIG PICTURE.	<input type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING, A HIGH CALIBER THINKER AND PLANNER.
3. EXECUTIVE MANAGEMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER.	<input type="checkbox"/> MAINTAINS EFFICIENCY OF OPERATION. CONTROL COULD BE IMPROVED.	<input type="checkbox"/> GIVES ECONOMY CAREFUL ATTENTION. MAKES WISE USE OF MANPOWER AND MATERIEL.	<input type="checkbox"/> MAINTAINS EFFICIENT ECONOMY. CAREFULLY WEIGHS COST AGAINST EXPECTED RESULTS.	<input checked="" type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.
4. LEADERSHIP					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input checked="" type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL.
5. EXECUTIVE JUDGMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input checked="" type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS.
6. HUMAN RELATIONS					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE. DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input checked="" type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS. INCREASES HIS EFFECTIVENESS.
7. WRITING ABILITY AND ORAL EXPRESSION					
NOT OBSERVED <input type="radio"/>	UNABLE TO EXPRESS THOUGHTS CLEARLY LACKS ORGANIZATION. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY. <input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS. <input checked="" type="checkbox"/> WRITE <input checked="" type="checkbox"/> SPEAK
8. JOB ACCOMPLISHMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.
IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEARING AND BEHAVIOR. CREATES A VERY FAVORABLE IMPRESSION.	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.

IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

Observed	Not Observed	<input type="checkbox"/> BEARING OR BEHAVIOR INTER-EFFECTIVENESS <input type="checkbox"/> BEARING OR BEHAVIOR INTER-EFFECTIVENESS FOR DETRACT FROM HIS CARELESS BEAR-ING AND BEHAV-IOR	<input type="checkbox"/> BEARING AND BEHAVIOR IMPRESSION <input type="checkbox"/> BEARING AND BEHAVIOR IMPRESSION	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR OUTSTANDING HE EXEMPLIFIES TOP MILITARY STANDARDS	<input type="checkbox"/> BEARING AND BEHAVIOR ESPECIALLY GOOD <input type="checkbox"/> BEARING AND BEHAVIOR CREATES A VERY FAVORABLE IMPRESSION
Observed	Not Observed	<input type="checkbox"/> WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS. <input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK ARE VERY SUPERIOR.	<input type="checkbox"/> PERFORMANCE IS SATISFACTORY. <input type="checkbox"/> HIS WORK ARE VERY SATISFACTORY.	<input checked="" type="checkbox"/> HIS WORK ARE CLEARLY SUPERIOR.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL. <input type="checkbox"/> EXPECTATIONS FOR MEET-ING JOB REQUIREMENTS.
Observed	Not Observed	<input type="checkbox"/> LACKS ORGANIZATION. <input type="checkbox"/> THOUGHTS NOT ALWAYS CLEARLY EXPRESSED.	<input type="checkbox"/> ROUTINE MATTER. <input type="checkbox"/> SATISFACTORY ON ROUTINE MATTERS.	<input checked="" type="checkbox"/> IDEAS TO COMMUNICATE OUTSTANDING ABILITY	<input type="checkbox"/> UNABLE TO EXPRESS THOUGHTS CLEARLY.
Observed	Not Observed	<input type="checkbox"/> PEOPLE, DEFINITELY HINDERS HIS EFFECTIVENESS. <input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE.	<input type="checkbox"/> ASSOCIATED. <input type="checkbox"/> HE HAS DIFF-CULTY IN GET-TING ALONG WITH PEOPLE.	<input checked="" type="checkbox"/> HIS EFFECTIVENESS IN HUMAN RELATIONS IS OUTSTANDING.	<input type="checkbox"/> HUMAN RELATIONS AN ASSET. <input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.
Observed	Not Observed	<input type="checkbox"/> SOUND AND REASON-ABLE, WITH OCCASIONAL ERRORS. <input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND.	<input type="checkbox"/> EFFECTIVE. <input type="checkbox"/> EVALUATION HE IS BEING FROM SOUND JUDGMENT.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.
Observed	Not Observed	<input type="checkbox"/> TYPE. <input type="checkbox"/> SOUND OR INTERFER-RECOMMENDATIONS ARE SOMEWHAT UNSOUND.	<input type="checkbox"/> ERRORS. <input type="checkbox"/> HIS JUDGMENT.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.
Observed	Not Observed	<input type="checkbox"/> ABLE TO EXERT CONTROL. <input type="checkbox"/> COMMAND SITUATIONS AT TIMES IN-ABLE TO EXERT CONTROL.	<input type="checkbox"/> TEAMWORK. <input type="checkbox"/> HIS SUPERVISEES.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.
Observed	Not Observed	<input type="checkbox"/> EFFECTIVE USE OF MATERIAL OR MANPOWER. <input type="checkbox"/> IS A POOR ORGANIZER.	<input type="checkbox"/> BE IMPROVED. <input type="checkbox"/> HIS SUPERVISEES.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.
Observed	Not Observed	<input type="checkbox"/> HEAD. <input type="checkbox"/> TENDS TO BE PRE-OCCUPIED WITH HIS OWN THOUGHTS.	<input type="checkbox"/> PROBLEMS. <input type="checkbox"/> HIS SUPERVISEES.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.
Observed	Not Observed	<input type="checkbox"/> OBSERVED. <input type="checkbox"/> KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> PHASES OF HIS JOB. <input type="checkbox"/> KNOWLEDGE AND SKILLS OF HIS JOB.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.

3. EXECUTIVE MANAGEMENT

Observed	Not Observed	<input type="checkbox"/> PLANS AHEAD. <input type="checkbox"/> GETS BY IN HIS PRESENT JOB.	<input type="checkbox"/> PROBLEMS. <input type="checkbox"/> HIS SUPERVISEES.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.
Observed	Not Observed	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION.	<input type="checkbox"/> HIS SUPERVISEES.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.
Observed	Not Observed	<input type="checkbox"/> EFFECTIVE USE OF MATERIAL OR MANPOWER. <input type="checkbox"/> IS A POOR ORGANIZER.	<input type="checkbox"/> BE IMPROVED. <input type="checkbox"/> HIS SUPERVISEES.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.
Observed	Not Observed	<input type="checkbox"/> HEAD. <input type="checkbox"/> TENDS TO BE PRE-OCCUPIED WITH HIS OWN THOUGHTS.	<input type="checkbox"/> PROBLEMS. <input type="checkbox"/> HIS SUPERVISEES.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.
Observed	Not Observed	<input type="checkbox"/> OBSERVED. <input type="checkbox"/> KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> PHASES OF HIS JOB. <input type="checkbox"/> KNOWLEDGE AND SKILLS OF HIS JOB.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.

2. PLANNING ABILITY

Observed	Not Observed	<input type="checkbox"/> PLANS AHEAD. <input type="checkbox"/> GETS BY IN HIS PRESENT JOB.	<input type="checkbox"/> PROBLEMS. <input type="checkbox"/> HIS SUPERVISEES.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.
Observed	Not Observed	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION.	<input type="checkbox"/> HIS SUPERVISEES.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.
Observed	Not Observed	<input type="checkbox"/> EFFECTIVE USE OF MATERIAL OR MANPOWER. <input type="checkbox"/> IS A POOR ORGANIZER.	<input type="checkbox"/> BE IMPROVED. <input type="checkbox"/> HIS SUPERVISEES.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.
Observed	Not Observed	<input type="checkbox"/> HEAD. <input type="checkbox"/> TENDS TO BE PRE-OCCUPIED WITH HIS OWN THOUGHTS.	<input type="checkbox"/> PROBLEMS. <input type="checkbox"/> HIS SUPERVISEES.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.
Observed	Not Observed	<input type="checkbox"/> OBSERVED. <input type="checkbox"/> KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> PHASES OF HIS JOB. <input type="checkbox"/> KNOWLEDGE AND SKILLS OF HIS JOB.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.

1. JOB CAPABILITY

Observed	Not Observed	<input type="checkbox"/> PLANS AHEAD. <input type="checkbox"/> GETS BY IN HIS PRESENT JOB.	<input type="checkbox"/> PROBLEMS. <input type="checkbox"/> HIS SUPERVISEES.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.
Observed	Not Observed	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION.	<input type="checkbox"/> HIS SUPERVISEES.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.
Observed	Not Observed	<input type="checkbox"/> EFFECTIVE USE OF MATERIAL OR MANPOWER. <input type="checkbox"/> IS A POOR ORGANIZER.	<input type="checkbox"/> BE IMPROVED. <input type="checkbox"/> HIS SUPERVISEES.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.
Observed	Not Observed	<input type="checkbox"/> HEAD. <input type="checkbox"/> TENDS TO BE PRE-OCCUPIED WITH HIS OWN THOUGHTS.	<input type="checkbox"/> PROBLEMS. <input type="checkbox"/> HIS SUPERVISEES.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.
Observed	Not Observed	<input type="checkbox"/> OBSERVED. <input type="checkbox"/> KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> PHASES OF HIS JOB. <input type="checkbox"/> KNOWLEDGE AND SKILLS OF HIS JOB.	<input checked="" type="checkbox"/> HIS MATTERS.	<input type="checkbox"/> OCCUR ON HIS JOB.

III. RATING FACTORS (Consider how this officer is performing on his job.)

II. DUTIES—PARC 11157. Squadron Commander. Formulates plans, establishes policies, and directs the administration, operations, training, and combat employment of F-4C Tactical Fighter Squadron. Implements directives and operations orders from higher headquarters. Controls aircraft movement and combat flying activities. Regularly participates in and leads combat missions of all types. Evaluates flying proficiency, tactics, and techniques employed by assigned aircrews. Inures availability of necessary support functions to include messaging, briefing, security, and transportation.

I. IDENTIFICATION DATA (Read AFM 38-10 carefully before filling out any item.)

1 LAST NAME—FIRST NAME—MIDDLE INITIAL KINS, EDWARD A. JR.	2 ORGANIZATION AND COMMAND 558 Tac Ftr Sq (PACAF) Cam Ranh Bay AB, Vietnam	3 GRADE Lt Colonel	4 PERMANENT GRADE Major
5 SSAN 430-35-2382FR	6 AERO RATING CODE	7 PERIOD OF REPORT FROM: 9 Aug 69 THRU: 15 Nov 69	8 PERIOD OF SUPERVISION 100 CRO
9 REASON FOR REPORT CRO			

Recommended Indorsement for the Wing Commander:

I concur. Lt Col Kees has done a splendid job in one of the most important positions in the Wing. He is one of the best Squadron Commanders I have known. You can always count on him to take a mature, sincere, and professional approach to his duties. He is highly respected by his subordinates, peers, and superiors. I especially indorse the recommendation that he attend a senior service school.

DRAFTER: Col Payne

Recommended Indorsement for the Wing Commander:

I concur. Lt Col Kees has done a splendid job in one of the most important positions in the Wing. He is one of the best Squadron Commanders I have known. You can always count on him to take a mature, sincere, and professional approach to his duties. He is highly respected by his subordinates, peers, and superiors. I especially indorse the recommendation that he attend a senior service school.

DRAFTER: Col Payne

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SUGGESTED INDORSEMENT FOR THE WING COMMANDER:

Concur. Lt Col Grant was selected for the job as squadron commander because of his demonstrated abilities as a leader and supervisor in the air and on the ground. He completely justified my confidence by proving himself to be as superior combat squadron commander. I agree that he should be promoted right away. He has shown he is capable and is now overdue for promotion. I strongly recommend he be selected for Colonel during the next promotion cycle.

SUGGESTED INDORSEMENT FOR THE WING COMMANDER:

Concur. Lt Col Grant was selected for the job as squadron commander because of his demonstrated abilities as a leader and supervisor in the air and on the ground. He completely justified my confidence by proving himself to be as superior combat squadron commander. I agree that he should be promoted right away. He has shown he is capable and is now overdue for promotion. I strongly recommend he be selected for Colonel during the next promotion cycle.

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1. LAST NAME—FIRST NAME—MIDDLE INITIAL GRANT, ETHAN A.	2. AFSN SSAN 31-18-9245FR	3. ACTIVE DUTY GRADE Lt Colonel	4. PERMANENT GRADE Major
5. ORGANIZATION AND COMMAND 558th Tac Ftr Sq (PACAF) Cam Ranh Bay AB, RVN	6. AERO RATING Command Pilot 1	7. PERIOD OF REPORT FROM: 7 Oct 69 THRU: 15 Mar 70	
	8. PERIOD OF SUPERVISION 108	9. REASON FOR REPORT ORD	

II. DUTIES—PAFSC 1115F DAFSC A1115F PRESENT DUTY: Squadron Commander. Formulates plans, establishes policies, and directs the administration, operations, training, and combat employment of F-4C Tactical Fighter Squadron. Implements directives and operations orders from higher headquarters. Controls aircraft movement and combat flying activities. Regularly participates in and leads combat missions of all types. Evaluates flying proficiency, tactics, and techniques employed by assigned aircrews. Insures availability of necessary support functions to include messaing, billeting, security, and transportation.

III. RATING FACTORS (Consider how this officer is performing on his job.)

1. JOB CAPABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB	<input checked="" type="checkbox"/> HAS A FAREXCEEDING BROAD REACHING OF HIS ENTIRE BROAD JOB AREA. AUTHORITY IN HIS FIELD.
2. PLANNING ABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB, SEES THE BIG PICTURE.	<input checked="" type="checkbox"/> CAPABLE OF PLANNING AT TOP LEVEL. A HIGH CALIBER THINKER AND PLANNER.
3. EXECUTIVE MANAGEMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER.	<input type="checkbox"/> MANAGES HIS SUBORDINATES IN AN INEFFECTIVE MANNER. CONTROL COULD BE IMPROVED.	<input type="checkbox"/> MANAGES HIS SUBORDINATES IN AN EFFECTIVE MANNER. MAKES WISE USE OF MANPOWER AND MATERIEL.	<input type="checkbox"/> MANAGES HIS SUBORDINATES IN AN EFFECTIVE MANNER. WEIGHS COST AGAINST EXPECTED RESULTS.	<input checked="" type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.
4. LEADERSHIP					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. AT TIMES UNABLE TO EXERT CONTROL	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input checked="" type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL.
5. EXECUTIVE JUDGMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input checked="" type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS.
6. HUMAN RELATIONS					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE. DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input checked="" type="checkbox"/> OUTSTANDING SKILL IN HUMAN RELATIONS. INCREASES HIS EFFECTIVENESS.
7. WRITING ABILITY AND ORAL EXPRESSION					
NOT OBSERVED <input type="radio"/>	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>
8. JOB ACCOMPLISHMENT					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.
IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERES SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEARING AND BEHAVIOR. CREATES A VERY FAVORABLE IMPRESSION.	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.

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V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections				Specific justification required for these sections					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT		EFFECTIVENESS WELL ABOVE MOST	EXCELLENT, SELDOM EQUALED	OUTSTANDING, ALMOST NEVER EQUALED	ABSOLUTELY SUPERIOR

VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME <input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES <input type="checkbox"/>
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES <input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES <input checked="" type="checkbox"/>

VII. COMMENTS

FACTS AND SPECIFIC ACHIEVEMENTS: Lt Col Grant had one of the most important and demanding jobs in the Air Force. He was commander of a tactical fighter squadron in combat. In this key position his performance was absolutely superior. He assumed command at a particularly difficult time. During the first two months of his command, he lost about 50% of his experienced aircrews, including nearly all of his key supervisors. From that situation Lt Col Grant molded a top-notch fighter squadron that was second to none when it came to getting the combat mission accomplished. During the period of his command, Lt Col Grant's squadron flew almost 1000 combat sorties. His was a spirited, high-morale organization and Lt Col Grant was a respected and popular commander. He was ever-mindful of the welfare of his people and through his personal interest and participation, achieved improvements in their living conditions. He was also a fighter pilot of great skill and a combat commander who lead from "out front". Again, at the end of the rating period when he relinquished command, Lt Col Grant was faced with still another difficult problem. His squadron was being inactivated and its people reassigned. That he was able to maintain good order, control, and operational effectiveness up until the very last is excellent testimony to his command and leadership ability. He is a dedicated, capable officer. He is especially skilled in human relations and thoroughly knowledgeable of his job, a combination which makes for an effective commander. **SUGGESTED ASSIGNMENTS:** Lt Col Grant is quite versatile and can do well at almost any job. By virtue of his experience and preference however, I would recommend him for staff and command positions in tactical fighter organizations. Assignment as Assistant DCO or DCO would be particularly good. **OTHER COMMENTS:** Lt Col Grant deserves to be promoted to Colonel right away. He has shown the ability to do superior work under difficult conditions. There's no point in waiting longer. Let's promote him now. During the period of this report Lt Col Grant served in SEA and flew 89 combat missions.

VIII. REPORTING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION DCM H. PAYNE, Colonel 449-30-6238FB, 12TFW (PACAF) Cun Ranh Bay AB, RVN	DUTY TITLE Deputy Commander for Operations	SIGNATURE	
	AERO RATING Command Pilot	CODE 1	DATE

IX. REVIEW BY INDORSING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION	DUTY TITLE	SIGNATURE	
	AERO RATING	CODE	DATE

SUGGESTED INDORSEMENT FOR THE WING COMMANDER:

Concur. Lt Col Grant was selected for the job as squadron commander because of his demonstrated abilities as a leader and supervisor in the air and on the ground. He completely justified my confidence by proving himself to be as superior combat squadron commander. I agree that he should be promoted right away. He has shown he is capable and is now overdue for promotion. I strongly recommend he be selected for Colonel during the next promotion cycle.

SUGGESTED IMPROVEMENT FOR THE WING COMMANDER:

Colonel. Lt Col Grant was selected for the job as squadron commander because of his demonstrated abilities as a leader and supervisor in the air and on the ground. He completely justified my confidence by proving himself to be as superior combat squadron commander. I agree that he should be promoted right away. He has shown he is capable and is now overdue for promotion. I strongly recommend he be selected for Colonel during the next promotion cycle.

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I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1. LAST NAME - FIRST NAME - MIDDLE INITIAL GRANT, ETHAN A.	2. AFSSN SSAN 34-18-9348FR	3. ACTIVE DUTY GRADE Lt Colonel	4. PERMANENT GRADE Major
5. ORGANIZATION AND COMMAND 558th Tac Ftr Sq (PACAF) Cam Ranh Bay AB, RVN	6. AERO RATING Command Pilot 1	7. PERIOD OF REPORT FROM: 7 Oct 69 THRU: 18 Mar 70	9. REASON FOR REPORT CRD
	8. PERIOD OF SUPERVISION 108		

II. DUTIES—PAFSC 1115F DAFSC A1115F PRESENT DUTY: Squadron Commander. Formulates plans, establishes policies, and directs the administration, operations, training, and combat employment of F-4G Tactical Fighter Squadron. Implements directives and operations orders from higher headquarters. Controls aircraft movement and combat flying activities. Regularly participates in and leads combat missions of all types. Evaluates flying proficiency, tactics, and techniques employed by assigned aircrews. Insures availability of necessary support functions to include messing, billeting, security, and transportation.

III. RATING FACTORS (Consider how this officer is performing on his job.)

1. JOB CAPABILITY					
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB.	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB.	<input checked="" type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA. AUTHORITY IN HIS FIELD.
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB.	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB; SEES THE BIG PICTURE.	<input checked="" type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING. A HIGH CALIBER THINKER AND PLANNER.
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER.	<input type="checkbox"/> MAINTAINS AN INADEQUATE CONTROL WHICH COULD BE IMPROVED.	<input type="checkbox"/> GIVES ECONOMY. MAKES WISE USE OF MANPOWER AND MATERIEL.	<input type="checkbox"/> MAINTAINS EFFICIENT CONTROL. WEIGHS COST AGAINST EXPECTED RESULTS.	<input checked="" type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input checked="" type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL.
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE. WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input checked="" type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS.
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE. DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input checked="" type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS. INCREASES HIS EFFECTIVENESS.
NOT OBSERVED <input type="radio"/>	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
W <input type="radio"/> S <input type="radio"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.

IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

NOT OBSERVED <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEARING AND BEHAVIOR. CREATES A VERY FAVORABLE IMPRESSION.	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.
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V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections								Specific justification required for these sections	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT		EFFECTIVENESS WELL ABOVE MOST	EXCELLENT, SELDOM EQUALED	OUTSTANDING, ALMOST NEVER EQUALED	ABSOLUTELY SUPERIOR

VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME <input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES <input type="checkbox"/>
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES. <input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES. <input checked="" type="checkbox"/>

VII. COMMENTS **FACTS AND SPECIFIC ACHIEVEMENTS:** Lt Col Grant had one of the most important and demanding jobs in the Air Force. He was commander of a tactical fighter squadron in combat. In this key position his performance was absolutely superior. He assumed command at a particularly difficult time. During the first two months of his command, he lost about 50% of his experienced aircrews, including nearly all of his key supervisors. From that situation Lt Col Grant molded a top-notch fighter squadron that was second to none when it came to getting the combat mission accomplished. During the period of his command, Lt Col Grant's squadron flew almost 1000 combat sorties. His was a spirited, high-morale organization and Lt Col Grant was a respected and popular commander. He was ever-mindful of the welfare of his people and through his personal interest and participation, achieved improvements in their living conditions. He was also a fighter pilot of great skill and a combat commander who lead from "out front". Again, at the end of the rating period when he relinquished command, Lt Col Grant was faced with still another difficult problem. His squadron was being inactivated and its people reassigned. That he was able to maintain good order, control, and operational effectiveness during this transition to his command and leadership abilities. **Summary:** Lt Col Grant is a completely dedicated, capable officer. He is especially skilled in human relations and thoroughly knowledgeable of his job, a combination which makes for an effective commander. **SUGGESTED ASSIGNMENTS:** Lt Col Grant is quite versatile and can do well at almost any job. By virtue of his experience and preference however, I would recommend him for staff and command positions in tactical fighter organizations. Assignment as Assistant DCO or DCO would be particularly good. **OTHER COMMENTS:** Lt Col Grant deserves to be promoted to Colonel right away. He has shown the ability to do superior work under difficult conditions. There's no point in waiting longer. Let's promote him now. During the period of this report Lt Col Grant served in SEA and flew 80 combat missions.

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VIII. REPORTING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION DCM H. PAYNE, Colonel 449-30-6238FE, 12TFW (PACAF) Cam Ranh Bay AB, RVN	DUTY TITLE Deputy Commander for Operations	SIGNATURE
	AERO RATING Command Pilot	CODE 1
		DATE

IX. REVIEW BY INDORSING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION	DUTY TITLE	SIGNATURE
	AERO RATING	CODE
		DATE

V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections		Specific justification required for these sections	
<input checked="" type="checkbox"/>	FACTORY UNSATISFACTORY	<input type="checkbox"/>	FACTORY UNSATISFACTORY
<input type="checkbox"/>	MARGINAL AVERAGE	<input type="checkbox"/>	MARGINAL AVERAGE
<input type="checkbox"/>	SLIGHTLY BELOW AVERAGE	<input type="checkbox"/>	SLIGHTLY BELOW AVERAGE
<input type="checkbox"/>	EFFECTIVE AND COMPETENT	<input type="checkbox"/>	EFFECTIVE AND COMPETENT
<input type="checkbox"/>	EFFECTIVE	<input type="checkbox"/>	EFFECTIVE
<input type="checkbox"/>	EXCELLENT	<input type="checkbox"/>	EXCELLENT
<input type="checkbox"/>	OUTSTANDING	<input type="checkbox"/>	OUTSTANDING
<input checked="" type="checkbox"/>	ABSOLUTELY SUPERIOR	<input type="checkbox"/>	ABSOLUTELY SUPERIOR

VI. PROMOTION POTENTIAL

<input type="checkbox"/>	1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME	<input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES
<input checked="" type="checkbox"/>	3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES	<input checked="" type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES

VII. COMMENTS AND SPECIFIC ASSIGNMENTS
 Lt Col Grant had one of the most important and demanding jobs in the Air Force. He was commander of a tactical fighter squadron in combat. In this key position his performance was absolutely superior. He assumed command at a particularly difficult time. During the first two months of his command, he lost about 50% of his experienced aircrew, including nearly all of his key supervisors. From that situation Lt Col Grant held a top-notch fighter squadron that was second to none when it came to getting the combat mission accomplished. During the period of his command, Lt Col Grant's squadron flew almost 1000 combat sorties. His was a spirited, high-morale organization and Lt Col Grant was a respected and popular commander. He was ever-mindful of the welfare of his people and through his personal interest and participation, achieved improvements in their living conditions. He was also a fighter pilot of great skill and a combat commander who led from the front. Again, at the end of the testing period when he relinquished command, Lt Col Grant was faced with still another difficult problem. His squadron was being tactically reorganized and the people reassigned. That he was able to maintain good order, control, and operational effectiveness during this transition is a testimony to his leadership skills and leadership ability. Lt Col Grant is a completely dedicated, capable officer. He is especially skilled in human relations and thoroughly knowledgeable of his job, a combination which makes for an effective commander. SUGGESTED ASSIGNMENTS: Lt Col Grant is quite versatile and can do well at almost any job. By virtue of his experience and preference however, I would recommend him for staff and command positions in tactical fighter organizations. Assignment as Assistant DCO or DCO would be particularly good. OTHER COMMENTS: Lt Col Grant deserves to be promoted to Colonel. He has shown the ability to do superior work under difficult conditions. There's no point in waiting longer. Let's promote him now. During the period of this report Lt Col Grant served in B-52 and F-4E combat missions.

VIII. REPORTING OFFICIAL

NAME, GRADE, A15N, AND ORGANIZATION COL H. PAINE, Colonel 449-30-62381F, 125TW (PACAF) Comdant 125TW	DUTY TITLE 125TW Command Pilot	AERO RATING 1	CODE	DATE	SIGNATURE 125TW
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IX. REVIEW BY INDORSING OFFICIAL

NAME, GRADE, A15N, AND ORGANIZATION	DUTY TITLE	AERO RATING	CODE	DATE	SIGNATURE

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TSGT, SSGT AND SGT PERFORMANCE REPORT

I. IDENTIFICATION DATA

1. LAST NAME - FIRST NAME - MI Colbert, Stephen R	2. AFSN: SSAN: AF13714354 AF579-54-2507	3. GRADE SSG
4. ORGANIZATION, LOCATION, AND COMMAND 12th Tac Fighter Wing Cam Ranh Bay AB, Vietnam PACAF	5. RESERVE WARRANT OR COMMISSION GRADE AND AFSN None	6. REASON FOR REPORT <input type="checkbox"/> NO REPORT 1 YEAR <input type="checkbox"/> CHANGE OF REPORTING OFFICIAL <input checked="" type="checkbox"/> NO REPORT 6 MONTHS <input type="checkbox"/> DIRECTED BY _____
7. PERIOD OF REPORT & SUPERVISION FROM 25 Feb 69 THRU 21 Jul 69 NR DAYS 147		

II. DUTIES: PAFSC 70270 DAFSC 70270 CAFSC 70250 Current Duty: NCOIC DCO Administrative Section. Requisitions files, posts regulations, manuals, supplements for the DCO. Maintains correspondence files. Type classified and unclassified messages. Types drafts, finals, receipt for and dispatches classified documents. Types all OER's/APR's and indorsements for the DCO. Types all awards, decorations, favorable comments and outstanding achievements for the DCO. Makes internal and external distribution on classified and unclassified documents. PDO's custodians for the DCO. Requisitions and maintains all forms for the DCO.

III. PERSONAL QUALITIES

1. PERFORMANCE OF DUTY: Consider the quantity, quality, and timeliness of his work in the duties described in Section II.	REPORTING OFFICIAL <input type="checkbox"/> N/O	<table border="1" style="width: 100%; text-align: center;"> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="text-align: right;">X</td></tr> </table>	0	1	2	3	4	5	6	7	8	9										X
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	INDORSING OFFICIAL <input type="checkbox"/>	<table border="1" style="width: 100%; text-align: center;"> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>																				
2. WORKING RELATIONS: Consider how well he used his ability to communicate (oral and written) and to get along with others to improve his overall performance.	REPORTING OFFICIAL <input type="checkbox"/> N/O	<table border="1" style="width: 100%; text-align: center;"> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="text-align: right;">X</td></tr> </table>	0	1	2	3	4	5	6	7	8	9										X
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3. TRAINING: Consider how well he discharges his responsibilities as an OJT supervisor, trainer, or trainee and in other efforts to improve his technical knowledge and educational level.	REPORTING OFFICIAL <input type="checkbox"/> N/O	<table border="1" style="width: 100%; text-align: center;"> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="text-align: right;">X</td></tr> </table>	0	1	2	3	4	5	6	7	8	9										X
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4. SUPERVISION: Consider how well he supervises, leads, uses available resources, and maintains good order and discipline.	REPORTING OFFICIAL <input type="checkbox"/> N/O	<table border="1" style="width: 100%; text-align: center;"> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="text-align: right;">X</td></tr> </table>	0	1	2	3	4	5	6	7	8	9										X
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5. ACCEPTANCE OF NCO RESPONSIBILITY: Consider his acceptance of responsibility for his actions and those of his subordinates.	REPORTING OFFICIAL <input type="checkbox"/> N/O	<table border="1" style="width: 100%; text-align: center;"> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="text-align: right;">X</td></tr> </table>	0	1	2	3	4	5	6	7	8	9										X
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6. BEARING AND BEHAVIOR: Consider the degree to which his bearing and behavior on and off duty improve the image of Air Force NCOs.	REPORTING OFFICIAL <input type="checkbox"/> BR BH N/O	<table border="1" style="width: 100%; text-align: center;"> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="text-align: right;">X</td></tr> </table>	0	1	2	3	4	5	6	7	8	9										X
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	INDORSING OFFICIAL <input type="checkbox"/> BR BH	<table border="1" style="width: 100%; text-align: center;"> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>																				

IV. OVERALL EVALUATION

How does he compare with others of his grade and Air Force specialty? Promotion potential is an essential consideration in this rating.	REPORTING OFFICIAL <input type="checkbox"/> N/O	<table border="1" style="width: 100%; text-align: center;"> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="text-align: right;">X</td></tr> </table>	0	1	2	3	4	5	6	7	8	9										X
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	INDORSING OFFICIAL <input type="checkbox"/>	<table border="1" style="width: 100%; text-align: center;"> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>																				
	1ST ADDITIONAL INDORSING OFFICIAL <input type="checkbox"/> N/O	<table border="1" style="width: 100%; text-align: center;"> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>																				

V. ~~COMMONS AND REPORTING OFFICIAL COMMENTS~~ ~~and~~ ~~SSgt Colbert's performance as NCOIC of the Deputy~~
 Commander for Operations Administrative Section has been exceptional. He has displayed capabilities, potential, and initiative for greater than most NCO's of his rank. He has outstanding administrative skills and a strong desire to excel. Sgt Colbert can always be counted on to make timely, thorough, and meaningful contributions to the administrative conduct of the DCO complex. For example, one of Sgt Colbert's responsibilities was to monitor, proofread, and type all OER's/APR's and/or indorsements originating within DCO agencies and the three fighter squadrons assigned to the 12th TFW. As a result of his meticulous management, not one OER/APR has been returned due to administrative errors. Also, as a result of his administrative procedures for safeguarding classified material Sgt Colbert received an "outstanding" rating during the last base security inspection. These and other achievements mark Sgt Colbert as a dedicated NCO who has contributed greatly to the mission of this Wing. STRENGTHS: SSgt Colbert is smart and has a nice way with people. This, coupled with expert job knowledge, makes him an outstanding supervisor and leader, admired and respected by all. He is a tireless and cheerful worker who always does more than expected. He not only takes care of the routine matters, he anticipates others. OTHER COMMENTS: I consider Sgt Colbert one of the best administrative supervisor I have know in 20 years of service. He is truly an exceptional man. Let's promote him now, not later.

VI. NAME, GRADE AND ORGANIZATION DON H. PAYNE, Colonel, USAF 12th Tactical Fighter Wing PACAF	REPORTING OFFICIAL DUTY TITLE Asst. Deputy Commander for Operations	SIGNATURE
		DATE 3 August 1969

VII. ~~SSgt Colbert has done a splendid job. My observation is based upon daily contact.~~
 My assistant, Colonel Payne, and I arrived at this station on the same day. Sgt Colbert provided a valuable continuity in administration during this change over of supervisors. He deserves immediate promotion.

VIII. NAME, GRADE AND ORGANIZATION DAVID S. MELLISH, Colonel 12th Tactical Fighter Wing PACAF	DUTY TITLE Deputy Commander for Operations	SIGNATURE
		DATE 3 August 1969

VIII. ADDITIONAL INDORSEMENT

NAME, GRADE AND ORGANIZATION	DUTY TITLE	SIGNATURE
		DATE

IX. ADDITIONAL INDORSEMENT

NAME, GRADE AND ORGANIZATION	DUTY TITLE	SIGNATURE
		DATE

IDENTIFICATION DATA (Read this carefully before filling out this form)

1. LAST NAME, FIRST NAME, AND INITIAL: ROSE, RUDOLPH F. JR.

2. GRADE: Lt Colonel

3. ASSIGNMENT OR POST: 12th Tac Ftr Wg (FACAF), Cam Ranh Bay AB, Vietnam

4. APO: 81S-14-9401ER

5. DATE OF REPORT: FROM 2 May 69 TO 3 Aug 69

6. GRADE RATING: 1

7. PERIOD OF SUPERVISOR: CRO

IN DUTIES: 115E DATE: 146 Wg. Chief Operations Plans Division. Develops and promulgates operational plans. Monitors existing plans and programs for compliance. Reports on programmed activities. Advises subordinate units on preparation of plans and implementing directives. Additional Duty: Acting Chief of Wing Safety Division

THE RATING FACTORS (Indicate how the officer is performing in his job)

1. JOB CAPABILITY					
NOT OBSERVED	<input type="checkbox"/> HAS BASIC KNOWLEDGE OF THE ESSENTIAL FUNCTIONS AND SKILLS OF HIS JOB	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND SKILL IN ALL PHASES OF HIS JOB	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL IN ALL PHASES OF HIS JOB	<input type="checkbox"/> HAS A FIRM GRASP OF THE ESSENTIAL FUNCTIONS AND SKILLS OF HIS FIELD
2. PLANNING ABILITY					
NOT OBSERVED	<input type="checkbox"/> SELLS OR ORIENTS OTHERS TO BRING THEIR ATTENTION TO THINGS TO BE DONE	<input type="checkbox"/> PLANS AHEAD TO GET ON WITH HIS PRESENT JOB	<input type="checkbox"/> IS A CAREFUL, EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND THE REQUIREMENTS OF THE PRESENT JOB. SEES THE BIG PICTURE	<input type="checkbox"/> IS ABLE TO PLAN ON A HIGH LEVEL. SHOWS A HIGH CALIBER THINKER AND PLANNER
3. EXECUTIVE MANAGEMENT					
NOT OBSERVED	<input type="checkbox"/> AS A PLANNING MANAGER DOES NOT WASTE AN EFFECTIVE USE OF MATERIAL OR MANPOWER	<input type="checkbox"/> MANAGES HIS PERSONNEL TO GET THE MOST OUT OF THEM	<input type="checkbox"/> OWNS ECONOMY IN ALL PHASES OF HIS OPERATION	<input type="checkbox"/> MAINTAINS EFFECTIVE CONTROL OF HIS PERSONNEL	<input type="checkbox"/> HIGHLY SKILLED IN BALANCING LOS. AGAINST RESULTS OF HIS OPERATIONS
4. LEADERSHIP					
NOT OBSERVED	<input type="checkbox"/> OFTEN WORKS IN FRONT OF HIS MEN AT TIMES UNABLE TO EXERCISE CONTROL	<input type="checkbox"/> NORMALLY DEMONSTRATES LEADERSHIP AND TEAMWORK	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF ALL SUBORDINATES	<input type="checkbox"/> EXERCISES SKILL IN DIRECTING OTHERS TO GREAT EFFECT	<input type="checkbox"/> LEADERSHIP QUALITIES ESSENTIAL FOR HIS LEVEL
5. EXECUTIVE JUDGMENT					
NOT OBSERVED	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR IMPROPER	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND CLEAR WITH OCCASIONAL ERRORS	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT. RESULTS FROM SOUND EVALUATION. HE IS FREQUENTLY CORRECT	<input type="checkbox"/> AN EXTREMELY SOUND JUDGMENT. LOOKS AT THINGS IN SITUATIONS WHICH OCCUR ON HIS JOB	<input type="checkbox"/> HAS A TACIT UNDERSTANDING OF THE RIGHT DECISION IN MOST OF HIS COMPLEX MATTERS
6. HUMAN RELATIONS					
NOT OBSERVED	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE ESPECIALLY THOSE WITH WHOM HE IS ASSOCIATED	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES	<input type="checkbox"/> GETS ALONG WELL WITH PEOPLE ADEQUATELY. HAS SOME OF THE SKILL AT MAINTAINING GOOD HUMAN RELATIONS	<input type="checkbox"/> HIS ABOVE AVERAGE SKILL IN HUMAN RELATIONS IS APPARENT	<input type="checkbox"/> OUTSTANDING SKILL IN HUMAN RELATIONS. INCREASES HIS EFFECTIVENESS
7. WRITING ABILITY AND ORAL EXPRESSION					
NOT OBSERVED	<input type="checkbox"/> UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION	<input type="checkbox"/> EXPRESSES THOUGHTS IN SATISFACTORY OR ROUTINE MATTERS	<input type="checkbox"/> USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY	<input type="checkbox"/> CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY	<input type="checkbox"/> OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS
8. JOB ACCOMPLISHMENT					
NOT OBSERVED	<input type="checkbox"/> QUALITY OF HIS WORK DOES NOT ALWAYS MEET REQUIREMENTS	<input type="checkbox"/> PERFORMANCE IS USUALLY ADEQUATE TO MEET JOB REQUIREMENTS	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL FOR HIS GRADE AND POSITION	<input type="checkbox"/> VERY GOOD QUALITY AND QUANTITY OF HIS WORK AND THE RESULTS

9. COMMENTS: (Indicate how this officer would be rated in his job)

10. SIGNATURE OF SUPERVISOR: [Signature]

11. DATE: [Date]

12. GRADE OF SUPERVISOR: [Grade]

13. NAME AND GRADE OF OFFICER BEING RATED: [Name and Grade]

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V. OVERALL EVALUATION (Numbers 100-1000, 1000-10000, 10000-100000, 100000-1000000)

Specific contribution required for this position				Specific contribution required for this position			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT	EFFECTIVENESS ABOVE MOST	EXCELLENT	OUTSTANDING, ALMOST NEVER EQUALLED

VI. PROMOTION POTENTIAL

1. NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME <input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES <input type="checkbox"/>
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES <input checked="" type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES <input type="checkbox"/>

VII. COMMENTS, FACTS AND SPECIFIC ACHIEVEMENTS: Lt Col Rose has performed in a most outstanding manner during this period. Changes in the combat situation and deployment of forces in Vietnam impinged directly upon the plans office; causing plans to be written, revised, and implemented at a rapid rate. Lt Col Rose proved equal to this challenge. Particularly noteworthy was his superior supervision of program preparations for move of an additional major flying unit into Cam Ranh Bay AB. Careful dovetailing of actions was necessary to insure that a new parking ramp, new buildings, and many housekeeping facilities would all be ready in time. This program is on track and moving forward to a successful completion. His complete knowledge of the contents of a great number of OPLANS and OPORDs has proven invaluable in times of crises such as enemy rocket attack on the base. His ready recall of information served to reduce reaction time and insured continuity of recovery actions. When the wing historical reporting effort was failing due to unexpected transfer of personnel, Col Rose stepped into the gap. At the cost of long hours of extra personal effort, he provided a first class Wing history in the time allotted. A major contribution during this report period was the assumption by Lt Col Rose of the full responsibilities of the Wing Safety Officer for approximately six weeks while a new Safety Officer was enroute. He fully accomplished this duty concurrently with his normal tasks and the Wing's exceptional safety record continued unblemished. STRENGTHS: Col Rose is intelligent, loyal, and reliable. A good all-around man to have on your team. SUGGESTED ASSIGNMENTS: He should attend one of the senior staff schools and then serve in a Major Command headquarters. OTHER COMMENTS: Lt Col Rose is an excellent F-4 fighter pilot and has 82 combat missions on his SEA tour.

VIII. REPORTING OFFICIAL

NAME, GRADE, AFSC, AND ORGANIZATION DAVID S. MELLISH, Colonel 267-22-9586FR 12 Tac Ftr Wg (PACAF)	DUTY TITLE Deputy Cndr, Operations AERO RATING Command Pilot	SIGNATURE <i>David S. Mellish</i> DATE 10 August 68
--	---	--

IX. REVIEW BY INDORSING OFFICIAL

NAME, GRADE, AFSC, AND ORGANIZATION	DUTY TITLE	SIGNATURE
	AERO RATING	DATE

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PROPOSED INDORSEMENT:

I concur with the reporting official. Lt Colonel Rose has performed in a most outstanding manner. He is not only a talented staff officer, but a fine F-4 fighter pilot with an enviable combat record on this tour. The high quality of his work as the Wing Plans Officer has contributed measurably to the success of this wing's combat mission as well as to its additional obligations as host organization for the entire Cam Ranh Bay Air Base complex.

(Colonel R. R. Melton)

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DAVID S. MELLISH
Colonel USAF

159TH FIGHTER BOMBER SQUADRON
APO 919, c/o POSTMASTER
SAN FRANCISCO, CALIFORNIA

SPECIAL ORDERS
NUMBER 6

22 February 1952

1. SMOP 7 SO 5, this orgn, 11 Feb 52, as reads Repairable Items is amnd to read property tags for supplies turned in.

2. A Squadron Promotion Board is aptd for the purpose of reviewing airmen recommended for promotion:

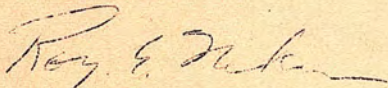
Capt Lawrence Poutre, AO742891, Chairman
1st Lt William M. Whittaker, AO 779704, Member
2d Lt Roy E. Nelson, AO1910924, Recorder
MSgt Therian C. Nunn, AF6297797, Member
TSgt James E. Stanberry, AF34893557, Member
TSgt John M. Wright Jr. AF34244621, Member
TSgt James C. Lloyd, AF14081621, Member
SSgt John E. Zeto, AF37231446, Member
TSgt Kinsey A. Brinson, AF44006062, Member

3. Folg add dy asgmts are announced. All previous asgmts of this nature are rescinded.

<u>NAME</u>	<u>RANK</u>	<u>SN</u>	<u>ADD DY</u>
DAVIS, Ellis B.	Capt	AO 448 821	Fire Marshal
HIGGINS, James R.	Capt	AO 706 059	OIC Plt Trans Tng, Fly Safety O
LESUER, Robert F.	Capt	AO 512 483	OIC Instr Tng O
ALLSHOUSE, Herman D.	1st Lt	AO 197 12A	Gnr O, PT O
FAUSETT, Eugene W.	1st Lt	AO 930 515	Pers Equip O, Asst Arm O
GRAHAM, Robert E.	1st Lt	AO 832 811	Asst Opr O
MASON, Robert G.	1st Lt	AO 944 194	Asst OIC Inst Tng
MEDLIN, Lewis C.	1st Lt	AO 2094230	OIC Grd Tng
RICKER, Merton E.	1st Lt	AO 2077426	Int & Scty O
TANNER, Roscoe B.	1st Lt	AO 947 727	Comm O, Spec Wpns Def O
WHITTAKER, William M.	1st Lt	AO 779 704	Asst Adj, Postal O
ALMOND, Nolan A.	2d Lt	AO 1907442	Class "A" Agent
BURNS, Jeremiah S.	2d Lt	AO 201 32A	Unit Historian-Asst Int & Sct
COBB, Robert G.	2d Lt	AO 1911970	OIC OJT
DUFFY, William J.	2d Lt	AO 1911979	Asst Acft Maint O
PAYNE, Don H.	2d Lt	AO 203 12A	Asst Grd Tng O, PIO
POHLI, Emil A. Jr.	2d Lt	AO 203 16A	AsstGnr O, Movement O, I & E O
RUDEK, Eugene D.	2d Lt	AO 2221749	Film Control O, SpS O
SKALBERG, Ronald K.	2d Lt	AO 1912018	Grd Safety O, Asst OJT O
NELSON, Roy E.	2d Lt	AO 1910924	Records Disposition O

BY ORDER OF CAPTAIN POUTRE:

OFFICIAL:



ROY E NELSON
2d Lt, USAF
Adjutant

ROY E NELSON
2d Lt, USAF
Adjutant

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Payne

159TH FIGHTER BOMBER SQUADRON
APO 919

SPECIAL ORDERS)

22 January 1951

NUMBER 3)

1. SMOP 1 SO 25 dtd 13 Dec 51 as pertains to 2d Lt Robert J. Tidwell, AO1907465 is changed to read 2d Lt Roy E. Nelson, AO1910924.

2. Folg add dy asgmts are announced. All previous asgmts of this nature are rescinded.

<u>NAME</u>	<u>RANK</u>	<u>SN</u>	<u>ADD DY</u>
DAVIS, Ellis B.	Capt	AO 448 821	Fire Marshal
HOWELL, Harry B. Jr.	Capt	AO 798 302	OIC Plt Trns Tng, PIO
LESUER, Robert F.	Capt	AO 512 483	OIC Inst Tng O
ALLSHOUSE, Herman D.	1st Lt	AO 197 12A	Gnr O
BAMBRICK, Martin J. Jr.	1st Lt	AO 134 2035	Fly Safety O, SpS O, PT O
FAUSETT, Eugene W.	1st Lt	AO 930 515	Pers Equip O
GRAHAM, Robert E.	1st Lt	AO 832 811	Asst Opr O
MASON, Robert G.	1st Lt	AO 944 194	Asst OIC Inst Tng
MEDLIN, Lewis C.	1st Lt	AO 2094230	OIC Grd Tng
NUNNALLY, Jackson L.	1st Lt	AO 1903371	Movement O
RICKER, Merton E.	1st Lt	AO 2077426	Int & Scty O
TANNER, Roscoe B.	1st Lt	AO 947 727	Comm O, Spec Wpns Def O
WHITTAKER, William M.	1st Lt	AO 779 704	Asst Adj, Postal O
ALMOND, Nolan A.	2d Lt	AO 1907442	Class "A" Agent
BURNS, Jeremiah S.	2d Lt	AO 201 32A	Unit Historian-Asst Int & Scty O
COBB, Robert G.	2d Lt	AO 1911970	OIC OJT
DUFFY, William J.	2d Lt	AO 1911979	Asst Acft Maint O
ORIGER, Leo J.	2d Lt	AO 2222079	Asst Armt O
PAYNE, Don H.	2d Lt	AO 203 12A	Asst Grd Tng O
POHLI, Emil A. Jr.	2d Lt	AO 203 16A	Asst Gnr O
RUDER, Eugene D.	2d Lt	AO 2221749	Film Control O
SKALBERG, Ronald K.	2d Lt	AO 1912018	Grd Safety O
NELSON, Roy E.	2d Lt	AO 1910924	Records Disposition O

3. Par 4 SO 19 dtd 6 Sep 51 is rescinded.

4. Pvt Robert P. Lewis AF23431883, is aptd alternate squadron Mail Clerk.

5. SMOP 1 SO 16 dtd 3 Aug 51 as pertains to John H. Arnold, Jr., AF6995946, is changed to read James C. Lloyd, S/Sgt, AF14081621.

6. Par 1 SO 11 dtd 11 Apr 51 is rescinded.

7. Folg Offs are Aptd Flt Cmdrs.

Capt James R. Higgins, AO 706 059
1st Lt Henry B. Franklin, AO 683 434
1st Lt Jackson L. Nunnally, AO 1903371
1st Lt William M. Whittaker, AO 779 704

BY ORDER OF LT COLONEL SHARP:

OFFICIAL:

ROY E. NELSON
2d Lt, USAF
Adjutant

Roy E. Nelson

ROY E. NELSON
2d Lt, USAF
Adjutant

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- 1 - Central File & Oprs Section
- 1 - Ea Ind & ea Ind Fld Pers Rec

FORT BENNING, GA.-----Three members of the U.S. Air Force's Tactical Air Command (TAC), all experienced pilots and one jump away from becoming qualified parachutists, wait the command from the jumpmaster, who is standing in the door of the plane, as they approach the end of four weeks of airborne training at Fort Benning. The three were the top ranking officers in a group of 24 TAC members completing the U.S. Army Infantry School course. They graduated Feb. 1. Left to right are Col. Gordon F. Bradburn of Clearwater, Fla., a member of the 314th Troop Carrier Wing, Sewart Air Force Base, Tenn.; Major Don H. Payne of Garland, Tex., a member of Headquarters, TAC Operations, Langley AFB, Va., and Col Frank J. Collins of Breckenridge, Tex., Headquarters, 31st Tactical Fighter Wing, Homestead AFB, Fla.

Information Section
Public Information Division
U.S. Army Infantry Center
Fort Benning, Ga.
CREDIT: U.S. ARMY PHOTO

8 February 1963/Gardner
FOR IMMEDIATE RELEASE
W. O. # 372-2

CERTIFICATE

1. I, DON H. PAYNE, certify that I have read and understand 311th Air Division Message quoted in Hq 116th Fighter Bomber Wing Letter, Subj: "Transmittal of Reporting of Border Violations", dated 2 February 1952.

2. I further certify that I have read and understand the proper procedure for reporting violations under Air Force Regulation 62-5

Don H Payne
SIGNATURE

worldwartwoveterans.org

FC1
RANK

159th FBS
ORGANIZATION

St. Pagne

HEADQUARTERS
116TH FIGHTER BOMBER WING
APO 919

PERSONNEL ACTIONS MEMORANDUMS)

1 May 1952

NUMBER 28)

1. UP of AFM 36-1, dtd 1 Jan 52, & AFL 36-1, dtd 28 Dec 51, the fol named officers, orgn indicated, this sta, are awarded PAFSCs & add AFSCs as indicated. Entries on WD AGO Form 66 will be accomplished IAW Par 7 AFL 36-1 dtd 28 Dec 51.

<u>RANK</u>	<u>NAME</u>	<u>AFSN</u>	<u>AFS</u>	<u>AFSC</u>
<u>Hq 116th Ftr Bmr Wg</u>				
Capt	Clifford L Gipson Jr	AO 725 717	Supply Off	(P) 6424
			Pilot, Trans	(A) 1044C
Capt	John W Munn	AO 830 288	Fly Safety Off	(P) 1444
			Pilot, Ftr	(A) 1124A
1st Lt	George H. Green	AO 1 907 401	Pers Off	(P) 7324
1st Lt	James R McDonnold	AO 1 903 524	Disb Off	(P) 6774
1st Lt	Harold G McFarland	AO 582 853	Pers Off	(P) 7324
1st Lt	Robert B Motherwell	AO 572 745	Pers Off	(P) 7324
			Manpower Mgt Off	(A) 7331
2d Lt	Martha E Littlefield	AL 1 865 922	Admin Off	(P) 7021
<u>158th Ftr Bmr Sq</u>				
Capt	James M Duffy	AO 732 193	Operations Off	(P) 1435
			Pilot, Ftr	(A) 1124A
1st Lt	Herman H Babb Jr	AO 1 909 552	Pilot, Ftr	(P) 1124A
			Weapons Off	(A) 3231
1st Lt	Robert E Fiebig	AO 1 337 831	Pilot, Ftr	(P) 1124A
1st Lt	Louis H Hitter	AO 763 195	Pilot, Ftr	(P) 1124A
2d Lt	David F Bush	AO 1 911 962	Pilot, Ftr	(P) 1124A
2d Lt	William R Emrick	AO 1 912 213	Pilot, Ftr	(P) 1124A
2d Lt	Ronald W Hartrim	AO 2 221 958	Pilot, Ftr	(P) 1124A
2d Lt	Robert J McCormick	AO 2 222 076	Pilot, Ftr	(P) 1124A
2d Lt	Leon C Seale Jr	AO 2 221 751	Pilot, Ftr	(P) 1124A
			Instls Engr	(A) 5521
2d Lt	Edward H Webster	AO 2 222 082	Pilot, Ftr	(P) 1124A
2d Lt	Gene L Whisenhunt	AO 2 221 764	Pilot, Ftr	(P) 1124A
<u>159th Ftr Bmr Sq</u>				
Capt	James M Duncan	AO 782 217	Pilot, Ftr	(P) 1121A
			Cmd Elect Off	(A) 3041
Capt	James R Higgins	AO 706 059	Pilot, Ftr	(P) 1124A

Par 1 PAM 28, Hq 116th Ftr Bnr Sq, AFSC 213, dtd 1 May 1952 (Cont'd)

<u>RANK</u>	<u>NAME</u>	<u>AFSN</u>	<u>AFS</u>	<u>AFSC</u>
<u>159th Ftr Bnr Sq</u>				
Capt	Robert F LeSuer	AO 512 483	Flt Test Maint O Pilot, Ftr	(P) 4334 (A) 1124A
Capt	Martin L Lowell	AO 863 239	Acft Maint Off	(A) 4344
Capt	John M Taylor	AO 736 578	Acft Maint Off Air Oprns Off	(P) 4344 (P) 1435
1st Lt	Neil G Buckwald	AO 2 079 993	Pilot, Ftr	(A) 1124A
1st Lt	Jeremiah S Burns	20 132A	Pilot, Ftr Pilot, Ftr	(P) 1124A (P) 1124A
1st Lt	Harold M Christiansen	AO 1 909 564	Elect Off	(A) 8621
1st Lt	William T Craddock	AO 736 071	Pilot, Ftr	(P) 1124A
1st Lt	Eugene W Fausett	AO 930 515	Pilot, Ftr	(P) 1124A
1st Lt	Henry B Franklin	AO 683 434	Pilot, Ftr	(P) 1124A
1st Lt	Robert E Graham	AO 832 811	Pilot, Ftr Air Oprns Off	(P) 1124A (A) 1435
1st Lt	William E Lee	AO 2 067 534	Pilot, Ftr	(P) 1124A
1st Lt	Robert G Mason	AO 944 194	Instls Engr	(A) 5521
1st Lt	Lewis C Medlin	AO 2 094 230	Pilot, Ftr	(P) 1124A
1st Lt	Gerald H Oppenheimer	AO 946 240	Pilot, Ftr	(P) 1121A
1st Lt	Don H Payne	20 312A	Pilot, Trp Carr Pilot, Ftr	(A) 1051C (P) 1124A
1st Lt	Merton E Ricker	AO 2 077 426	Instls Off Air Oprns Off Pilot, Ftr	(A) 5521 (A) 1431 (P) 1124A
1st Lt	Euclid C Woodmangee	AO 1 911 219	Acft Obsr, Radar Opr	(A) 1551
2d Lt	Robert G Cobb	AO 1 911 970	Acft Obsr, Nav Bmbdr	(A) 1521
2d Lt	William J Duffey	AO 1 911 979	Pilot, Ftr	(P) 1124A
2d Lt	Lowell K Masley	AO 2 222 682	Pilot, Ftr Acft Maint Off	(P) 1124A (A) 4341
2d Lt	Eugene D Ruder	AO 2 221 749	Pilot, Ftr	(P) 1124A
2d Lt	Ronald K Skalberg	AO 1 912 018	Pilot, Ftr	(P) 1124A

116th Sup Sq

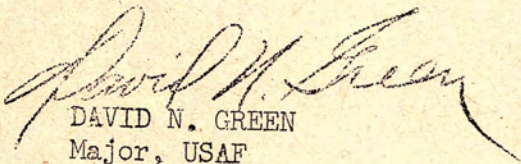
Capt	Walter Hardina	AO 767 537	Sup Sv Off	(P) 6434
1st Lt	Clarence H Taber	AO 1 645 421	Supply Off	(P) 6424
1st Lt	Charles F Wood	AO 2 048 525	Supply Off	(P) 6424
2d Lt	Dean L Coppernoll	AO 2 234 733	Supply Off	(P) 6421
2d Lt	Henry C Pilkinton III	AO 1 864 993	Supply Off	(P) 6421

Par 1 PAM 28, Hq 116th Ftr Bmr Wg, APO 919, dtd 1 May 1952 (Cont'd)

<u>RANK</u>	<u>NAME</u>	<u>AFSN</u>	<u>AFS</u>	<u>AFSC</u>
		6016th AB Sq		
Capt	Robert H Bussell	AO 1 106 030	Supply Off	(P) 6424
2d Lt	William W Brooks	AO 1 855 177	Supply Off	(P) 6421

BY ORDER OF COLONEL SWANLICK

OFFICIAL:



DAVID N. GREEN
Major, USAF
Asst Dir of Pers

A. E. GARONI
Lt Col, USAF
Dir of Pers

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HEADQUARTERS
116TH FIGHTER BOMBER GROUP
APO 919, C/O Postmaster
San Francisco, California

PERSONNEL ACTIONS MEMORANDUMS)
NUMBER 11)

10 March 1952

1. The MOT of the fol Off & Amn, 159th Ftr Bmr Sq, APO 919 is changed as indicated:

	<u>FROM MOT</u>	<u>TO MOT</u>
CAPT LAWRENCE FOUTRE A0742891	Dec 52	Dec 53
1ST LT HERMAN D. ALIHOUSE 19712A	Mar 53	Mar 54
1ST LT JEREMIAH S. BURNS 20132A	Apr 53	Apr 54
1ST LT EUGENE W. FAUSETT A0930515	Dec 52	Dec 53
1ST LT ROBERT E. GRAHAM A0832811	Dec 52	Dec 53
1ST LT DON H. PAYNE 20312A	Apr 53	Apr 54
1ST LT EMIL A. POHLI, JR. 20316A	Apr 53	Apr 54
2D LT ROBERT G. COBB A01911970	Dec 52	Dec 53
2D LT ROY E. NELSON A01910924	May 53	Feb 54
2D LT EUGENE D. RUDER A02221749	Jan 53	Jan 54
M SGT JAMES M. KELLY AF16026554	May 53	May 54
M SGT OLIVER G. MAYEUX AF7086421	May 53	Oct 53

2. The dy asgmt of the fol Amn, 159th Ftr Bmr Sq, APO 919 is changed as indicated. Effective date: 8 Mar 52.

	<u>FROM DA/FSC</u>	<u>TO DA/FSC</u>
SCT ROBERT T. BAKER AF15425871	32250B	32270
SCT JAMES S. VOIPE AF12325604	30150	30170
CPL HARRY E. CRANFORD AF13241469	30130	30150
CPL MICHAEL CURCIO AF23789865	46230	46250
CPL MERLE E. LAMSON AF19395089	32230B	32250B
CPL GEORGE T. PANAGHIAS AF19387527	46230	46250
CPL MYRON A. PEARCE AF15447135	46230	46250
CPL ASHLEY G. MORGAN JR. AF14396545	46230	46250
CPL JUNIOR L. ROBINSON AF13371646	46230	46250
CPL ROBERT D. SULLZBERGER AF16335604	73230	73250
PLC D'ARRELL R. BREWER AF19395581	32230B	32250B
PLC EMIL R. FIEBING AF16347994	32230B	32250B
CPT EDWARD H. GARDNER AF13347324	33530B	33550B
PLC DOUGLAS H. HARRIS AF13347324	33530B	33550B
PLC WALTER E. HARRIS AF13347324	33530B	33550B

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Par 2 PAM 11 Hq 116th Ftr Bmr Gp, APO 919, 10 Mar 52, cont'd

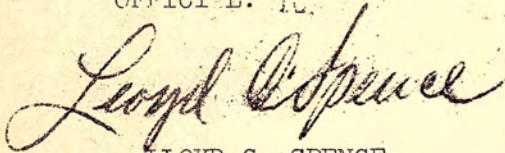
PFC CHARLES R. LEEDKE AF16354887	32230B	32250B
PFC JOSEPH F. MOORE AF17292343	32230B	32250B
CPL RICHARD H. OCHSNER AF19383336	32230B	32250B
PFC DONALD E. STEVENS AF25856269	46230	46250

3. S SGT KENNETH W. BRADDOCK AF24625624, 159th Ftr Bmr Sq, APO 919, DAFSC 20470 changed fr 73250 eff 2 Mar 52.

BY ORDER OF LIEUTENANT COLONEL SHARP:

OFFICIAL: LC

LLOYD C. SPENCE
Captain, USAF
Adjutant



LLOYD C. SPENCE
Captain, USAF
Adjutant

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OPERATIONS
159th Fighter Bomber Squadron
116th Fighter Bomber Group
~~George Air Force Base~~
~~Victorville, California~~
APO 919

C E R T I F I C A T E

I hereby certify that I have read the Pilots Information File of the 159th Fighter Bomber Squadron and that I am familiar with its contents. Semi-annual review of the file has been accomplished as indicated by my initials on the fly leaf of each volume.

worldwartwoveterans.org

DATE 26 Jan 1952

SIGNED Don H. Payne
DON H. PAYNE
2/Lt. USAF

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HEADQUARTERS
116TH FIGHTER BOMBER WING
APO 919

2d Lt Payne

LETTER ORDER NO 23-2

23 January 1952

SUBJECT: Temporary Duty Travel Orders

TO : Individuals Concerned

1. Fol named Offs & amn, 159th Ftr Bmr Sq, 116th Ftr Bmr Gp, APO 919 are atchd to 136th Ftr Bmr Wg, APO 970 for an indef period for the purpose of special mission. WP o/a 23 Jan 52 by rail air rail or water. TBMAA TBGAA TCNT TDN. NO PER DIEM AUTH. Upon compl of atch pers will rtrn to proper orgn & sta for dy. AUTH: 314th ADiv Msg (Clas) OPR-0-67 dtd 23 Jan 52.

LT COL DANIEL F. SHARP 8565A	W SGT WILLIAM A. STOKES AF 14081841
CAPT ELLIS B. DAVIS AO 448821	T SGT MERVIN J. SHELTON AF 17164909
CAPT JAMES R. HIGGINS AO 706059	S SGT VICTOR H. CAMPBELL AF 16012566
CAPT ROBERT F. LESUER AO 512483	S SGT ERNEST E. CLANCE JR. AF 24620968
CAPT LAWRENCE POUTRE AO 742891	S SGT ELLIS COX JR. AF 24627845
CAPT JOHN M. TAYLOR AO 736578	S SGT WILLIAM P. GEER AF 57307133
1ST LT HERMAN D. ALLSHOUSE 19712A	S SGT DONALD A. PRITCHETT AF 24620770
1ST LT MARTIN J. BAMBRICK Jr AO 1342035	S SGT ROBERT G. RANSOM JR. AF 24620628
1ST LT ROBERT E. GRAHAM AO 832811	S SGT DAVID C. SHARP AF 18289027
1ST LT ROBERT G. MASON AO 944194	S SGT GEORGE L. SHEPPARD AF 44172692
1ST LT LEWIS C. MEDLIN AO 2094230	S SGT JOEL S. WILLIAMS AF 32660980
1ST LT JACKSON L. NUNNALLY AO 1903371	SGT ROBERT T. BAKER AF 15425871
1ST LT ROSCOE B. TANNER AO 947727	SGT JAMES A. COBB AF 14320541
1ST LT WILLIAM M. WHITTAKER AO 779704	SGT "W" "L" HOLLAND AF 18276441
2D LT NOLAN A. ALMOND AO 1907442	SGT GLENN T. HORTON AF 24735392
2D LT ROBERT G. COBB AO 1911970	SGT EDWARD F. MILLER AF 24629672
2D LT WILLIAM J. DUFFEY AO 1911979	SGT HUBERT T. NORTON AF 24626811
2D LT LEO J. ORIGER AO 2222079	SGT WILLIAM C. OLSEN AF 24271221
2D LT DON H. PAYNE 20312A	SGT LEROY M. SHARPE AF 24628421
2D LT EMIL A. POHLI Jr. 20316A	SGT CENNETT A. SMITH AF 18146378
SGT DONALD STARR AF 19344587	CPL MILTON L. GRIFFIS AF 19388256
SGT CARL F. TAYLOR AF 24629658	CPL WALTER L. HICKEY AF 18375792
SGT ROBERT E. THAYER AF 19344746	CPL MARTIN L. HUDOCK AF 13365623
SGT JAMES S. VOLPE AF 12325604	CPL ALBERT D. MILLER AF 11216565
SGT EARL G. WILLIAMS AF 28202781	CPL OWEN C. MOORE AF 15437106
CPL JAMES H. SAVAGE AF 24629164	

BY ORDER OF COLONEL STANLEY:

Robert B. Motherwell
ROBERT B. MOTHERWELL
1st Lt, USAF
Adjutant

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HEADQUARTERS
116TH FIGHTER BOMBER WING
APO 919

LETTER ORDER NO 23-2

23 January 1952

SUBJECT: Temporary Duty Travel Orders

TO : Individuals Concerned

1. Fol named Offs & amn, 159th Ftr Bmr Sq, 116th Ftr Bmr Gp, APO 919 are atchd to 136th Ftr Bmr Wg, APO 970 for an indef period for the purpose of special mission. WP o/a 23 Jan 52 by ml air rail or water. TBMAA TBGAA TCNT TDN. NO PER DIEM AUTH. Upon compl of stch pers will rtn to proper orgn & sta for dy. AUTH: 314th ADiv Msg (Clas) OPR-0-67 dtd 23 Jan 52.

LT COL DANIEL F. SHARP 8565A	M SGT WILLIAM A. STOKES AF 14081841
CAPT ELLIS B. DAVIS AO 448821	T SGT MERVIN J. SHELTON AF 17164909
CAPT JAMES R. HIGGINS AO 706059	S SGT VICTOR H. CAMPBELL AF 16012566
CAPT ROBERT F. LESUER AO 512483	S SGT ERNEST E. CLANCE JR. AF 24620968
CAPT LAWRENCE POUTRE AO 742891	S SGT ELLIS COX JR. AF 24627845
CAPT JOHN M. TAYLOR AO 736578	S SGT WILLIAM P. GEER AF 57307133
1ST LT HERMAN D. ALLSHOUSE 19712A	S SGT DONALD A. PRITCHETT AF 24620770
1ST LT MARTIN J. BAMBRICK Jr AO 1342035	S SGT ROBERT G. RANSOM JR. AF 24620628
1ST LT ROBERT E. GRAHAM AO 832811	S SGT DAVID C. SHARP AF 18288027
1ST LT ROBERT G. MASON AO 944194	S SGT GEORGE L. SHEPPARD AF 44172692
1ST LT LEWIS C. MEDLIN AO 2094230	S SGT JOEL S. WILLIAMS AF 32660980
1ST LT JACKSON L. NUNNALLY AO 1903371	SGT ROBERT T. BAKER AF 15425871
1ST LT ROSCOE B. TANNER AO 947727	SGT JAMES A. COBB AF 14320541
1ST LT WILLIAM M. WHITTAKER AO 779704	SGT "W" "L" HOLLAND AF 18276441
2D LT NOLAN A. ALMOND AO 1907442	SGT GLENN T. HORTON AF 24735392
2D LT ROBERT G. COBB AO 1911970	SGT EDWARD F. MILLER AF 24629672
2D LT WILLIAM J. DUFFEY AO 1911979	SGT HUBERT T. NORTON AF 24626811
2D LT LEO J. ORIGER AO 2222079	SGT WILLIAM C. OLSEN AF 24271221
2D LT DON H. PAYNE 20312A	SGT LEROY H. SHARPE AF 24628421
2D LT EMIL A. POHLY Jr. 20316A	SGT CENNETT A. SMITH AF 18146378
SGT DONALD STARR AF 19344587	CPL MILTON L. GRIFFIS AF 19388256
SGT CARL F. TAYLOR AF 24629658	CPL WALTER L. HICKEY AF 18375792
SGT ROBERT E. THAYER AF 19344746	CPL MARTIN L. HUDOCK AF 13365623
SGT JAMES S. VOLFE AF 12325604	CPL ALBERT D. MILLER AF 11216565
SGT EARL G. WILLIAMS AF 28202781	CPL OWEN C. MOORE AF 15437106
CPL JAMES H. SAVAGE AF 24629164	

BY ORDER OF COLONEL STANLEY:

Robert B. Motherwell
ROBERT B. MOTHERWELL
1st Lt, USAF
Adjutant

RESTRICTED

10 DEC 51

(DATE)

PAYNE D. H. 3LT	159 th SQN
NAME	RANK ORGN.

1. Power plant description.
 - a. Type GAS TURBINE, JET PROPULSION J-35-A-17A
 - b. Rated thrust at sea level. 4900#
 2. List the fuel tank locations and capacities. TIPS - 460 GAL - 2948# ; WING - 162 GAL - 1035# ; FWD - 143 GAL - 917# ; MAIN - 147 GAL - 942#
 3. Give a brief explanation of the normal fuel flow sequence of the aircraft. TIPS FIRST - THEN WING AND FWD TOGETHER AT 2-1 RATIO UNTIL WING EMPTY AND THEN FWD EMPTIES - LAST TO FEED IS MAIN. ALL TANKS FEED THRU MAIN
 4. What is the purpose of the forward auxiliary and wing auxiliary positions on the fuel selector quadrant? TO BY PASS MAIN TANK IN CASE IT DOES NOT FEED PROPERLY. THIS ALLOWS WING AND FWD TANKS TO FEED DIRECTLY TO ENGINE
 5. What is the significance of the fuel pressure warning light coming on in flight? MAIN BOOST PUMP NOT SUPPLYING SUFFICIENT PRESSURE
 6. How much fuel remains when the fuel level warning light comes on? 700#
 7. When does the "emergency" on "light" come on? (1) EMERGENCY TEST SWITCH ON (2) EMERGENCY SWITCH ON (3) FLEET ON AND NORMAL SYSTEM FAILING
 8. What is the minimum safe fuel pressure in flight? 60#
 9. Are the tip tanks ever pressurized when empty? If so - when and why? YES, WHEN TIP TANK SWITCHES ARE ON. THIS IS TO PREVENT TIPS FROM COLLAPSING DUE TO PRESSURE CHANGE WHEN DESCENDING.
 10. What items are checked on the external fuel tanks before flights? SNIFFLE VALVE CLOSED ; CAPS SECURE ; AND TANKS SECURE
 11. Give the procedure for testing the emergency fuel system. (1) EMERG FUEL PUMP OFF (2) RUN UP TO 85% - 95% AND EMERG TEST SWITCH ON (3) RETARD THROTTLE RAPIDLY AND RELEASE EMERG TEST SWITCH
 12. Give the ground start procedure. ON BACKSIDE
 13. Give the air start procedure. ON BACKSIDE
 14. Why is it important not to exceed 50 P. S. I. fuel pressure during a ground start? LIKELY TO FORCE EXCESS FUEL INTO COMBUSTION CHAMBERS AND CAUSE FIRE OR HOT START
 15. Give complete procedure for "Flame Out". ON BACKSIDE
 16. What is the maximum altitude for an air start? --- Why? 20000 - AIR IS NOT DENSE ENOUGH AND BAROMETRIC AND GOVERNOR MAY NOT FUNCTION PROPERLY DURING START
 17. List the steps of a pre-take-off check. ON BACKSIDE
 18. What tail pipe temperature is considered a hot start? 900°C FOR 20 SECS OR 1000°C FOR 10 SECS
 19. List the maximum and minimum tailpipe temperatures and over-speed allowances for the following:
 - a. Start and acceleration maximum. 900°C and 100.5%
 - b. Take-off - maximum and minimum. 640°-715°C + 100.5%
- (1). Give engine RPM overspeed allowance 100.5%

12. (1) Battery "OFF" (2) DIRECT APU (3) STARTER TO "GROUND START"

(4) AT 30% FUEL SELECTOR TO "ALL TANKS" (5) AT 80% THROTTLE TO IDLE

(6) AT 22% GROUND START SWITCH TO "STOP STARTING CYCLE". (7) WHEN ENGINE STABILIZES AT 31%-36% APU OUT AND BATTERY "ON."

13. (1) CLOSE THROTTLE (2) NOSE UP TO DRAIN TAILPIPE (3) CORRECT CAUSE OF FLAMEOUT (4) DESCEND TO BELOW 20,000' (5) INVERTER SWITCH TO ALTERNATE (6) AT 150-200 mph AND 8-25% DEPRESS AIR START SWITCH (7) OPEN THROTTLE TO OBTAIN 40-80 PSI. (8) AFTER INDICATION ON TAILPIPE TEMPERATURE GAGE RETURN THROTTLE TO IDLE (9) INVERTER SWITCH TO "NORMAL"

15. DURING TAKE OFF - CLOSE THROTTLE, FUEL SELECTOR OFF, BATTERY OFF CANOPY OPEN. TRY TO STOP ON RUNWAY OR LAND STRAIGHT AHEAD DURING FLIGHT - CORRECT CAUSE AND RESTART

17. (1) LOADMETER ABOVE 40%

(2) DIVE BRAKE UP

(3) FLAPS 20°

(4) CANOPY CLOSED ABOVE 50%

(5) CHECK EMERGENCY FUEL SYSTEM

(6) PRESSURIZATION SWITCH TO PRESSURE

(7) EMERGENCY FUEL SWITCH TO ALERT

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20. Give minimum oil pressure, RPM, temperature, and fuel pressure for the take-off. $7 \frac{1}{16} \text{ in}^2$; 100% ; 640°C ; AND $280 \frac{1}{16} \text{ in}^2$
21. What is the maximum time allowable for full throttle operation?
30 MIN
22. What is the maximum allowable engine speed in per cent (%) RPM?
100.5 %
23. How is the pilot aware that ignition has taken place?
RISE IN TAILPIPE TEMPERATURE
24. What units of the aircraft are operated by pressure furnished by the hydraulic pump? (1) AILERON BOOST (2) LANDING GEAR (3) DIVE BRAKE (4) FLAPS
25. What is the maximum and minimum hydraulic pressure?
1350 - 1500 NORMAL 1750 MAX
26. Give the emergency landing procedure with complete hydraulic failure.
ON BACK SIDE
27. List two (2) methods of rendering the aileron boost inoperative and when each should be used? (1) AILERON BOOST SELECTOR OFF WHEN THERE IS HYDRAULIC FAILURE (2) AILERON BOOST DISCONNECT WHEN THERE IS A HYDRAULIC LOCK
28. What is the limiting IAS for the following?
a. Lowering dive flaps.
b. Lowering dive brake.
c. Lowering landing flaps.
d. Lowering landing gear.
29. What is the most efficient IAS for climb at 5,000' 395 ;
10,000' 380 15,000' 365 20,000' 340 ;
25,000' 325 30,000' 310 40,000' 250 ;
30. What is the maximum allowable Mach number? .82
31. State maximum "G" limits, positive and negative, with and without tip tanks.
+7.33, - 3.0
32. What is the maximum allowable IAS with tip tanks installed at:
5,000' 560 10,000' 540 15,000' 490 20,000' 430
33. What is the approximate glide ratio of the F-84 with clean configuration?
15-1
34. List the minimum air speeds in traffic pattern:
180 mph

26. (1) AILERON BOOST OFF (2) FLAP HANDLE NEUTRAL
(3) GEAR HANDLE DOWN (4) PULL EMERGENCY UNLOCK RELEASE
AND YAW AIRCRAFT UNTIL MAIN GEAR LOCKED DOWN
(5) HYDRAULIC SELECTOR TO "NOSE WHEEL" AND ACTIVATE HAND
PUMP UNTIL NOSE WHEEL IS LOCKED DOWN. (6) HYDRAULIC
SELECTOR TO "SYSTEM" AND LANDING GEAR CONTROL TO NEUTRAL
(7) FLAP HANDLE TO DOWN AND PUMP FLAPS DOWN.
(8) FLAP HANDLE TO NEUTRAL

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a. Base leg 180 b. Final tu 170c. Final approach 160

35. List the pre-landing cockpit check. (1) DIVE BRAKE DOWN (2) FUEL SYSTEM "ALERT" (3) GEAR AND LANDING FLAPS.
36. How are the tip tanks jettisoned? (1) TIP TANK JETTISON SWITCH TO "JETTISON" (2) MASTER SALVO SWITCH (3) MANUAL RELEASE
37. Why is an electrical failure classed as an emergency? NO RADIO, LIGHTS, INSTRUMENTS, NO LIQUIDOMETER, NOR IGNITION FOR AIRSTART.
38. What is the correct strut inflation? No tips 2 1/2. Full Tips 2"
39. What is the correct idle RPM? 31-36%
40. At what RPM should the generator cut in? 32%
41. What is the procedure for using the defroster, DEFROSTER SHOULD BE USED CONTINUOUSLY AT ALTITUDES.
42. What is the location of the main danger areas during the ground operation of the F-84E. DIRECTLY IN FRONT OF INTAKE AND IN REAR OF TAILPIPE TO A DISTANCE OF 25'.
43. What is the procedure to be followed in the event of a fire in the tail pipe during start? (1) CLOSE THROTTLE (2) FUEL SELECTOR OFF (3) WINDMILL ENGINE UNTIL TAILPIPE TEMPERATURE DROPS.
44. What precautions are necessary when servicing the aircraft? (1) GROUND WIRES ATTACHED (2) FUEL TANK COVERS ON SECURELY (3) FIRE EXTINGUISHER NEARBY
46. What precautions must be observed when taxiing away from the line and while parking? LOOK WHERE YOU ARE GOING AND MINIMIZE JET BLAST
47. What precautions are necessary when operating the dive brake and flaps during ground operation? SEE THAT PERSONNEL AND OBSTRUCTIONS ARE CLEAR
48. What is the procedure for emergency retracting of the landing gear? (1) LANDING GEAR OVER RIDE SWITCH (2) GEAR HANDLE UP
49. What happens when the salvo switch is actuated? TIP TANKS AND ORDNANCE IS SALVED.
50. What precautions are necessary when operating the radio compass in flight? GUARD AGAINST HOMING ON THUNDERSTORM
51. Give procedure and precautions for jettisoning canopy. (1) LOWER SEAT (2) ROLL UP ON RIGHT HAND GRIP WITH CANOPY FULL CLOSED
52. Give procedure for bail-out: a. With seat ejection. (1) JETTISON CANOPY (2) FIRE SEAT EJECTION TRIGGER (3) RELEASE SEAT BELT WHEN CLEAR OF AIRCRAFT AND KICK CLEAR OF SEAT.
b. without seat ejection. (1) JETTISON CANOPY (2) ROLL AIRCRAFT ON ITS BACK (3) RELEASE SEAT BELT
53. No "go around" will be attempted without 50 ^{300#} gallons remaining.
54. Action to be taken in case of fire warning light "ON" in flight is' at the discretion of PILOT
55. Describe the pattern to be made for any type of emergency landing. ANY KIND OF PATTERN BUT HAVE A BASE LEG IF POSSIBLE.
56. List procedure to be followed in case of over-heat light coming "ON" in flight. THROTTLE BACK AND GAIN AIRSPEED IF POSSIBLE.

TRANSITION MISSION NO. 7
 (CRUISE CONTROL - ROUND ROBIN)
 (OVER 400 MILES NOT OVER 450)

PILOT WILL BE BRIEFED BY INSTRUCTOR PILOT BEFORE MISSION

PILOT _____ DATE _____
 ACFT NO. _____ TAKE OFF 98%. CLIMB ON COURSE
 AT 96% TO 10,000 FEET. LEVEL OFF AT 10,000 FEET AND CRUISE
 REMAINDER OF COURSE AT 94% NOTE:

	TIME	FUEL	FUEL PRESS	IAS
TAKE OFF				
10,000				
1st Check Point				
2nd Check Point				
OVER BASE				
LANDING				

ENTER PATTERN WITH 850 POUNDS OF FUEL AND LAND. POUNDS OF FUEL PER
 HOUR CONSUMED _____ MAXIMUM RANGE ON THIS
 MISSION _____ MAXIMUM FLYING TIME AVAILABLE
 ON THIS MISSION _____

PILOT WILL BE DE BRIEFED BY INSTRUCTOR PILOT AT END OF MISSION

TRANSITION MISSION NO. 8
 CRUISE CONTROL - ROUND ROBIN
 LOCAL AREA - OVER 400 NOT OVER
 450 MILES - 50 GALLONS EACH
 TIP

PILOT WILL BE BRIEFED BY INSTRUCTOR PILOT AT BEGINNING OF MISSION

PILOT _____ DATE _____
 ACFT NO. _____ TAKE OFF 98% AND CLIMB ON
 COURSE TO 20,000 FEET. CRUISE REMAINDER OF COURSE AT 90%.
 START DESCENT TO BASE 50 MILES OUT USING 78% TO 80% AND DESCEND
 TO 3,000 FEET OVER BASE. NOTE:

	TIME	FUEL	FUEL PRESS.	IAS
TAKE OFF				
20,000				
1st Check Point				
2nd Check Point				
BEGIN DESCENT				
OVER BASE				
LANDING				

ENTER TRAFFIC PATTERN WITH 850 POUNDS OF FUEL AND LAND.
 MAXIMUM RANGE AVAILABLE ON THIS MISSION _____
 MAXIMUM FLYING TIME AVAILABLE ON THIS MISSION _____
PILOT WILL BE DE-BRIEFED BY INSTRUCTOR PILOT AT END OF MISSION

TRANSITION MISSION NO. 9
 ROUND ROBIN - CRUISE CONTROL
 OVER 400 MILES - NOT OVER 450
 50 GALLONS EACH TIP
 TANK

PILOT WILL BE THOROUGHLY BRIEFED BY INSTRUCTOR PILOT BEFORE MISSION

PILOT _____ DATE _____
 ACFT NO. _____ TAKE OFF 98% AND CLIMB ON
 COURSE TO 20,000 FEET. CRUISE REMAINDER OF COURSE AT 94%. START
 DESCENT TO BASE 50 MILES OUT AND DESCEND TO 3000 FEET OVER BASE
 NOTE: _____

	TIME	FUEL	FUEL PRESSURE	IAS
TAKE OFF	_____	_____	_____	_____
20,000'	_____	_____	_____	_____
1st Ck Pt	_____	_____	_____	_____
2nd Ck Pt	_____	_____	_____	_____
BEGIN DESCENT	_____	_____	_____	_____
OVER BASE	_____	_____	_____	_____
LANDING	_____	_____	_____	_____
ENTER TRAFFIC PATTERN WITH 850 POUNDS OF FUEL AND LAND.				
MAXIMUM RANGE AVAILABLE ON THIS MISSION _____				
MAXIMUM FLYING TIME AVAILABLE ON THIS MISSION _____				
PILOT WILL BE DE-BRIEFED AT END OF MISSION BY INSTRUCTOR PILOT.				

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TRANSITION MISSION NO 10
 CRUISE CONTROL - ROUND ROBIN
 30,000' LOCAL AREA - 100
 GALLONS - EACH TIP TANK

PILOT WILL BE BRIEFED BY INSTRUCTOR PILOT BEFORE MISSION

ACFT NO. _____ TAKE OFF 98% AND CLIMB ON
 COURSE TO 20,000 FEET. CRUISE REMAINDER OF COURSE AT
 94%. START DESCENT 50 MILES USING 78% TO 80% AND DESCEND
 TO 3,000 FEET OVER BASE. NOTE: _____

	TIME	FUEL	FUEL PRESSURE	IAS
TAKE OFF	_____	_____	_____	_____
30,000	_____	_____	_____	_____
1st Ck Pt	_____	_____	_____	_____
2nd Ck Pt	_____	_____	_____	_____
BEGIN DESCENT	_____	_____	_____	_____
OVER BASE	_____	_____	_____	_____
LANDING	_____	_____	_____	_____
ENTER TRAFFIC PATTERN WITH 850 POUNDS OF FUEL AND LAND				
MAXIMUM RANGE AVAILABLE ON THIS MISSION _____				
MAXIMUM FLYING TIME AVAILABLE ON THIS MISSION _____				
PILOT WILL BE DE-BRIEFED AT END OF MISSION BY INSTRUCTOR PILOT				

FOR IMMEDIATE DELIVERY TO

Referred to in Par 11

HEADQUARTERS
116TH FIGHTER BOMBER WING
APO 919

4 December 1951

SPECIAL ORDERS
NUMBER 249

1-6. EXTRACT.

7. MAJ WILLIAM H. KELLY AO 587266 116th Sup Sq, 116th M&S Gp APO 919 314th ADiv FEAF (PSSN 2120, DSSN 4902, Race W, Comp ANGUS, FSC 21, DROS Dec 45, DOS indef, F/S no, A/R none, MOT Dec 52) is reld fr pres asgmt and dy and asgd Hq 5th AF APO 970, AS REPLACEMENT FOR MAJ ROBERT A. WARREN JR. WP o/a 10 Dec 51 by mtl air rail and water. TBMAA TBGAA TCNT FCS PCA. Shpmt of pers bag not auth. Par 25, Hq FEAF ltr AG/140, Subj Acct for T/A 21 Type Individ Equip and orgn Equip dtd 2 Aug 51 and par 4 6163d ltr MAT/420 Subj Issuance of Org Clothing dtd 6 Oct 51 w/b compl with. Trans of hhld eff to ZI loc dsq by this owner is auth UP of DA Msg WDL 39833 23 Aug 50 hhld goods will not be rtn to the FEC at Govt Expense during the curr tour of dy. Off w/rept to 6123d Pers Proc Sq APO 75 for trans to dest. Prior to dept immun and phy insp w/b compl IAW Sec I Cir 82 8th Army 11 Nov 49. TR's w/b obtained fr the Trans O before dept of this sta. Per diem auth IAW par 6b(1) GHQ FEC Cir 25 dtd 30 May 51. TDN 5723500 274-361 P533-02,03,04,05,07,08 599-999. AUTH: HQ 314th ADiv msg PERS-MR-4923 dtd 29 Nov 51. EDCSA 12 Dec 51.

8. CAPT LLOYD E. FINLEYSON AO 581666 6163d AB Gp APO 919 is asgd add dy as Aast Wg Compt.

9. Par 19 SO 230 this hq cs is hereby RESCINDED. (Pertains to AFR 39-16 Bd).

10. MAJ MARY E. HOADLEY 21924W PSSN 3430 having been asgd this orgn per par 37 SO 311 Hq 35th Ftr Incpt Wg dtd 30 Nov 51 is further asgd 116th Med Gp APO 919. NTI. PCA. EDCSA 5 Dec 51.

11. Pol Off having been asgd this orgn per par 27 SO 321 6403d Per Proc Sq APO 959 dtd 30 Nov 51 are further asgd Hq 116th Ftr Bmr Gp APO 919 rept 5 Dec 51. NTI. PCA. EDCSA 12 Dec 51.

2D LT ROBERT J. MCCORMICK AO 2222076 PSSN 1054
2D LT DON H. PAYNE 20312A PSSN 1054
2D LT EMIL A. POHLI JR 29316A PSSN 1054
2D LT MALCOLM E. RYAN 20333A PSSN 1054

12. Par 7 SO 246 this hq cs is REVOKED. (Pertaining to DAFS CONSTANCE T. ROBERTS.)

13. SMOP 13 SO 244 this hq cs as pertains to S SGT WILLIAM J. BROWN AF 18264253 116th M&S Gp as reads "Race W" is amended to read "Race N" & so much as pertains to SGT THOMAS E. MOYER AF 15278174 116th M&S Gp as reads "PAFSC 64152, DAFSC 64152" is amended to read "PAFSC 64150, DAFSC 64150".

14. PFC PAUL E. RECORDS JR AF 18389740 PAFSC 46230 196th Ftr Bmr Sq APO 919-1 is reld fr pres asgmt & dy and asgd Hq 116th Ftr Bmr Wg APO 919 rept 7 Dec 51. Amn placed in Hq Sq Sec for dy and atchd to Hq Sq Sec for adm. NTI. PCA. EDCSA 7 Dec 51.

RESTRICTED

BESTRICTED

SO 249 Hq 116th Ftr Bmr Hq dtd 4 Dec 51 (CONTD)

15. COL WILLIAM D. OTT AO 408469 Hq 116th AB Gp APO 919 is aptd as Project O for "Operations Gift Lift".

16. IAW AFR 35-16 and upon recm of Flt Surg the susp fr fly status of 1ST LT CHARLES M. KENDRICK AO 947606 159th Ftr Bmr Sq, 116th Ftr Bmr Gp APO 919 is revo eff 3 Dec 51. Cause for susp was illness incurred in LD.

17. IAW AFR 35-16 and upon recm of Flt Surg the susp fr fly status of 1ST LT PHILLIP D. HAMILTON AO 947611 158th Ftr Bmr Sq, 116th Ftr Bmr Gp APO 919 is revo eff 3 Dec 51. Cause for susp was illness incurred in LD.

18. PFC ORLAND C. SALOTTI AF 13395857 PAFSC 43131 H 116th Maint Sq, 116th Mfg Gp APO 919 is reld fr pres asgmt & dy and asgd Hq 116th AB Gp APO 919 rept 7 Dec 51. NTI. PCA. EDCSA 9 Dec 51.

19. Fol pers units indicated APO 919 are granted seven (7) days ordinary lv beginning o/a dates indicated. Address on lv indicated. Upon compl of lv pers will rtn to proper orgn and sta for dy. TBMAA on space available.

- 1ST LT GUELDA L. HAY AN 765169 6163d Med Sq. o/a 5 Dec 51. Hotel Shizura Tokyo, Japan.
- SCT DONALD R. FORBUS AF 18254475 613th AC&W Sq. o/a 6 Dec 51. Hokodate Cic Det Hokkaido, Japan.
- PFC GLEN E. PALMER AF 19289906 613th AC&W Sq. o/a 6 Dec 51. Hokodate Cic Det Hokkaido, Japan.

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20. Par 3 SO 203 this hq cs pertaining to CAPT WALTER C. REW AO 728728 196th Ftr Bmr Sq is amended to include "shipt of motor scooter auth".

21. DAFC Clk Steno GS-4 DELORES ALEXANDER 116th AB Gp APO 919 is reld fr asgmt & dy thereat and atchd to Hq 5th AF APO 970. WP o/a 10 Dec 51 by mil air mail of water. TBMAA TBGAA TCNT PCS PCA. Shipt of hhd eff to be stored at place specified by Trans Off auth. Waiver granted on limit of hand bag auth. EDN 5723500 274-321 P533-02,03,04,05,07,08 S99-999. Nec med clearance must be obtained prior to dept for dest IAW current directives. Uniform clothing is required. Uniforms may be purchase at Tokyo Army Off Clothing Store APO 500. AUTH: Mesgfm PERS-C-157 Hq 314th ADiv APO 710.

BY ORDER OF COLONEL STANLEY:

OFFICIAL:

ROBERT B. MOTHERWELL
1st Lt, USAF
Adjutant

Robert B. Motherwell
ROBERT B. MOTHERWELL
1st Lt, USAF
Adjutant

DISTRIBUTION

BESTRICTED

FOR IMMEDIATE DELIVERY TO

Referred to in Par

HEADQUARTERS
116TH FIGHTER BOMBER WING
APO 919

SPECIAL ORDERS
NUMBER 249

4 December 1951

1-6. EXTRACT..

7. MAJ WILLIAM H. KELLY AO 587266 116th Sup Sq, 116th M&S Gp APO 919 314th ADiv FEAF (PSSN 2120, DSSN 4902, Race W, Comp ANGUS, FSC 21, DROS Dec 45, DOS indef, F/S no, A/R none, MOT Dec 52) is reld fr pres asgmt and dy and asgd Hq 5th AF APO 970, AS REPLACEMENT FOR MAJ ROBERT A. WARREN JR. WP o/a 10 Dec 51 by mil air rail and water. TBMAA TBGAA TCNT PCS PCA. Shpmt of pers bag not auth. Par 2b, Hq FEAF ltr AG/140, Subj Acct for T/A 21 Type Individ Equip and orgn Equip dtd 2 Aug 51 and par 4 6163d ltr MAT/420 Subj Issuance of Org Clothing dtd 6 Oct 51 w/b compl with. Trans of hhld eff to ZI loc dsq by this owner is auth UP of DA Msg WDL 39833 23 Aug 50 hhld goods will not be rtn to the FEC at Govt Expense during the curr tour of dy. Off w/rept to 6123d Pers Proc Sq APO 75 for trans to dest. Prior to dept immun and phy insp w/d compl IAW Sec I Cir 82 8th Army 11 Nov 49. TR's w/b obtained fr the Trans O before dept of this sta. Per diem auth IAW par 6b(1) GHQ FEC Cir 25 dtd 30 May 51. TDN 5723500 274-361 P533-02,03,04,05,07,08 599-999. AUTH: Hq 314th ADiv msg PERS-MR-4923 dtd 29 Nov 51. EDCSA 12 Dec 51.

8. CAPT LLOYD E. FINLEYSON AO 581666 6163d AB Gp APO 919 is asgd add dy as Asst Wg Compt.

9. Par 19 SO 230 this hq cs is hereby RESCINDED. (Pertains to AFR 39-16 Bd).

10. MAJ MARY E. HOADLEY 21924W PSSN 3430 having been asgd this orgn per par 37 SO 311 Hq 35th Ftr Incpt Wg dtd 30 Nov 51 is further asgd 116th Med Gp APO 919. NTI PCA. EDCSA 5 Dec 51.

11. Pol Off having been asgd this orgn per par 27 SO 321 6403d Per Proc Sq APO 959 dtd 30 Nov 51 are further asgd Hq 116th Ftr Bmr Gp APO 919 rept 5 Dec 51. NTI. PCA. EDCSA 12 Dec 51.

2D LT ROBERT J. MCCORMICK AO 2222076 PSSN 1054
2D LT DON H. PAYNE 20312A PSSN 1054
2D LT EMIL A. POHLI JR 29316A PSSN 1054
2D LT MALCOLM E. RYAN 20333A PSSN 1054

12. Par 7 SO 246 this hq cs is REVOKED. (Pertaining to DAFS CONSTANCE T. ROBERTS.)

13. SMOP 13 SO 244 this hq cs as pertains to S SGT WILLIAM J. BROWN AF 18264253 116th M&S Gp as reads "Race W" is amended to read "Race N" & so much as pertains to SGT THOMAS E. MOYER AF 15278174 116th M&S Gp as reads "PAFSC 64152, DAFSC 64152" is amended to read "PAFSC 64150, DAFSC 64150".

14. PFC PAUL E. RECORDS JR AF 18389740 PAFSC 46230 196th Ftr Bmr Sq APO 919-1 is reld fr pres asgmt & dy and asgd Hq 116th Ftr Bmr Wg APO 919 rept 7 Dec 51. Amn placed in Hq Sq Sec for dy and atchd to Hq Sq Sec for adm. NTI. PCA. EDCSA 7 Dec 51.

RESTRICTED

BESTRICTED

SO 249 Hq 116th Ftr Bmr Hg dtd 4 Dec 51 (CONTD)

15. COL WILLIAM D. OTT AO 408469 Hq 116th AB Gp APO 919 is aptd as Project 0 for "Operations Gift Lift".

16. IAW AFR 35-16 and upon recm of Flt Surg the susp fr fly status of 1ST LT CHARLES M. KENDRICK AO 947606 159th Ftr Bmr Sq, 116th Ftr Bmr Gp APO 919 is revo eff 3 Dec 51. Cause for susp was illness incurred in LD.

17. IAW AFR 35-16 and upon recm of Flt Surg the susp fr fly status of 1ST LT PHILLIP D. HAMILTON AO 947611 158th Ftr Bmr Sq, 116th Ftr Bmr Gp APO 919 is revo eff 3 Dec 51. Cause for susp was illness incurred in LD.

18. PFC ORLAND C. SALOTTI AF 13395857 PAFSC 43131 H 116th Maint Sq, 116th WSG Gp APO 919 is reld fr pres asgmt & dy and asgd Hq 116th AB Gp APO 919 rept 7 Dec 51. NTL. PCA. EDCSA 9 Dec 51.

19. Fol pers units indicated APO 919 are granted seven (7) days ordinary lv beginning o/a dates indicated. Address on lv indicated. Upon compl of lv pers will rtn to proper orgn and sta for dy. TBMAA on space available.

1ST LT GUELDA L. HAY AN 765169 6163d Med Sq. o/a 5 Dec 51. Hotel Shizura Tokyo, Japan.

SCT DONALD R. FORBUS AF 18254475 613th AC&W Sq. o/a 6 Dec 51. Hokadate Cic Det Hokkaido, Japan.

PFC GLEN E. PALMER AF 19289906 613th AC&W Sq. o/a 6 Dec 51. Hokadate Cic Det Hokkaido, Japan.

worldwartwoveterans.org

20. Par 3 SO 203 this hq cs pertaining to CAPT WALTER C. REW AO 728728 196th Ftr Bmr Sq is amended to include "shipmt of motor scooter auth".

21. DAFC Clk Steno GS-4 DELORES ALEXANDER 116th AB Gp APO 919 is reld fr asgmt & dy thereat and atchd to Hq 5th AF APO 970. WB o/a 10 Dec 51 by mil air mail of water. TBMAA TBGAA TCNT PCS PCA. Shipt of hhd eff to be stored at place specified by Trans Off auth. Waiver granted on limit of hand bag auth. EDN 5723500 274-321 P533-02,03,04,05,07,08 S99-999. Nec med clearance must be obtained prior to dept for dest IAW current directives. Uniform clothing is required. Uniforms may be purchase at Tokyo Army Off Clothing Store APO 500. AUTH: Mesgfm PERS-C-157 Hq 314th ADiv APO 710.

BY ORDER OF COLONEL STANLEY:

OFFICIAL:

EXJUVN

ROBERT B. MOTHERWELL

1st Lt, USAF

Adjutant

ROBERT B. MOTHERWELL

1st Lt, USAF

Adjutant

DISTRIBUTION

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FOR IMMEDIATE DELIVERY TO _____

Referred to in Par _____

HEADQUARTERS
116TH FIGHTER BOMBER WING
APO 919

SPECIAL ORDERS
NUMBER 249

4 December 1951

1-6. EXTRACT.

7. MAJ WILLIAM H. KELLY AO 587266 116th Sup Sq, 116th M&S Gp APO 919 314th ADiv FEAF (PSSN 2120, DSSN 4902, Race W, Comp. ANGUS, FSC 21, DROS Dec 45, DOS indef, F/S no, A/R none, MOT Dec 52) is reld fr pres asgmt and dy and asgd Hq 5th AF APO 970, AS REPLACEMENT FOR MAJ ROBERT A. WARREN JR. WP o/a 10 Dec 51 by mil air rail and water. TBMAA TBGAA TCNT PCS PCA. Shpmt of pers bag not auth. Par 2b, Hq FEAF ltr AG/140, Subj Acct. for T/A 21 Type Individ Equip and orgn Equip. dtd 2 Aug 51 and par 4 6163d ltr MAT/420 Subj Issuance of Org Clothing dtd 6 Oct 51 w/b compl with. Trans of hhld eff to ZI loc dsq by this owner is auth UP of DA Msg WDL 39833 23 Aug 50 hhld goods will not be rtn to the FEC at Govt Expense during the curr tour of dy. Off w/rept to 6123d Pers Proc Sq APO 75 for trans to dest. Prior to dept immun and phy insp w/b compl IAW Sec I Cir 82 8th Army 11 Nov 49. TR's w/b obtained fr the Trans O before dept of this sta. Per diem auth IAW par 6b(1) GHQ FEC Cir 25 dtd 30 May 51. TDN 5723500 274-361 P533-02,03,04,05,07,08 599-999. AUTH: HQ 314th ADiv msg PERS-MR-4923 dtd 29 Nov 51. EDCSA 12 Dec 51.

8. CAPT LLOYD E. FINLEYSON AO 581666 6163d AB Gp APO 919 is asgd add dy as Asst Wg Compt, worldwar2veterans.org

9. Par 19 SO 230 this hq cs is hereby RESCINDED. (Pertains to AFR 39-16 Bd).

10. MAJ MARY E. HOADLEY 21924W PSSN 3430 having been asgd this orgn per par 37 SO 311 Hq 35th Ftr Incpt Wg dtd 30 Nov 51 is further asgd 116th Med Gp APO 919. NTI. PCA. EDCSA 6 Dec 51.

11. Fol Off having been asgd this orgn per par 27 SO 321 6403d Per Proc Sq APO 959 dtd 30 Nov 51 are further asgd Hq 116th Ftr Bmr Gp APO 919 rept 5 Dec 51. NTI. PCA. EDCSA 12 Dec 51.

2D LT ROBERT J. MCCORMICK AO 2222076 PSSN 1054
2D LT DON H. PAYNE 20312A PSSN 1054
2D LT EMIL A. POHLI JR 29316A PSSN 1054
2D LT MALCOLM E. RYAN 20333A PSSN 1054

12. Par 7 SO 246 this hq cs is REVOKED. (Pertaining to DAFS CONSTANCE T. ROBERTS.)

13. SMOP 13 SO 244 this hq cs as pertains to S SGT WILLIAM J. BROWN AF 18264253 116th M&S Gp as reads "Race W" is amended to read "Race N" & so much as pertains to SGT THOMAS E. MOYER AF 15278174 116th M&S Gp as reads "PAFSC 64152, DAFSC 64152" is amended to read "PAFSC 64150, DAFSC 64150".

14. PFC PAUL E. RECORDS JR AF 18389740 PAFSC 46230 196th Ftr Bmr Sq APO 919-1 is reld fr pres asgmt & dy and asgd Hq 116th Ftr Bmr Wg APO 919 rept 7 Dec 51. Amn placed in Hq Sq Sec for dy and atchd to Hq Sq Sec for adm. NTI. PCA. EDCSA 7 Dec 51.

RESTRICTED

BESTRICTED

SO 249 Hq 116th Ftr Bmr Hg dtd 4 Dec 51 (CONTD)

15. COL WILLIAM D. OTT AO 408469 Hq 116th AB Gp APO 919 is aptd as Project O for "Operations Gift Lift".

16. IAW AFR 35-16 and upon recm of Flt Surg the susp fr fly status of 1ST LT CHARLES M. KENDRICK AO 947606 159th Ftr Bmr Sq, 116th Ftr Bmr Gp APO 919 is revo eff 3 Dec 51. Cause for susp was illness incurred in LD.

17. IAW AFR 35-16 and upon recm of Flt Surg the susp fr fly status of 1ST LT PHILLIP D. HAMILTON AO 947611 158th Ftr Bmr Sq, 116th Ftr Bmr Gp APO 919 is revo eff 3 Dec 51. Cause for susp was illness incurred in LD.

18. PFC ORLAND C. SALOTTI AF 13395857 PAFSC 43131 H 116th Maint Sq, 116th AB Gp APO 919 is reld fr pres asgmt & dy and asgd Hq 116th AB Gp APO 919 rept 7 Dec 51. NTH. PCA. EDCSA 9 Dec 51.

19. Fol pers units indicated APO 919 are granted seven (7) days ordinary lv beginning o/a dates indicated. Address on lv indicated. Upon compl of lv pers will rtn to proper orgn and sta for dy. TBMAA on space available.

1ST LT GUELDA L. HAY AN 765169 6163d Med Sq. o/a 5 Dec 51. Hotel Shizura Tokyo, Japan.

SCT DONALD R. FORBUS AF 18254475 613th AC&W Sq. o/a 6 Dec 51. Hokodate Cic Det Hokkaido, Japan.

PFC GLEN E. PALMER AF 19289906 613th AC&W Sq. o/a 6 Dec 51. Hokodate Cic Det Hokkaido, Japan.

worldwveterans.org

20. Par 3 SO 203 this hq cs pertaining to CAPT WALTER C. REW AO 728728 196th Ftr Bmr Sq is amended to include "shipmt of motor scooter auth".

21. DAFC Clk Steno GS-4 DELORIS ALEXANDER 116th AB Gp APO 919 is reld fr asgmt & dy thereat and atchd to Hq 5th AF APO 970. WP o/a 10 Dec 51 by mil air mail of water. TBMAA TBGAA TCNT PCS PCA. Shipt of hhd eff to be stored at place specified by Trans Off auth. Waiver granted on limit of hand-bag auth. EDN 5721500 274-321 P533-02,03,04,05,07,08 S99-999. Nec med clearance must be obtained prior to dept for dest IAW current directives. Uniform clothing is required. Uniforms may be purchase at Tokyo Army Off Clothing Store APO 500. AUTH: Mesgfm PERS-C-157 Hq 314th ADiv APO 710.

BY ORDER OF COLONEL STANLEY:

OFFICIAL:

ROBERT B. MOTHERWELL
1st Lt, USAF
Adjutant


ROBERT B. MOTHERWELL
1st Lt, USAF
Adjutant

DISTRIBUTION

B

BESTRICTED

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FOR IMMEDIATE DELIVERY TO _____ Referred to in Par _____

HEADQUARTERS
116TH FIGHTER BOMBER WING
APO 919

SPECIAL ORDERS
NUMBER 249

4 December 1951

1-6. EXTRACT.

7. MAJ WILLIAM H. KELLY AO 587266 116th Sup Sq, 116th M&S Gp APO 919 314th ADiv FEAF (PSSN 2120, DSSN 4902, Race W, Comp ANGUS, FSC 21, DROS Dec 45, DOS indef, F/S no, A/R none, MOT Dec 52) is reld fr pres asgmt and dy and asgd Hq 5th AF APO 970, AS REPLACEMENT FOR MAJ ROBERT A. WARREN JR. WP o/a 10 Dec 51 by mil air rail and water. TBMAA TBGAA TCNT PCS PCA. Shpmt of pers bag not auth. Par 25, Hq FEAF ltr AG/140, Subj Acct for T/A 21 Type Indiv Equip and orgn Equip dtd 2 Aug 51 and par 4 6163d ltr MAT/420 Subj Issuance of Org Clothing dtd 6 Oct 51 w/b compl with. Trans of hhld eff to ZI loc dsq by this owner is auth UP of DA Msg WDL 39833 23 Aug 50 hhld goods will not be rtn to the FEC at Govt Expense during the curr tour of dy. Off w/rept to 6123d Pers Proc Sq APO 75 for trans to dest. Prior to dept immun and phy insp w/b compl IAW Sec I Cir 82 8th Army 11 Nov 49. TR's w/b obtained fr the Trans O before dept of this sta. Per diem auth IAW par 6b(1) GHQ FEC Cir 25 dtd 30 May 51. TDN 5723500 274-361 P533-02,03,04,05,07,08 599-999. AUTH: HQ 314th ADiv msg PERS-MR-4923 dtd 29 Nov 51. EDCSA 12 Dec 51.

8. CAPT LLOYD E. FINLEYSON AO 581666 6163d AB Gp APO 919 is asgd add dy as Asst Wg Compt.

9. Par 19 SO 230 this hq cs is hereby RESCINDED. (Pertains to AFR 39-16 Bd).

10. MAJ MARY E. HOADLEY 21924W PSSN 3430 having been asgd this orgn per par 37 SO 312 Hq 35th Ftr Incpt Wg dtd 30 Nov 51 is further asgd 116th Med Gp APO 919. NTI PCA. EDCSA 6 Dec 51.

11. Pol Off having been asgd this orgn per par 27 SO 321 6403d Per Proc Sq APO 959 dtd 30 Nov 51 are further asgd Hq 116th Ftr Bmr Gp APO 919 rept 5 Dec 51. NTI. PCA. EDCSA 12 Dec 51.

- 2D LT ROBERT J. MCCORMICK AO 2222076 PSSN 1054
- 2D LT DON H. PAYNE 20312A PSSN 1054
- 2D LT EMIL A. POHLI JR 29316A PSSN 1054
- 2D LT MALCOLM E. RYAN 20333A PSSN 1054

12. Par 7 SO 246 this hq cs is REVOKED. (Pertaining to DAFS CONSTANCE T. ROBERTS.)

13. SMOP 13 SO 244 this hq cs as pertains to S SGT WILLIAM J. BROWN AF 18264253 116th M&S Gp as reads "Race W" is amended to read "Race N" & so much as pertains to SGT THOMAS E. MOYER AF 15278174 116th M&S Gp as reads "PAFSC 64152, DAFSC 64152" is amended to read "PAFSC 64150, DAFSC 64150".

14. PFC PAUL E. RECORDS JR AF 18389740 PAFSC 46230 196th Ftr Bmr Sq APO 919-1 is reld fr pres asgmt & dy and asgd Hq 116th Ftr Bmr Wg APO 919 rept 7 Dec 51. Amn placed in Hq Sq Sec for dy and atchd to Hq Sq Sec for adm. NTI, PCA. EDCSA 7 Dec 51.

RESTRICTED

BESTRICTED

SO 249 Hq 116th Ftr Bmr Wg dtd 4 Dec 51 (CONTD)

15. COL WILLIAM D. OTT AO 408469 Hq 116th AB Gp APO 919 is aptd as Project O for "Operations Gift Lift".

16. IAW AFR 35-16 and upon recm of Flt Surg the susp fr fly status of 1ST LT CHARLES M. KENDRICK AO 947606 159th Ftr Bmr Sq, 116th Ftr Bmr Gp APO 919 is revo eff 3 Dec 51. Cause for susp was illness incurred in LD.

17. IAW AFR 35-16 and upon recm of Flt Surg the susp fr fly status of 1ST LT PHILLIP D. HAMILTON AO 947611 158th Ftr Bmr Sq, 116th Ftr Bmr Gp APO 919 is revo eff 3 Dec 51. Cause for susp was illness incurred in LD.

18. PFC ORLAND C. SALOTTI AF 13395857 PAFSC 43131 H 116th Maint Sq, 116th Mfg Gp APO 919 is reld fr pres asgmt & dy and asgd Hq 116th AB Gp APO 919 rept 7 Dec 51. NTI. PCA. EDCSA 9 Dec 51.

19. Fol pers units indicated APO 919 are granted seven (7) days ordinary lv beginning o/a dates indicated. Address on lv indicated. Upon compl of lv pers will rtn to proper orgn and sta for dy. TBMAA on space available.

1ST LT GUELDA L. HAY AN 765169 6163d Med Sq. o/a 5 Dec 51. Hotel Shizura Tokyo, Japan.

SCT DONALD R. FORBUS AF 18254475 613th AC&W Sq. o/a 6 Dec 51. Hokodate Cic Det Hokkaido, Japan.

PFC GLEN E. PALMER AF 19289906 613th AC&W Sq. o/a 6 Dec 51. Hokodate Cic Det Hokkaido, Japan.

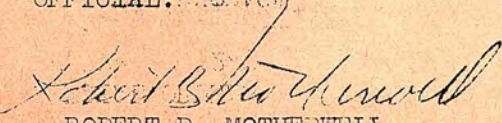
20. Par 3 SO 203 this hq cs pertaining to CAPT WALTER C. REW AO 728728 196th Ftr Bmr Sq is amended to include "shipmt of motor scooter auth".

21. DAFPC Clk Steno GS-4 DELORES ALEXANDER 116th AB Gp APO 919 is reld fr asgmt & dy thereat and atchd to Hq 5th AF APO 970. WP o/a 10 Dec 51 by mil air mail or water. TBMAA TBGAA TCNT FCS PCA. Shipt of hhld eff to be stored at place specified by Trans Off auth. Waiver granted on limit of hand bag auth. EDN 5723500 274-321 P533-02,03,04,05,07,08 S99-999. Nec med clearance must be obtained prior to dept for dest IAW current directives. Uniform clothing is required. Uniforms may be purchase at Tokyo Army Off Clothing Store APO 500. AUTH: Mesgfm PERS-C-157 Hq 314th ADiv APO 710.

BY ORDER OF COLONEL STANLEY:

OFFICIAL:

ROBERT B. MOTHERWELL
1st Lt, USAF
Adjutant


ROBERT B. MOTHERWELL
1st Lt, USAF
Adjutant

DISTRIBUTION

BESTRICTED

FOR IMMEDIATE DELIVERY TO _____

Referred to in Par _____

HEADQUARTERS
116TH FIGHTER BOMBER WING
APO 919

SPECIAL ORDERS
NUMBER 249

4 December 1951

1-6. EXTRACT.

7. MAJ WILLIAM H. KELLY AO 587266 116th Sup Sq, 116th M&S Gp APO 919 314th ADiv FEAF (PSSN 2120, DSSN 4902, Race W, Comp ANGUS, FSC 21, DROS Dec 45, DOS indef, F/S no, A/R none, MOT Dec 52) is reld fr pres asgmt and dy and asgd Hq 5th AF APO 970, AS REPLACEMENT FOR MAJ ROBERT A. WARREN JR. WP o/a 10 Dec 51 by mil air rail and water. TBMAA TBGAA TCNT PCS PCA. Shpmt of pers bag not auth. Par 25, Hq FEAF ltr AG/140, Subj Acct for T/A 21 Type Individ Equip and orgn Equip dtd 2 Aug 51 and par 4 6163d ltr MAT/420 Subj Issuance of Org Clothing dtd 6 Oct 51 w/b compl with. Trans of hhld eff to ZI loc dsq by this owner is auth UP of DA Msg WDL 39833 23 Aug 50 hhld goods will not be rtn to the FEC at Govt Expense during the curr tour of dy. Off w/rept to 6123d Pers Proc Sq APO 75 for trans to dest. Prior to dept immun and phy insp w/b compl IAW Sec I Cir 82 8th Army 11 Nov 49. TR's w/b obtained fr the Trans O before dept of this sta. Per diem auth IAW par 6b(1) GHQ FEC Cir 25 dtd 30 May 51. TDN 5723500 274-361 P533-02,03,04,05,07, 08 599-999, AUTH: HQ 314th ADiv msg PERS-MR-4923 dtd 29 Nov 51. EDCSA 12 Dec 51.

8. CAPT LLOYD E. FINLEYSON AO 581666 6163d AB Gp APO 919 is asgd add dy as Asst Wg Compt.

9. Par 19 SO 230 this hq cs is hereby RESCINDED. (Pertains to AFR 39-16 Bd).

10. MAJ MARY E. HOADLEY 21924W PSSN 3430 having been asgd this orgn per par 37 SO 311 Hq 35th Ftr Incpt Wg dtd 30 Nov 51 is further asgd 116th Med Gp APO 919. NTI. PCA. EDCSA 6 Dec 51.

11. Pol Off having been asgd, this orgn per par 27 SO 321 6403d Per Proc Sq APO 919 dtd 30 Nov 51 are further asgd Hq 116th Ftr Bmr Gp APO 919 rept 5 Dec 51. NTI. PCA. EDCSA 12 Dec 51.

2D LT ROBERT J. MCCORMICK AO 2222076 PSSN 1054
2D LT DON H. PAYNE 20312A PSSN 1054
2D LT EMIL A. POHLI JR 29316A PSSN 1054
2D LT MALCOLM E. RYAN 20333A PSSN 1054

12. Par 7 SO 246 this hq cs is REVOKED. (Pertaining to DAFS CONSTANCE T. ROBERTS.)

13. SMOP 13 SO 244 this hq cs as pertains to S SGT WILLIAM J. BROWN AF 18264253 116th M&S Gp as reads "Race W" is amended to read "Race M" & so much as pertains to SGT THOMAS E. MOYER AF 15278174 116th M&S Gp as reads "PAFSC 64152, DAFSC 64152" is amended to read "PAFSC 64150, DAFSC 64150".

14. PFC PAUL E. RECORDS JR AF 18389740 PAFSC 46230 196th Ftr Bmr Sq APO 919-1 is reld fr pres asgmt & dy and asgd Hq 116th Ftr Bmr Wg APO 919 rept 7 Dec 51. Amn placed in Hq Sq Sec for dy and atchd to Hq Sq Sec for adm. NTI. PCA. EDCSA 7 Dec 51.

RESTRICTED

BESTRICTED

SO 249 Hq 116th Ftr Bmr Wg dtd 4 Dec 51 (CONTD)

15. COL WILLIAM D. OTT AO 408469 Hq 116th AB Gp APO 919 is aptd as Project O for "Operations Gift Lift".

16. IAW AFR 35-16 and upon recm of Flt Surg the susp fr fly status of 1ST LT CHARLES M. KENDRICK AO 947606 159th Ftr Bmr Sq, 116th Ftr Bmr Gp APO 919 is revo eff 3 Dec 51. Cause for susp was illness incurred in LD.

17. IAW AFR 35-16 and upon recm of Flt Surg the susp fr fly status of 1ST LT PHILLIP D. HAMILTON AO 947611 158th Ftr Bmr Sq, 116th Ftr Bmr Gp APO 919 is revo eff 3 Dec 51. Cause for susp was illness incurred in LD.

18. PFC ORLAND C. SALOTTI AF 13395857 PAFSC 43131 H 116th Maint Sq, 116th AB Gp APO 919 is reld fr pres asgmt & dy and asgd Hq 116th AB Gp APO 919 rept 7 Dec 51. NTI. PCA. EDCSA 9 Dec 51.

19. Fol pers units indicated APO 919 are granted seven (7) days ordinary lv beginning o/a dates indicated. Address on lv indicated. Upon compl of lv pers will rtn to proper orgn and sta for dy. TBMAA on space available.

1ST LT GUELDA L. HAY AN 765169 6163d Med Sq. o/a 5 Dec 51. Hotel Shizura Tokyo, Japan.

SCT DONALD R. FORBUS AF 18254475 613th AC&W Sq. o/a 6 Dec 51. Hokadate Cic Det Hokkaido, Japan.

PFC GLEN E. PALMER AF 19289906 613th AC&W Sq. o/a 6 Dec 51. Hokadate Cic Det Hokkaido, Japan.

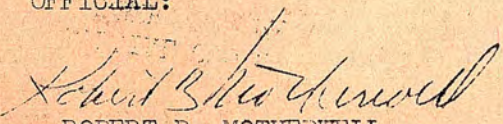
20. Par 3 SO 203 this hq es pertaining to CAPT WALTER C. REW AO 728728 196th Ftr Bmr Sq is amended to include "shipmt of motor scooter auth".

21. DAFC Clk Steno GS-4 DELORES ALEXANDER 116th AB Gp APO 919 is reld fr asgmt & dy thereat and atchd to Hq 5th AF APO 970. WP o/a 10 Dec 51 by mil air rail or water. TBMAA TBGAA TCNT PCS PCA. Shipt of hhld eff to be stored at place specified by Trans Off auth. Waiver granted on limit of hand bag auth. EDN 5728500 274-32L P533-02,03,04,05,07,08 S99-999. Nec med clearance must be obtained prior to dept for dest IAW current directives. Uniform clothing is required. Uniforms may be purchase at Tokyo Army Off Clothing Store APO 500. AUTH: Mesgfm PERS-C-157 Hq 314th ADiv APO 710.

BY ORDER OF COLONEL STANLEY:

OFFICIAL:

ROBERT B. MOTHERWELL
1st Lt, USAF
Adjutant


ROBERT B. MOTHERWELL
1st Lt, USAF
Adjutant

DISTRIBUTION

E

BESTRICTED

FOR IMMEDIATE DELIVERY TO _____

Referred to in Par _____

RESTRICTED

HEADQUARTERS
116TH FIGHTER BOMBER WING
APO 919

SPECIAL ORDERS
NUMBER 249

4 December 1951

1-6. EXTRACT..

7. MAJ WILLIAM H. KELLY AO 587266 116th Sup Sq, 116th M&S Gp APO 919 314th Adiv FEAF (PSSN 2120, DSSN 4902, Race W, Comp ANGUS, FSC 21, DROS Dec 45, DOS indef, F/S no, A/R none, MOT Dec 52) is reld fr pres asgmt and dy and asgd Hq 5th AF APO 970, AS REPLACEMENT FOR MAJ ROBERT A. WARREN JR. WP o/a 10 Dec 51 by mil air rail and water. TBMAA TBGAA TCNT PCS PCA. Shpmt of pers bag not auth. Par 2b, Hq FEAF ltr AG/140, Subj Acct for T/A 21 Type Individ Equip and orgn Equip dtd 2 Aug 51 and par 4 6163d ltr MAT/420 Subj Issuance of Org Clothing dtd 6 Oct 51 w/b compl with. Trans of hhld eff to ZI loc dsg by this owner is auth UP of DA Msg WDL 39833 23 Aug 50 hhld goods will not be rtn to the FEC at Govt Expense during the curr tour of dy. Off w/rept to 6123d Pers Proc Sq APO 75 for trans to dest. Prior to dept immun and phy insp w/b compl IAW Sec I Cir 82 8th Army 11 Nov 49. TR's w/b obtained fr the Trans O before dept of this sta. Per diem auth IAW par 6b(1) GHQ FEC Cir 25 dtd 30 May 51. TDN 5723500 274-361 P533-02,03,04,05,07,08 599-999. AUTH: HQ 314th Adiv msg PERS-MR-4923 dtd 29 Nov 51. EDCSA 12 Dec 51.

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9. Par 19 SO 230 this hq cs is hereby RESCINDED. (Pertains to AFR 39-16 Bd).

10. MAJ MARY E. HOADLEY 21924W PSSN 3430 having been asgd this orgn per par 37 SO 311 Hq 35th Ftr Incpt Wg dtd 30 Nov 51 is further asgd 116th Med Gp APO 919. NTI PCA. EDCSA 6 Dec 51.

11. Pol Off having been asgd this orgn per par 27 SO 321 6403d Per Proc Sq APC 959 dtd 30 Nov 51 are further asgd Hq 116th Ftr Bmr Gp APO 919 rept 5 Dec 51. NTI. PCA. EDCSA 12 Dec 51.

2D LT ROBERT J. MCCORMICK AO 2222076 PSSN 1054
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12. Par 7 SO 246 this hq cs is REVOKED. (Pertaining to DAFS CONSTANCE T. ROBERTS.)

13. SMOP 13 SO 244 this hq cs as pertains to S SGT WILLIAM J. BROWN AF 18264253 116th M&S Gp as reads "Race W" is amended to read "Race N" & so much as pertains to SGT THOMAS E. MOYER AF 15278174 116th M&S Gp as reads "PAFSC 64152, DAFSC 64152" is amended to read "PAFSC 64150, DAFSC 64150".

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RESTRICTED

BESTRICTED

SO 249 Hq 116th Ftr Bmr Wg dtd 4 Dec 51 (CONTD)

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1ST LT GUELDA L. HAY AN 765169 6163d Med Sq. o/a 5 Dec 51. Hotel Shizura Tokyo, Japan.

SCT DONALD R. FORBUS AF 18254475 613th AC&W Sq. o/a 6 Dec 51. Hokodate Cic Det Hokkaido, Japan.

PFC GLEN E. PALMER AF 19289906 613th AC&W Sq. o/a 6 Dec 51. Hokodate Cic Det Hokkaido, Japan.


20. Par 3 SO 203 this hq cs pertaining to CAPT WALTER C. REW AO 728728 196th Ftr Bmr Sq is amended to include "shipmt of motor scooter auth".

21. DAFC Clk Steno GS-4 DELORES ALEXANDER 116th AB Gp APO 919 is reld fr asgmt & dy thereat and atchd to Hq 5th AF APO 970. WP o/a 10 Dec 51 by mil air mail or water. TBMAA TBGAA TCNT PCS PCA. Shipt of hhd eff to be stored at place specified by Trans Off auth. Waiver granted on limit of hand bag auth. IDN 5723500 274-321 P533-02,03,04,05,07,08 S99-999. Nec med clearance must be obtained prior to dept for dest IAW current directives. Uniform clothing is required. Uniforms may be purchase at Tokyo Army Off Clothing Store APO 500. AUTH: Mesgfm PERS-C-157 Hq 314th ADiv APO 710.

BY ORDER OF COLONEL STANLEY:

OFFICIAL:

ROBERT B. MOTHERWELL
1st Lt, USAF
Adjutant


ROBERT B. MOTHERWELL
1st Lt, USAF
Adjutant

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FOR IMMEDIATE DELIVERY TO _____ Referred to in Par _____

HEADQUARTERS
116TH FIGHTER BOMBER WING
APO 919

SPECIAL ORDERS
NUMBER 249

4 December 1951

1-6. EXTRACT..

7. MAJ WILLIAM H. KELLY AO 587266 116th Sup Sq, 116th M&S Gp APO 919 314th Adiv FEAF (PSSN 2120, DSSN 4902, Race W, Comp ANGUS, FSC 21, DROS Dec 45, DOS indef, F/S no, A/R none, MOT Dec 52) is reld fr pres asgmt and dy and asgd Hq 5th AF APO 970, AS REPLACEMENT FOR MAJ ROBERT A. WARREN JR. WP o/a 10 Dec 51 by mil air rail and water. TBMAA TBGAA TCNT PCS PCA. Shpmt of pers bag not auth. Par 2b, Hq FEAF ltr AG/140, Subj Acct for T/A 21 Type Individ Equip and orgn Equip dtd 2 Aug 51 and par 4 6163d ltr.MAT/420 Subj Issuance of Org Clothing dtd 6 Oct 51 w/b compl with. Trans of hhld eff.to ZI loc dsg by this owner is auth UP of DA Msg WDL 39833 23 Aug 50 hhld goods will not be rtn to the FEC at Govt Expense during the curr tour of dy. Off w/rept to 6123d Pers Proc Sq APO 75 for trans to dest. Prior to dept immun and phy insp w/b compl IAW Sec I Cir 82 8th Army 11 Nov 49. TR's w/b obtained fr the Trans O before dept of this sta. Per diem auth IAW par 6b(1) GHQ FEC Cir 25 dtd 30 May 51. TDN 5723500 274-361 P533-02,03,04,05,07,08 599-999. AUTH: HQ 314th Adiv msg PERS-MR-4923 dtd 29 Nov 51. EDCSA 12 Dec 51.

8. CAPT LLOYD E. FINLEYSON AO 581666 6163d AB Gp APO 919 is asgd add dy as Asst Wg Compt, worldwartwoveterans.org

9. Par 19 SO 230 this hq cs is hereby RESCINDED. (Pertains to AFR 39-16 Bd).

10. MAJ MARY E. HOADLEY 21924W PSSN 3430 having been asgd this orgn per par 37 SO 312 Hq 35th Ftr Incpt Wg dtd 30 Nov 51 is further asgd 116th Med Gp APO 919. NTI PCA. EDCSA 6 Dec 51.

11. FoI Off having been asgd this orgn per par 27 SO 321 6403d Per Proc Sq APO 959 dtd 30 Nov 51 are further asgd Hq 116th Ftr Bmr Gp APO 919 rept 5 Dec 51. NTI. PCA. EDCSA 12 Dec 51.

- 2D LT ROBERT J. MCCORMICK AO 2222076 PSSN 1054
- 2D LT DON H. PAYNE 20312A PSSN 1054
- 2D LT EMIL A. POHLI JR 29316A PSSN 1054
- 2D LT MALCOLM E. RYAN 20333A PSSN 1054

12. Par 7 SO 246 this hq cs is REVOKED. (Pertaining to DAFS CONSTANCE T. ROBERTS.)

13. SMOP 13 SO 244 this hq cs as pertains to S SGT WILLIAM J. BROWN AF 18264253 116th M&S Gp as reads "Race W" is amended to read "Race N" & so much as pertains to SGT THOMAS E. MOYER AF 15278174 116th M&S Gp as reads "PAFSC 64152, DAFSC 64152" is amended to read "PAFSC 64150, DAFSC 64150".

14. PFC PAUL E. RECORDS JR AF 18389740 PAFSC 46230 196th Ftr Bmr Sq APO 919-1 is reld fr pres asgmt & dy and asgd Hq 116th Ftr Bmr Wg APO 919 rept 7 Dec 51. Amn placed in Hq Sq Sec for dy and atchd to Hq Sq Sec for adm. NTI. PCA. EDCSA 7 Dec 51.

RESTRICTED

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SO 249 Hq 116th Ftr Bmr Wg dtd 4 Dec 51 (CONTD)

15. COL WILLIAM D. OTT AO 408469 Hq 116th AB Gp APO 919 is aptd as Project O for "Operations Gift Lift".

16. IAW AFR 35-16 and upon recm of Flt Surg the susp fr fly status of 1ST LT CHARLES M. KENDRICK AO 947606 159th Ftr Bmr Sq, 116th Ftr Bmr Gp APO 919 is revo eff 3 Dec 51. Cause for susp was illness incurred in LD.

17. IAW AFR 35-16 and upon recm of Flt Surg the susp fr fly status of 1ST LT PHILLIP D. HAMILTON AO 947611 158th Ftr Bmr Sq, 116th Ftr Bmr Gp APO 919 is revo eff 3 Dec 51. Cause for susp was illness incurred in LD.

18. PFC ORLAND C. SALOTTI AF 13395857 PAFSC 43131 H. 116th Maint Sq, 116th AB Gp APO 919 is reld fr pres asgmt & dy and asgd Hq 116th AB Gp APO 919 rept 7 Dec 51. NTL. PCA. EDCSA 9 Dec 51.

19. Fol pers units indicated APO 919 are granted seven (7) days ordinary lv beginning o/a dates indicated. Address on lv indicated. Upon compl of lv pers will rtn to proper orgn and sta for dy. TBMAA on space available.

1ST LT GUELDA L. HAY AN 765169 6163d Med Sq. o/a 5 Dec 51. Hotel Shizura Tokyo, Japan.

SCT DONALD R. FORBUS AF 18254475 613th AC&W Sq. o/a 6 Dec 51. Hokodate Cic Det Hokkaido, Japan.

PFC GLEN E. PALMER AF 19289906 613th AC&W Sq. o/a 6 Dec 51. Hokodate Cic Det Hokkaido, Japan.

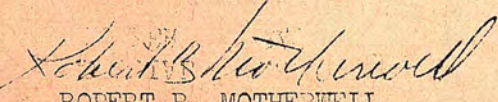
20. Par 3 SO 203 this hq cs pertaining to CAPT WALTER C. REW AO 728728 196th Ftr Bmr Sq is amended to include "shipmt of motor scooter auth".

21. DAFC Clk Steno GS-4 DELORES ALEXANDER 116th AB Gp APO 919 is reld fr asgmt & dy thereat and atchd to Hq 5th AF APO 970. WP o/a 10 Dec 51 by mil air rail of water. TBMAA TBGAA TCNT PCS PCA. Shipt of hhd eff to be stored at place specified by Trans Off auth. Waiver granted on limit of hand bag auth. EDN 5721500 274-321 P533-02,03,04,05,07,08 S99-999. Nec med clearance must be obtained prior to dept for dest IAW current directives. Uniform clothing is required. Uniforms may be purchase at Tokyo Army Off Clothing Store APO 500. AUTH: Mesgfm PERS-C-157 Hq 314th ADiv APO 710.

BY ORDER OF COLONEL STANLEY:

OFFICIAL:

ROBERT B. MOTHERWELL
1st Lt, USAF
Adjutant


ROBERT B. MOTHERWELL
1st Lt, USAF
Adjutant

DISTRIBUTION

BRG I 11/11/51

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FOR IMMEDIATE DELIVERY TO _____

Referred to in Par _____

HEADQUARTERS
116TH FIGHTER BOMBER WING
APO 919

SPECIAL ORDERS
NUMBER 249

4 December 1951

1-6. EXTRACT..

7. MAJ WILLIAM H. KELLY AO 587266 116th Sup Sq, 116th M&S Gp APO 919 314th ADiv FEAF (PSSN 2120, DSSN 4902, Race W, Comp ANGUS, FSC 21, DROS Dec 45, DOS indef, F/S no, A/R none, MOT Dec 52) is reld fr pres asgmt and dy and asgd Hq 5th AF APO 970, AS REPLACEMENT FOR MAJ ROBERT A. WARREN JR. WP o/a 10 Dec 51 by mil air rail and water. TBMAA TBGAA TCNT PCS PCA. Shpmt of pers bag not auth. Par 25, Hq FEAF ltr AG/140, Subj Acct for T/A 21 Type Indiv Equip and orgn Equip dtd 2 Aug 51 and par 4 6163d ltr MAT/420 Subj Issuance of Org Clothing dtd 6 Oct, 51 w/b compl with. Trans of hhld eff to ZI loc dsgr by this owner is auth UP of DA Msg WDL 39833 23 Aug 50 hhld goods will not be rtn to, the FEC at Govt Expense during the curr tour of dy. Off w/rept to 6123d Pers Proc Sq APO 75 for trans to dest. Prior to dept immun and phy insp w/b compl IAW Sec I Cir 82 8th Army 11 Nov 49. TR's w/b obtained fr the Trans O before dept of this sta. Per diem auth IAW par 6b(1) GHQ FEC Cir 25 dtd 30 May 51. TDN 5723500-274-361 P533-02,03,04,05,07, 08 599-999. AUTH: HQ 314th ADiv msg PERS-MR-4923 dtd 29 Nov 51. EDCSA 12 Dec 51.

8. CAPT LLOYD E. FINLEYSON AO 581666 6163d AB Gp APO 919 is asgd add dy as Asst Wg Compt.

9. Par 19 SO 230 this hq cs is hereby RESCINDED. (Pertains to AFR 39-16 Bd).

10. MAJ MARY E. HOADLEY 21924W PSSN 3430 having been asgd this orgn per par 37 SO 311 Hq 35th Ftr Incpt Wg dtd 30 Nov 51 is further asgd 116th Med Gp APO 919. NFI PCA. PDCSA 6 Dec 51.

11. Pol Off having been asgd this orgn per par 27 SO 321 6403d Per Proc Sq APC 959 dtd 30 Nov 51 are further asgd Hq 116th Ftr Bmr Gp APO 919 rept 5 Dec 51. NFI. PCA. EDCSA 12 Dec 51.

2D LT ROBERT J. MCCORMICK AO 2222076 PSSN 1054

2D LT DON H. PAYNE 20312A PSSN 1054

2D LT EMIL A. POHLI JR 29316A PSSN 1054

2D LT MALCOLM E. RYAN 20333A PSSN 1054

12. Par 7 SO 246 this hq cs is REVOKED. (Pertaining to DAFS CONSTANCE T. ROBERTS.)

13. SMOP 13 SO 244 this hq cs as pertains to S SGT WILLIAM J. BROWN AF 18264253 116th M&S Gp as reads "Race W" is amended to read "Race N" & so much as pertains to SGT THOMAS E. MOYER AF 15278174 116th M&S Gp as reads "PAFSC 64152, DAFSC 64152" is amended to read "PAFSC 64150, DAFSC 64150".

14. PFC PAUL E. RECORDS JR AF 18389740 PAFSC 46230 196th Ftr Bmr Sq APO 919-1 is reld fr pres asgmt & dy and asgd Hq 116th Ftr Bmr Wg APO 919 rept 7 Dec 51. Amn placed in Hq Sq Sec for dy and atchd to Hq Sq Sec for adm. NFI. PCA. EDCSA 7 Dec 51.

RESTRICTED

BESTRICTED

SO 249 Hq 116th Ftr Bmr Hq dtd 4 Dec 51 (CONTD)

15. COL WILLIAM D. OTT AO 408469 Hq 116th AB Gp APO 919 is aptd as Project O for "Operations Gift Lift".

16. IAW AFR 35-16 and upon recm of Flt Surg the susp fr fly status of 1ST LT CHARLES M. KENDRICK AO 947606 159th Ftr Bmr Sq, 116th Ftr Bmr Gp APO 919 is revo eff 3 Dec 51. Cause for susp was illness incurred in LD.

17. IAW AFR 35-16 and upon recm of Flt Surg the susp fr fly status of 1ST LT PHILLIP D. HAMILTON AO 947611 158th Ftr Bmr Sq, 116th Ftr Bmr Gp APO 919 is revo eff 3 Dec 51. Cause for susp was illness incurred in LD.

18. PFC ORLAND C. SALOTTI AF 13395857 PAFSC 43131 H 116th Maint Sq, 116th MAF Gp APO 919 is reld fr pres asgmt & dy and asgd Hq 116th AB Gp APO 919 rept 7 Dec 51. NTL. PCA. EDCSA 9 Dec 51.

19. Fol pers units indicated APO 919 are granted seven (7) days ordinary lv beginning o/a dates indicated. Address on lv indicated. Upon compl of lv pers will rtn to proper orgn and sta for dy. TBMAA on space available.

1ST LT GUELDA L. HAY AN 765169 6163d Med Sq. o/a 5 Dec 51. Hotel Shizura Tokyo, Japan.

SGT DONALD R. FORBUS AF 18254475 613th AC&W Sq. o/a 6 Dec 51. Hokodate Cic Det Hokkaido, Japan.


PFC GLEN E. PALMER AF 19289906 613th AC&W Sq. o/a 6 Dec 51. Hokodate Cic Det Hokkaido, Japan.

20. Par 3 SO 203 this hq cs pertaining to CAPT WALTER C. NEW AO 728728 196th Ftr Bmr Sq is amended to include "shipmt of motor scooter auth".

21. DAFC Clk Steno GS-4 DELORES ALEXANDER 116th AB Gp APO 919 is reld fr asgmt & dy thereat and atchd to Hq 5th AF APO 970. WP o/a 10 Dec 51 by mil air mail or water. TBMAA TBGAA TCNT PCS PCA. Shipt of hhld eff to be stored at place specified by Trans Off auth. Waiver granted on limit of hand bag auth. EDN 5723500-274-32F P533-02,03,04,05,07,08 S99-999. Nec med clearance must be obtained prior to dept for dest IAW current directives. Uniform clothing is required. Uniforms may be purchase at Tokyo Army Off Clothing Store APO 500. AUTH: Mesgfm PERS-C-157 Hq 314th ADiv APO 710.

BY ORDER OF COLONEL STANLEY:

OFFICIAL:



ROBERT B. MOTHERWELL
1st Lt, USAF
Adjutant

ROBERT B. MOTHERWELL
1st Lt, USAF
Adjutant

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HEADQUARTERS
116TH FIGHTER BOMBER GROUP
APO 919, C/O POSTMASTER
San Francisco, California

SPECIAL ORDERS
NUMBER 189

4 December 1951

1. Folg Amn having been further asgd this Hq fr 6403d Pers Proc Sq, APO 959 per par 13 SO 248 Hq 116th Ftr Bmr Wg & par 6 SO 315, 6403d Pers Proc Sq are further asgd to units indicated. PCA. EDCSA 4 Dec 51.
Tvl by mil air rail or water. TBMAA. TBGAA. TDN.

158th Ftr Bmr Sq

PFC DONALD W. MCKAY, AF 12369631 (PAFSC 32230B, DAFSC 32230, Race W, Comp Reg AF, AFSC none, DOS Jan 55, TOE 4 yrs, MOT Apr 54)
PFC DONALD M. PILEGGI AF 12323969 (PAFSC 46230, DAFSC 46230, Race W, Comp Reg AF, FSC none, DOS Oct 54, TOE 4 yrs, MOT Apr 54)

159th Ftr Bmr Sq

PFC JAMES H. MANN AF 14411603 (PAFSC 46230, Race W, Comp Reg AF, DAFSC 46230 FSC none, DOS unk, TOE 4 yrs, MOT Apr 54)

196th Ftr Bmr Sq

PFC RONALD L. MARTINET AF 18391771 (PAFSC 46230, DAFSC 46230, Race W, Comp Reg AF, FSC none, DOS Jan 55, TOE 4 yrs, MOT Apr 54)

2. Folg Amn having been further asgd this Hq fr 6403d Pers Proc Sq, APO 959, per par 1 SO 249, Hq 116th Ftr Bmr Wg & par 13 SO 319, 6403d Pers Proc Sq are further asgd to 196th Ftr Bmr Sq, APO 919-1. RASAP. PCA. Tvl by mil air rail or water. TBMAA. TBGAA. TDN. EDCSA 10 Dec 51.

			<u>PAFSC</u>	<u>DAFSC</u>
T SGT	FRANK M. ENGELHARDT	AF 16324721	73250	73250
S SGT	JOHN H. ROE, JR.	AF 12289589	43151	43151
PFC	ROLLA M. BRADLEY	AF 19370696	30230	30230

3. PFC RICHARD J. SOLAK, AF 12369469, AFSC 30130 having been further asgd this Hq fr 6403d Pers Proc Sq, APO 959 per par 2 SO 249 Hq 116th Ftr Bmr Wg & par 16 SO 319 6403d Pers Proc Sq is further asgd to 159th Ftr Bmr Sq. NTI. PCA. EDCSA 10 Dec 51.

RESTRICTED

RESTRICTED

SO 189 Hq 116th Ftr Bmr Gp, APO 919 dtd 4 Dec 51, Cont'd

4. Folg Off having been furhter esgd this Hq fr 6403d Pers Proc Sq APO 959, per par 11 SO 249 Hq 116th Ftr Bmr Wg & par 27 SO 321, 6403d Pers Proc Sq are further asgd to units indicated. Tvl by mil air rail or water. TBMAA. TBGAA. TDN. PCA. EDCSA 12 Dec 51.

158th Ftr Bmr Sq

2D LT ROBERT J. MCCORMICK

AO 2222076

PSSN 1054

159th Ftr Bmr Sq

2D LT DON H. PAYNE

20312A

PSSN 1054

2D LT EMIL A. POHLI, JR.

20316A

PSSN 1054

196th Ftr Bmr Sq

2D LT MALCOLM E. RYAN

20333A

PSSN 1054

BY ORDER OF LIEUTENANT COLONEL KUHN:

OFFICIAL:

LLOYD C. SPENCE

Captain, USAF

Adjutant

Lloyd C. Spence

LLOYD C. SPENCE

Captain, USAF

Adjutant

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OFFICE OF THE FLIGHT SURGEON
USAF HOSPITAL
APO 919

159/ 6 Dec 51
Date

SUBJECT: Medical Clearance for Flying

TO: Commanding Officer
116th Ftr. Bmr. Wg.
ATTN: Operations Section

In accordance with AFR 160-1, dated 14 April 1949, the following named individual was examined this date and found to be physically and psychologically qualified to participate in regular and frequent aerial flights:

worldwartwoveterans.org

Payne Don H	2/Lt.	20312 A	Pilot
Name	Grade	Serial Number	Rating
159th Ftr. Sq.		Class II	
Organization	Type of qualification		

- Upon reporting for duty at this station
 After Aircraft Accident
 After Physical Examination
 After Hospitalization

Deeward Peterson
DEWARD D PETERSON CAPT., USAF (MC) AME

Flight Surgeon

Distribution
1- Form 5 Section
1- F/S File

R E S T R I C T E D

HEADQUARTERS
127th PILOT TRAINING WING
LUKE AIR FORCE BASE
Phoenix, Arizona.

16 October 1951

SPECIAL ORDERS)
NUMBER 208)

EXTRACT

9. Folg named CCT Stu Offs Clas 51-24-FJ reld atchd 107th Tng Sq, 127th Plt Tng Gp, atchd Hq, 127th Plt Tng Gp, Section III. EDCSA; 16 Oct 51.

2D LT EDWARD C CHAMPAGNE JR A01852215	2D LT PETER C JOHNSON 20000A
2D LT JAMES E COUGHLIN A0969162	2D LT WILLIAM D KNOX A01862651
2D LT CIPRIANA F GUERRA JR A0968486	2D LT ROBERT A PITTS A01862675

10. MAJ EMMETT L KEARNEY JR A0424968, Hq & Hq Sq, 127th Plt Tng Wg WP o/a 16 Oct 51 to Hq, FTAF, Waco, Tex on aprx three days TDY for the purpose of aiding in stabilizing wing organization structure. Upon compl of TDY will rtn to proper sta. DPUO. Auth: ATRC Reg 36-2. TBMAA. CIPAP. Tvl by coml air, rail and/or bus auth. Compr this comd cert aval bal of funds chargeable acct clas shown herein is suf. Fin O making pmt on this order will fwd cy of pd vou to CO, Luke AFB, Phoenix, Ariz., Attn: Compr. Vous claiming reimbursement for tvl performed UP this order w/b presented to the Acct & Disb O, Luke AFB, within one week after completion of TDY. TDN. 5723400 264-2055 P448.6-02 S02-604.

11. M SGT RALPH P PERSINGER AF6996486, Hq & Hq Sq, 127th Plt Tng Wg is granted twenty days emerg lv eff o/a 16 Oct 51.

12. Exigencies of sv having prevented issuance of orders in adv, VOCO 13 Oct 51 cfmd: M SGT FRANCIS W WIHL AF6831156 (W)(PAFSC 64175) having reenld in USAF 13 Oct 51 for an indefinite pd is asgd 127th Sup Sq, 127th M&S Gp. Amn is perm gr of M SGT w/DR 1 Feb 43. Auth: AFR 39-9.

13. M SGT CHARLES T BRAY AF16460355 (W)(ANGUS) (PAFSC 29351)(DAFSC 70270)(FSC 12)(DROS 25 Jul 45)(BOS 19 May 52)(Non-rated, not en fly status) is reld fr asgmt & dy w/Hq 127th Plt Tng Gp, this sta, ATRC, and reasgd 3510th Plt Tng Wg, Randolph AFB, Tex(FTAF). WP o/a 22 Oct 51. RUAT CO NLT 26 Oct 51. TPA. (4 days tvl TPA auth) Tvl by coml air, rail and/or bus auth. TBMAA. Auth: Msg EMA 3651K, Hq FTAF, Waco, Tex, 4 Oct 51, Msg EMA4060K, Hq FTAF, Waco, Tex, 15 Oct 51, and AFR 35-59, as amidd. TDN 5723500 264-351 P533.6-02, 03, 07 S99-999 EDCSA 1 Nov 51.

14. PVT LEE R MOSES US56099185, Pers Cen, Ft Lawton, Wash., confined Base Guardhouse, this sta, is atchd 127th AP Sq for adm, rats & qrs.

R E S T R I C T E D

R E S T R I C T E D

SO 208, Hq, 127th Plt Tng Wg, 16 Oct 51. (Contd.)

15. 2D LT GEORGE C CANNON JR 20140A (CCT Stu Off) reld atchd 197th Tng Sq, 127th Plt Tng Gp, atchd Hq, 127th Plt Tng Gp, Section I. EDCSA: 16 Oct 51.

16. 2D LT GEORGE C CANNON JR 20140A (CCT Stu Off) atchd Hq, 127th Plt Tng Gp, Section I, reld asgmt Class 51-21-FJ, asgd Class 51-22-FJ.

17. Folg named CCT Stu Offs TDY this sta having successfully compl Class 51-21-FJ reld TDY atchmt 197th Tng Sq, 127th Plt Tng Gp eff 13 Oct 51 WP IAW existing orders in their possession to 2353d Pers Proc Sq (O/S REPD) 2349th Pers Proc Gp Cp Stoneman Calif. 22 DDALWP plus 4 days tvl authd.

2D LT GEORGE N EARNHART JR 20177A
2D LT HERSCHEL H LIECHTY JR 20261A

2D LT WILLIAM H LOOMIS 20264A
2D LT ROBERT J McCORMICK A02222076

18. Folg named CCT Stu Offs, 197th Tng Sq, 127th Plt Tng Gp, are hereby awarded PSSN 1059, eff 13 Oct 51. (Auth: Par 10 AFR 35-570)

2D LT GEORGE N EARNHART JR 20177A
2D LT ROBERT F FAHEY 20182A
2D LT HERSCHEL H LIECHTY JR 20261A
2D LT WILLIAM H LOOMIS 20264A

2D LT ROBERT J McCORMICK A02222076
2D LT DON H PAYNE 20312A
2D LT MALCOLM E RYAN 20333A

19. Folg named CCT Stu Offs TDY this sta having successfully compl Class 51-21-FJ reld TDY atchmt 197th Tng Sq, 127th Plt Tng Gp eff 16 Oct 51 WP IAW existing orders in their possession to 2353d Pers Proc Sq (O/S REPD) 2349th Pers Proc Gp Cp Stoneman Calif. 21 DDALWP plus 4 days tvl authd.

2D LT DON H PAYNE 20312A

2D LT MALCOLM E RYAN 20333A

20. Having reptd this sta 12 Oct 51 for aprx ten (10) wks TDY Jet Ftr Cmbt Crew Tng per par 23 SO 183 Adj Gen Department, Austin Tex dt 24 Sep 51 2D LT ANDREW R McMAHAN A01903824 (USAFR)(W)(PSSN 1054)(Plt on Fly Status) is atchd Hq, 127th Plt Tng Gp, Section III. Class 51-25-FJ.

21. Having reptd this sta 12 Oct 51 for aprx ten (10) wks TDY Jet Ftr Cmbt Crew Tng per par 23 SO 183 Adj Gen Department, Austin Tex dt 24 Sep 51 2D LT JAMES R C MOSELEY JR A02063084 (USAFR)(W)(PSSN 1054)(Plt on Fly Status) is atchd Hq, 127th Plt Tng Gp, Section III. Class 51-25-FJ.

22. 2D LT ROBERT F FAHEY 20182A (CCT Stu Off) granted 21 days ord lv eff o/a 12 Oct 51. Address while on lv: 269 Winspear Ave, Buffalo 15, N.Y.

BY ORDER OF COLONEL MOSLEY:

OFFICIAL:

Charles S Grill
CHARLES S GRILL
2D LT., USAF
Asst Adj.

FRED N SCHMIDT
Major, USAF
Adjutant

DISTRIBUTION: Sch Sec, Plt Tng Gp - 80 cy.
CO Randolph AFB, Tex - 5 cy. (Par 13)

R E S T R I C T E D

SECTION IV FLIGHT RESTRICTIONS CONT'D

- ? 11. What is the idling fuel pressure? 75 P.S.I.
What is the idling R.P.M.? 35 %
What is the minimum oil pressure? Idling ^{POSITIVE} ~~INDICATION~~ lbs. 100% 18 lbs.
12. What is the maximum allowable engine speed in percentage of R.P.M?
101 1/2 % ^{AT LESS THAN 9000}
- ? 13. What is the minimum safe fuel pressure in flight? 100 lbs.
- ? 14. What is the pattern speed? 250 INITIAL
What is the turn speed? 180
What is the final approach speed? 150 (at 1000 ft)

worldwartwoveterans.org

SECTION IV

FLIGHT RESTRICTIONS

1. Is inverted flight and negative "G's" permissible? Why?

No - POSSIBLE FLAME-OUT

2. Are vertical stalls permitted?

No

3. What is the highest airspeed for lowering the following:

a. Gear Down 270

b. 40° Flaps 240

c. 20° Flaps 270

4. What is the time duration for 100% R.P.M. 15 minutes.

5. At 100% R.P.M. what is the maximum tail pipe temperature 675 °C?

At maximum acceleration, what is the maximum tail pipe temperature

270 °C?

6. What are the flight restrictions for the F-84C under the following conditions?

a. Without tiptanks and bombs + 7.33 Gs

b. With 185 gallon tiptanks + 7.33 Gs

c. What is the Mach number of the F-84C 0.9 Mach.

7. Are trim tabs to be used to lighten stick forces? Why?

YES - MAKE IT EASIER TO FLY

8. Is it permissible to intentionally spin this aircraft?

No

9. Is it permissible to land with full tiptanks?

No

10. What precautionary measures should be used in turbulent air?

DETERMINE AIRSPEED (233-459) AND TIGHTEN SEATBELTS

BELTS

F-84 QUESTIONNAIRE

SECTION III HYDRAULIC SYSTEM

1. To what mark is the hydraulic tank serviced?

FILL TO $\frac{1}{2}$ BETWEEN TEE'S LINES.

2. Why should the pilot check the nose strut height?

TO INCLUDE THE PROBABLY OF ATTACK.

3. What is the proper sequence of lowering gear and flaps?

LOWER GEAR AND AFTER THAT FLAPS
ON BUT LEAVE FLAPS

4. List both methods for disconnecting aileron boosts and when are these methods used?

1. USING AILERON BOOSTER SELECTOR VALVE - USED WHEN THERE IS HYDRAULIC FAILURE
2. MECHANICAL DISCONNECT - USED WHEN BOOSTER BY PASS WILL NOT ALLOW FREE MOVEMENT OF CONTROLS.

5. What is the primary function of the hand pump?

USED FOR EMERGENCY OPERATION OF CONTROLLING UNITS
PRINCIPALLY TO LOCK MAIN GEAR.

6. Explain the emergency procedure for lowering landing gear if the normal system is inoperating.

(1) FLAP CONTROL MUST BE AILERON BOOST "OFF"
(2) LANDING GEAR DOWN (3) FULL UP LOCK RELEASE (4) TIGHTEN MAIN GEAR AT IN (5) MANUALLY OPERATE TO "DOWN GEAR" (6) DOME NSE GEAR DOWN (7) LOCK GEAR AND TO DOWN GEAR

7. What are the characteristics of the hydraulic system if the engine has failed out and is windmilling as in an approach? What would be a good procedure to get the most out of the hydraulic system in order to land under these conditions?

POSSIBLE LOSS OF HYDRAULIC VOLUME AND SLOWER OPERATION OF HYDRAULIC UNITS
RELY ON MAIN GEAR AND LOWER UNITS
EARLY.

8. What is the result of continual pumping of the hydraulic pump handle after the nose gear green light goes on?

IT WILL UNLOCK MAIN GEAR AND YOU WILL NOT BE ABLE TO RETURN SELECTOR TO "UP".

F-84 QUESTIONNAIRE

SECTION II ELECTRICAL SYSTEM

1. List the fuel system units that require electrical power and what can be expected of the fuel system with no electrical power?

WINGS, AID AND MAIN FUEL TANKS; FUEL SELECTOR SWITCH ON ELECTRICAL MODELS;
FUEL WILL FEED FROM MAIN AND TIE TANKS.
NO LIQUIDOMETER.

2. List the hydraulic units that have electrical connections and what would be the effect of no electrical power?

DIVE BRAKES - COULD NOT BE OPERATED; FUEL IN. GAGE INDICATORS WOULD NOT FUNCTION AND AIRFLOW GAGE WOULD NOT BE CHANGED; LANDING GEAR COULD NOT BE UNLOCKED.

3. What would indicate an instrument inverter failure and what is the procedure to correct this failure?

ARTIFICIAL HORIZON WILL FAIL AND MORE LIKELY TO BE IN COCKPIT; TO CORRECT SWITCH TO ALTERNATE

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4. What does a creeping or erratic loadmeter indicate? What if the loadmeter reads to the peg?

a. VOLTAGE REGULATION IS FAULTY

b. THERE IS A SHORT IN THE SYSTEM; VOLTAGE REGULATOR IS SET TO OTHER RANGE.

P-34 QUESTIONNAIRE

SECTION 2. FUEL SYSTEM

1. Draw fuel system diagram on reverse side of this sheet, including fuel tank capacities.
2. List the five normal sequences of tank consumption:

- a. TIP TANKS
- b. $\frac{1}{2}$ FWD TANKS
- c. WING TANKS
- d. $\frac{1}{2}$ FWD TANKS
- e. MAIN TANK

3. List the Warning Light reaction and Liquidometer reading for the following conditions:

CONDITION	WARNING LIGHT	LIQUIDOMETER	
	INDICATION	MAIN	FOREWARD
a. Full Tanks	OFF	FULL	FULL
b. Starting & Taxi	TIP TANK LIGHT ON	SLIGHTLY LOW	FULL
c. After Tip Tanks Empty	ON	"	"
d. Foreward Tank Stops at $\frac{1}{2}$ Way	OFF	"	65
e. Wing Empty	WING LIGHT ON	"	65
f. After switching to "Wing Off"	TIP TANK LIGHT ON	"	"
g. Foreward Tank Empty	TIP TANK LIGHT ON	"	0
h. Main Tank Down to 75 Gallons	TIP TANK LIGHT ON LOW LEVEL WARNING LIGHT ON	75	0

4. What happens when the forward tank liquidometer stops at the half way mark? (As in d. above)
- WING TANKS TAKE FUELING INTO FWD TANKS

5. What must the pilot do when wing empty light starts to blink?

SWITCH TO MAIN AND FWD

F-84 QUESTIONNAIRE

DON H. PAYNE
NAME

2/LT

RANK

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20312A

ASN

22 AUG 1951

DATE OF TEST

Donald E. Wilson 1st Lt

CERTIFIED BY

ATRC Form No 160-5

20 Feb 50

Auth: AFR 160-1

AIR TRAINING COMMAND
OFFICE OF THE FLIGHT SURGEON
Williams AFB, Arizona

(Base)

NOTIFICATION OF MEDICAL QUALIFICATION FOR FLYING

16 FEB 1951

(Date)

TO: 3LT PAYNE, DON H, 3525 PILOT TRNG SQDN

In accordance with AFR 160-1, you are cleared for full flying status this date.

Reported from PERRIN AIR FORCE BASE, TEXAS

J. M. ...
Dental Officer

... Arthur
Flight Surgeon

I certify that I am (~~am not~~) on full flying status and that I have not had (~~have had~~) an intervening illness or injury since leaving my last station. I have read and understand the above and know my status as of this date.

Don H. Payne
Signature

ATRC Form No 160-5
20 Feb 50
Auth: AFR 160-1

AIR TRAINING COMMAND
OFFICE OF THE FLIGHT SURGEON

LUKE AIR FORCE BASE, ARIZONA

(Base)

NOTIFICATION OF MEDICAL QUALIFICATION FOR FLYING

16 August 1951

(Date)

TO: 2/Lt Don H. PAYNE 29312 A

In accordance with AFR 160-1, you are cleared for full flying status this date.

Reported from Williams AFB, Arizona

William R. Hutchinson, Jr
Major
Dental Officer

John S. Moffatt
Flight Surgeon
JOHN S. MOFFATT, Lt Col USAF(MC)F/S

I certify that I am ~~(name here)~~ on full flying status and that I have not had ~~(illness or injury)~~ an intervening illness or injury since leaving my last station. I have read and understand the above and know my status as of this date.

Don H. Payne
Signature

MEMO ROUTING SLIP

NEVER USE FOR APPROVALS, DISAPPROVALS,
CONCURRENCES, OR SIMILAR ACTIONS

1	NAME OR TITLE <i>1/Lt. Don H. Payne</i>	INITIALS	CIRCULATE
	ORGANIZATION AND LOCATION <i>Training Group (47 Sigtn)</i>	DATE	COORDINATION
2			FILE
			INFORMATION
3			NECESSARY ACTION
			NOTE AND RETURN
4			SEE ME
			SIGNATURE

REMARKS

These allied papers are no longer required in your Flight Record, as they do not pertain to this Station.

FROM NAME OR TITLE <i>Flight Record Section</i>	DATE <i>14 Feb. 53</i>
ORGANIZATION AND LOCATION <i>Base Operations</i>	TELEPHONE <i>80</i>

DD FORM 1 FEB 50 95

Replaces DA AGO Form 895, 1 Apr 48, and AFHQ Form 12, 10 Nov 47, which may be used.

16-48487-4 GPO

omitted

0x

OPERATIONS
474TH FIGHTER BOMBER GROUP
APO 970, C/O Postmaster
San Francisco, California

F-84E QUESTIONNAIRE

20 AUG 1952
DATE

PAYNE, D.H.
NAME

1st
RANK

429th
ORGN

- Power plant description.
 - Type Gas turbine, jet propulsion engine, AF model J-35-A-178
 - Rated thrust at sea level 4900 #

- List the fuel tank locations and capacities. (Make drawing on back)

Main - 1000 # wing - 551 ea
Fwd - 972 # External - 1564 ea

- Give a brief explanation of the normal fuel flow sequence of the aircraft. Pylon tanks first, tip tanks second, wing and forward simultaneously so as to empty wing tanks while 147 to 622 # remain in fuel. Main last. All fuel passes through main tank.

- What is the purpose of the forward auxiliary and wing auxiliary positions on the fuel selector quadrant. To provide fuel direct to engine without passing through main fuel tank.

- What is the significance of the fuel pressure warning light coming on in flight? Indicates a drop in pressure in fuel line to engine driven pump.

- How much fuel remains when the fuel level warning light comes on? 700 #

- When does the "Emergency on light" come on? (1) During ground check of emergency system. (2) when system is in Alert and normal system fails. (3) when fuel switch is in alert.

- What is the minimum safe fuel pressure in flight. 40 psi

- Are the tip tanks ever pressurized when empty? If so - when and why? Yes, after fuel has been exhausted, pressure switches are left on to protect tip tanks from damage during descent.

- What items are checked on the external fuel tanks before flights? (1) Fuel caps secure (2) Tip tank br rigidity (3) Fins secure

- Give the procedure for testing the emergency fuel system.

(1) At 100% hold test switch to "EMERG TEST" (2) check engine speed and "EMERG ON" light. (3) Retard throttle rapidly and release test switch.

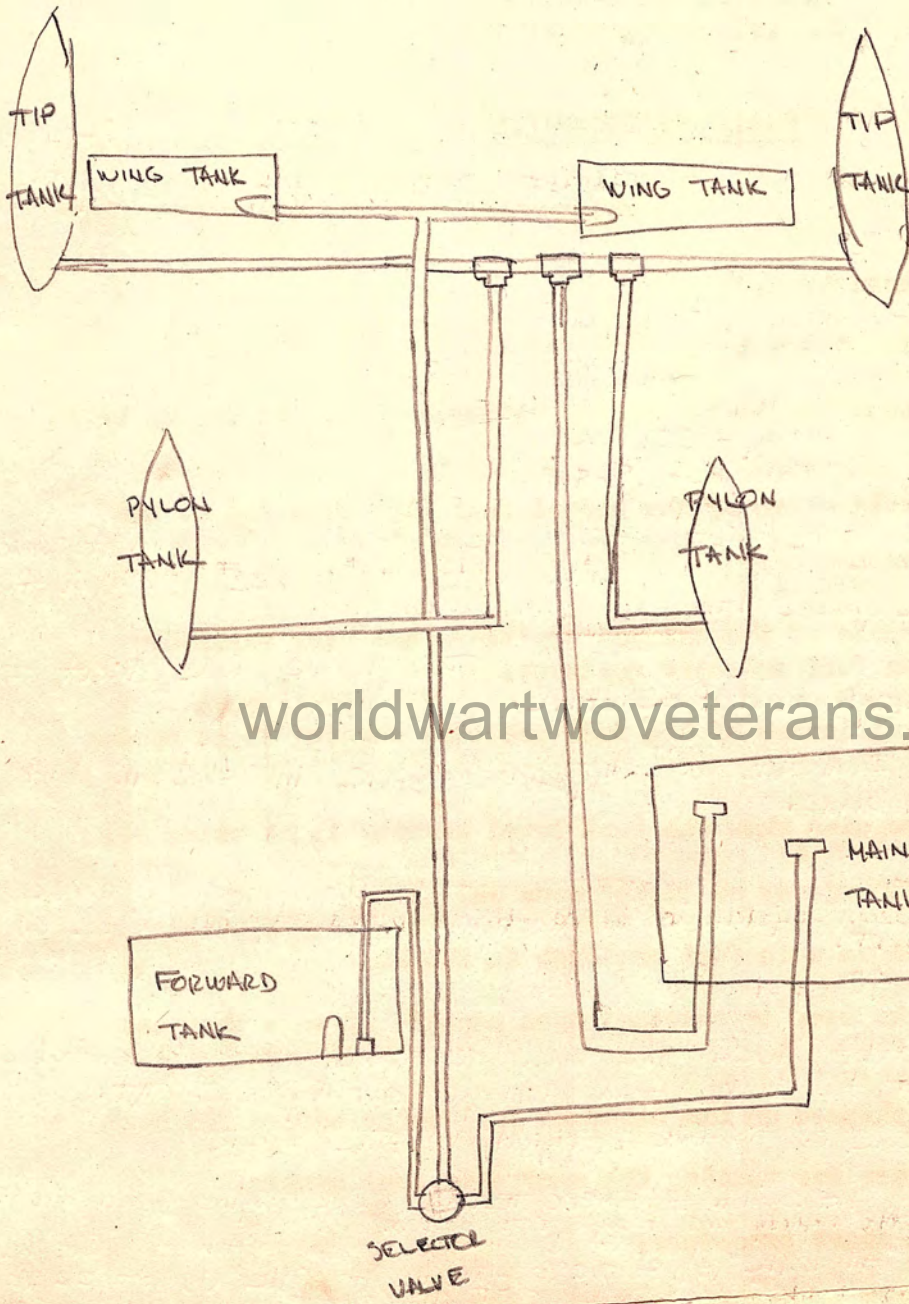
- Give the ground start procedure. (1) Depress starting switch to "Ground Start" (2) Selector valve to "All tanks" (3) At 7.5% throttle to idle (4) At 22% start switch to "50% starting cycle" External power disconnected and Battery ON

- Give the air start procedure. (1) Throttle off (2) Drain bilge (3) descend to 2000' or lower (4) correct cause of flame out

- Why is the important not to exceed 50 P. S. I. fuel pressure during a ground start? (1) lower switch to "NOR" Danger of excessive fuel and resulting fire hazard.

- Give complete procedure for "Flame Out".

Same as 13.



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F-84E Questionnaire (Cont)

16. What is the maximum altitude for an air start? ---Why?
 20,000' because of low air density.

17. List the steps of a pre-take-off check.
 (1) Aft "ON" (2) Dive brake up (3) 20° Flaps (4) Engine instruments
 in green

✓ 18. What tail pipe temperature is considered a hot start?
 900°C

✓ 19. List the maximum and minimum tailpipe temperatures and over-speed allowances for the following:

a. Start and acceleration maximum. Below 900°C for 30 sec

b. Take-off - maximum and minimum. 640°C - 715°C

(1) Give engine RPM overspeed allowance.

✓ 20. Give minimum oil pressure, RPM, temperature, and fuel pressure for the take-off. Oil pressure - 25 psi ; RPM - 96% ; TPT - 640°C
 Fuel pressure - 100 psi

✓ 21. What is the maximum time allowable for full throttle operation?
 101.5% for 30 min

22. What is the maximum allowable engine speed in per cent (%) RPM?
 101.5%

23. How is the pilot aware that ignition has taken place?
 Rise in tail pipe temperature

✓ 24. What units of the aircraft are operated by pressure furnished by hydraulic pump? (1) Aileron Boost (2) Speed Brake (3) Wing flaps
 4. Landing Gear

25. What is the maximum and minimum hydraulic pressure?
 1350 - 1750 psi

26. Give the emergency landing procedure with complete hydraulic failure. (1) Disconnect aileron boost (2) Gear handle down (3) Yaw Aft to lock main gear down (4) Hydraulic selector to "Nose gear" and pump nose gear down. Sector to "SYSTEM" and pump down flaps and dive brakes.

✓ 27. List two (2) methods of rendering the aileron boost inoperative and when each should be used? Pull up aileron Boost Disconnect Handle ; SYSTEM used when resistance to aileron movement is encountered.

28. What is the limiting IAS for the following?

a. Lowering dive flaps. 500 mph

b. Lowering dive brake. 500 mph

c. Lowering landing flaps. 260 mph

d. Lowering landing gear. 200 mph

29. What is the most efficient IAS for climb at 5,000' 400 .

10,000'	380	15,000'	360	20,000'	340
25,000'	325	30,000'	310	40,000'	300

30. What is the maximum allowable Mach number? 0.82
31. State maximum "G" limits, positive and negative, with and without tip tanks. + 7.33 and - 3.0
32. What is the maximum allowable IAS with tip tanks installed at:
 5,000' 0.82 10,000' 0.82 15,000' 0.82 20,000' 0.82
33. What is the approximate glide ratio of the F-84 with clean configuration? (Tip tanks installed) 14 to 1 Best IAS 185 mph
34. List the minimum air speeds in traffic pattern:
 a. Base leg 200 b. Final turn 180
 c. Final approach 150
35. List the pre-landing cockpit check. (1) Shoulder harness locked (2) Alert Switch ON (3) Dive Brake Down (4) Flaps down (5) Gear down + locked.
36. How are the tip tanks jettisoned? Min IAS 250 Max IAS 350
 By Tip tank jettison electrical switch or by mechanical release
 MASTER SALVO
37. Why is an electrical failure classed as an emergency?
 Instruments inoperative, radios inoperative, no air start possible.
38. What is the correct strut inflation? No tips 6.61. Full tips 5.54
39. What is the correct idle RPM? 31-36 %
40. At what RPM should the generator cut in? 30-32 %
41. What is the procedure for using the defroster?
 Turn handle to "ON" position
42. What is the location of the main danger areas during the ground operation of the F-84E? Nose and tail areas
Dive Brake Area - Flap Area - Canopy Area
43. What is the procedure to be followed in the event of a fire in the tailpipe during start? (1) Throttle OFF (2) Fuel selector OFF (3) Stop start (4) Starter to "Starter only"
44. What precautions are necessary when servicing the aircraft?
 It must be grounded
45. What precautions must be observed when taxiing away from the line and while parking? Caution must be taken that personnel and equipment are not blasted.
47. What precautions are necessary when operating the dive brake and flaps during ground operation? That personnel are clear
48. What is the procedure for emergency retracting of the landing gear?
 (1) Ground retract switch (2) Landing gear handle up
49. What happens when the salvo switch is actuated?
External ordnance and Tip tanks are dropped.
50. What precautions are necessary when operating the radio compass in flight?
Turn to antenna position when tuning.

51. Give procedure and precautions for jettisoning canopy. (1) *With canopy closed pull up canopy jettison handle.*
52. Give procedure for bail-out:
- With seat ejection. (1) *Disconnect radio, oxygen hose, q-suit hose, etc* (2) *Head erect* (3) *Feet in stir-ups* (4) *Release arm restraints* (5) *Jettison canopy* (6) *Fire seat ejection*
 - Without seat ejection. (1) *Disconnect hoses, etc.* (2) *Full nose down trim* (3) *Roll aircraft on back* (4) *Face free*
53. No "go around" will be attempted with out 30 gallons remaining.
54. Action to be taken in case of fire warning light "ON" in flight is at the discretion of the pilot.
- ✓ 55. Describe the pattern to be made for any type of emergency landing. *Pilot's discretion*
56. List procedure to be followed in case of over-heat light coming "ON" in flight. (1) *Reduce power* (2) *If light does not go out use emergency procedure*
57. Give spin recovery for the F-84. (1) *Full opposite rudder* (2) *aileron neutral* (3) *Stick 1/2 way between neutral and full back*
- ✓ 58. What is the proper position of the Tip Tank Bomb Continuity Circuit Breaker for take-off with ordnance load? *OUT*
59. When is the gunsight turned on? *While taxiing*
- ✓ a. Mechanically caged? *Before landing ALL TIMES ON THE GROUND*
60. What indication does the pilot have that there is engine screen ice? (1) *Rising tail pipe temperature* (2) *loss of thrust*
61. Can the IFF Destructor be used with Battery Switch "OFF"? YES
Why? *Separate standby battery is available.*
62. Can an air start be made with the main inverter out? No Why? *Air start system is wired through main inverter*
- ✓ 63. What electrical equipment works on alternate inverter only?
INSTRUMENTS
64. Will the ejection seat work if there is a complete electrical failure? *Yes*

Signature

William J. Duffey

Instructor Pilot

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QUESTIONNAIRE ON T-33 AIRCRAFT

PAYNE, D.H. 1/1T 20312A 22 AUG 1952
 NAME RANK SN DATE

1. What is the weight of the aircraft?
 (a) Empty 10677
 (b) Normal fuel without tip tanks 12,200#
 (c) Full fuel load 15,960#
2. When is the elevator trim tab light on?
 when trim is neutral
3. Should it be on or off for take-off?
 ON
4. What percent of flaps are used for take-off?
 70%
5. At what IAS may the flaps be fully extended?
 Less than 200 mph
6. How are the dive flaps extended and where is the dive flap control located?
 Extended hydraulically - control located on throttle
7. At what Mach number is the T-33 red-lined?
 0.8
8. Explain fully the automatic starting procedure.
 (1) Starter switch to "start" (2) At 75% Jamtion to Normal (3) At 90% Starting fuel switch to Auto (4) At 20-35% throttle to idle and starting switch to off
9. Explain fully the manual starting procedure.
 See Back.
10. What is the maximum speed for lowering the landing gear?
 225 mph
11. What indication is there that the gear is down and locked?
 Green landing gear lights on and no horn blowing.
12. What is the wing span? Length? Height?
 38.9' 37.7' 11.7'
13. Explain operation of the cockpit pressure system. Air from compressor section
14. Is it normal for pressure system to smoke when engine is started?
 yes
15. At what pressure does the aileron boost go out?
 400 psi
16. Does the throttle control the fuel pressure?
 yes
17. Why is it necessary to have the emergency hydraulic tank full before flight?
 only sufficient fluid for one extension of gear
18. What are the spin characteristics? Give recovery procedure.
 Violent and erratic - Nose down, opposite rudder, neutral stick
19. Give emergency bail-out without ejection seat.
 (1) Jettison canopy (2) Release shoulder harness and radio equipment (3) Roll over and push clear
20. Why is the rudder spring loaded to neutral position?
 To return rudder to neutral.
21. What is the glide ratio? What is the best airspeed for descent in case of engine failure (For best range)?
 11 to one glide ratio. 185 mph best glide speed
22. What is the capacity of each set of fuel tanks? 2 tip tanks - 165 ea.
 2 Leading Edge - 52 each; 2 main wing - 77 ea.; 1 fuselage - 95
23. What is the total fuel capacity without tip tanks? With tip tanks?
 353 gals. 683 gals.
24. With all fuel switches "On" which tanks empty first? Second? Third? Last? Tips, leading edge, main wing, and fuselage
25. What fuel tank switches should be "On" for take-off?
 Fuselage
26. In what position should the emergency fuel switch be:
 (a) For take-off Alert (Take off and land)
 (b) For landing "
 (c) During normal flight OFF
27. When using by-pass system with leading edge and wing group pumps on, what will be the result when one tank runs dry?
 Tank empty light comes on; Booster pump should be turned off for protection
28. If one pump fails in L.E. group, how much fuel is available in that group?
 52 gals

#9. (1) Emergency fuel switch - "Emergency"

(2) Starter switch - "start"

(3) Starting fuel switch to "MAN"

(4) At max rpm, throttle wide open and then retard to idle. When engine starts turn starting fuel switch "OFF."

(5) Advance throttle to 55%, then retard throttle rapidly while switching emergency fuel switch "OFF".

29. Is it possible to feed fuel on by-pass without T.T. pumps and wing group pumps in operation? Explain.
Yes; Engine driven pump will draw some fuel
30. Can tip tanks be dropped on take-off? *Yes*
 (a) What will be the effect on engine operation if fuel was being used from tip tanks? *None*
 (b) Will red light glow on tip tank switch? *Yes*
31. In flight, if fuselage tank pump fails, what happens to engine operation? How can pilot check pump operation?
Nothing - Amber light is on when pump is operating.
32. If fuselage tank pump is out, is it possible to go around? *Yes*
 What percent would be available? (% RPM)
100%
33. If pilot failed to turn off tip tank switch when fuel is exhausted, will air being pushed into fuselage form an air lock?
No
34. Briefly explain the fuel by-pass system. *Fuel from leading edge tanks and main wing tanks is by passed around fuselage tank directly to engine.*
35. Is it possible to bypass fuel from the tip tanks to the engine?
No
36. What emergency fuel system lights will come on under the following conditions:
 (a) Gear down, emergency fuel system "off" *Red*
 (b) Gear down, emergency fuel system in "Take-off and Land" *Green*
 (c) Gear down, emergency fuel system in "Emergency" *Amber*
37. In the event of normal fuel pump failure, when does the emergency fuel system take over? What indication does the pilot have of this?
when fuel pressure drops below 45 psi; Amber light will come on
38. When the fuel warning light comes on how much fuel is left in the fuselage tank?
80 gals
39. How much fuel reserve should you have when coming in for landing?
100 gal
40. How much fuel is required for normal go-around?
30 gals
41. What is the normal hydraulic pressure? *1000#*
42. Where are the main and emergency hydraulic reservoirs located and to what level are they maintained? *Main reservoir - upper left side of Plenum chamber; emergency - right side of cockpit.*
43. How many hydraulic systems are there?
TWO
44. The T-33 has a 28 volt singlewire electrical system and is powered by a 400 ampere generator.
45. Can the battery be used in case of generator failure? *Yes*
46. The T-33 has two 12 volt batteries connected in Series.
47. Is it possible to start on internal power only? *Yes*
48. What instruments are operated by "AC" current? By "DC" current?
AC - gyro and pressure instruments DC - other instruments
49. Can the landing gear be retracted with the aircraft on the ground?
Yes
50. After take-off (Gear up) the pilot notices the amber fuel system light glows. What is the cause? Would the green light glow? Aircraft is
 Would the red light glow? *operating on emergency fuel system. Green light would also be "ON" but red light would not.*
51. How many and what type radios are installed in the T-33?
1 VHF radio and 1 radio compass.
52. What is the maximum tail-pipe temperature during flight? *700, 9C*
 What is normal? Except for landing what is the minimum? *400°C*
400-700°C
53. What is the normal operating range of the oil pressure in flight?
17-50 psi
54. What is the maximum take-off RPM?
100% RPM
55. What is maximum time limit at 100% RPM?
30 min.
56. What is the power unit oil capacity?
12 gals

57. What is the maximum allowable oil consumption per hour? *1 qt/hour*
58. What type oil is used in the J-33 engine? *Grade 1010*
59. Does the air temperature have any effect on fuel pressure and RPM? *YES*
60. What instrument gives the pilot a check on thrust available for take-off? *Tail pipe temperature gage.*
61. Will the J-33 engine burn fuels other than JP? *YES*
62. What is the approximate fuel consumption per minute at 100% RPM at Sea Level?
 15,000 ft? *13 to 18 gal*
 35,000 ft? *8 to 10 "*
3 to 5 "
63. What is the normal cockpit pressurization differential? *2.75*
 Combat pressurization differential? *1.5*
64. Explain fully the automatic air start procedure.
See Back
65. Explain fully the manual air start procedure.
See Back
66. Explain the emergency operations of the landing gear.
See Back
67. May the wing flaps be extended in case of electrical failure?
68. In the event of complete electrical failure, fuel may still be drawn from which tanks? *No*
Tip tanks and fuselage
69. What is the procedure in the event of generator failure? (Explain use of accessories, fuel, etc.) *Turn off all unnecessary electrical equipment and land.*
70. What maneuvers are prohibited? *Spins, snap rolls, inverted flight, vertical stalls*
71. Give airspeed and "G" limitations.
 (a) Without tip tanks *540 mph + 5.33 and - 3*
 (b) With tip tanks *580 mph + 5.33 and - 2*
72. Explain briefly crash landing procedure.
(1) Lock shoulder harness (2) Throttle and switches "off" (3) jettison canopy
73. Explain procedure for checking emergency fuel pump operation.
(1) Flaps + dive brake down (2) Advance throttle to 40-60% and (3) Switch on emergency fuel system check
74. What is the maximum continuous RPM?
(1) Advance throttle to determine max rpm and (2) release switch while rapidly retarding throttle.
100% for 30 min

#64. A. Drain tail pipe

B. Starter switch to "Air start"

C. Starting fuel switch to "Auto"

D. Emergency fuel switch to "Take off and Land"

E. Open throttle

#65 A. Drain tail pipe

B. Air start switch

C. Starting fuel switch to Manual

D. Emergency Fuel switch to "Take off and Land"

E. Open throttle

66. A. Landing gear lever - Down

B. Emergency selector lever - Emergency

C. Hold Emergency Hydraulic Pump Switch - On

D. Check for green light

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TRANSITION PROGRESS CHART

10 DEC '51
(Date Started)

Payne, Don H. 2/LT.
(Name)

Hrs.
Req.

COMPLETED
13 DEC '51

	1 hr	2 hrs	3 hrs	4 hrs.
2 FUEL SYSTEM		X		
1 HYDRAULIC SYSTEM	X			
2 ELECTRICAL SYSTEM		X		
1 ENGINE OPERATION AND AIR-CRAFT LIMITATIONS	X			
1 PRESSURIZATION SYSTEM	X			
1 COMMUNICATIONS EQUIPMENT	X			
1 ARMAMENT EQUIPMENT	X			
1 OXYGEN SYSTEM	X			
1 STARTING PROCEDURES	X			
2 TECHNIQUES OF FLYING		X		
2 PRE-FLIGHT AND DAILY		X		
4 COCKPIT TIME				X
BLINDFOLD COCKPIT CHECK	X			

"I certify that I have received all of the above listed lectures and am thoroughly familiar with all pertinent Tech Orders and Publications on the F-84E aircraft."

13 DEC 1951
(Date)

Don H. Payne 2/LT 20312A
(Name) (Rank) (ASN)

TRANSITION MISSIONS	1	2	3	4	5	6	7	8	9	10

The above listed pilot has completed the transition course in the F-84E as required by 116th Ftr Bmr Gp Memorandum 3-21.

21 Dec 51
(Date)

AB Howell Capt AO-798302
(Name) (Rank) (ASN)
Instructor Pilot

Attachment 4 to 116th Ftr Bmr Gp Memo 3-21, 1 Oct 51

PILOT WILL BE BRIEFED BY INSTRUCTOR PILOT BEFORE MISSION

TRANSITION MISSION NO. 1

(EMPTY TIPS)

PILOT PAYNE, DON H DATE 11 DEC 1951
ACFT NO 597 T.O. 100% RPM NOTE: FUEL PRESSURE
270 mi TAILPIPE TEMPERATURE 1670°C
TO TIME 1030 FUEL AT T. O. 2700
CLIMB TO 20,000 FT, AT 100% AND NOTE: AV RATE OF CLIMB 3,000/min
TIME FOR CLIMB 7 min FUEL COUNTER AT 20,000 FT
CRUISE 20,000 FT. 90% RPM, NOTE AIRSPEED 370
LOWER DIVE BRAKE AT VARIOUS SPEEDS BETWEEN 300 & 400 MPH, LOWER
DIVE RECOVERY FLAPS. STALLS: 60% RPM (MIN FUEL PRESS 100 LBS),
CLEAN 150 MPH, WHEELS AND FLAPS 130 MPH, 85%
RPM CLEAN 135
GLIDING TURNS: (MIN 100 PSI FUEL) GEAR AND FLAPS DOWN FOR 3000 TO
4000 FEET. CHECK AILERON BOOST AT ALL SETTINGS. ENTER PATTERN WITH
850 LBS FUEL. TIME OF LANDING 1115 FUEL AT LANDING 1090
GAL/HR CONSUMED 2.012

PILOT WILL BE DE-BRIEFED BY INSTRUCTOR PILOT AT END OF MISSION

TRANSITION MISSION NO. 2

PILOT WILL BE BRIEFED PRIOR TO MISSION BY INSTRUCTOR PILOT

PILOTS Worldwrtwovet.com DATE 11 DEC 1951
ACFT NO. 619 T.O. 100% & NOTE: FUEL PRESS
250 OIL PRESS. TAILPIPE TEMP 650°C
T. O. TIME 1000 FUEL AT T. O. 2350
CLIMB TO 20,000 FEET AT 100%, AV SPEED 300 IAS,
RATE OF CLIMB 4,000/min TIME FOR CLIMB 5 min
FUEL COUNTER AT ALT. 1850 CRUISE AT 88% NOTE:
FUEL USED IN 10 MINUTES 320 # GAL, FUEL PRESS 125
IAS 340 T.P. TEMP 575°C
CRUISE AT 96%, NOTE: FUEL USED IN 10 MINUTES 400 #
LBS, FUEL PRESS. 175 IAS 420 T.P.
TEMP. 590 CHANDELLES AND LAZY EIGHTS AT 90% ACCELERATED
STALLS, RIGHT AND LEFT AT 320 & 200 MPH. ENTER PATTERN WITH 850 LBS
FUEL. TIME OF LANDING 1045 FUEL COUNTER 350 #
RANGE AT 88%, 20,000' WITH 1400 LBS FUEL TIME AT 88%, 20,000'
WITH 1400 LBS FUEL RANGE AT 96%, 20,000' WITH 1400 LBS FUEL.
TIME AT 96%, 20,000' WITH 1400 LBS FUEL.

PILOT WILL BE DE-BRIEFED BY INSTRUCTOR PILOT AT END OF MISSION

Attachment 2 to Group Memo 3-21, 1 Oct 51

TRANSITION MISSION #3
(EMPTY TIPS)

PILOT WILL BE BRIEFED BY INSTRUCTOR PILOT PRIOR TO MISSION

PILOT PAYNE, DON H. DATE 15 DEC 1951

ACFT NO 565 TAKE-OFF AND NOTE: FUEL PRESS. 250
TIME TO CLIMB TO 10,000 FEET 3 MIN
CRUISE AT 88% AT 10,000 FEET AND NOTE: FUEL USED IN TEN (10)
MINUTES 480 LBS FUEL: IAS 380, TAS 456
T. P. TEMP 450 : AND FUEL PRESSURE 200
CRUISE AT 96% AT 10,000 FEET AND NOTE: FUEL USED IN TEN
(10) MINUTES 690 LBS: IAS 450 TAS 540
: T. P. TEMP. 600 : AND FUEL PRESSURE 210

PRACTICE DIVES AND ZOOMS -- REPEAT PRACTICE ON STALLS
CHANDELLS AND LAZY EIGHTS. ENTER PATTERN WITH 850 LBS FUEL AND LAND.
RANGE AT 88% WITH 2100 LBS _____, FLYING TIME AT
88% WITH 2100 LBS FUEL _____ RANGE AT 96%
WITH 2100 LBS FUEL _____ FLYING TIME AT 96% WITH 2100
LBS FUEL _____

PILOT WILL BE DE-BRIEFED AT END OF MISSION BY INSTRUCTOR PILOT

TRANSITION MISSION #4
(EMPTY TIPS)

PILOT WILL BE BRIEFED PRIOR TO MISSION BY INSTRUCTOR PILOT

PILOT PAYNE, DON H. DATE 18 DEC 1951
ACFT NO. 483 TAKE OFF 90% RPM AND CLIMB TO
20,000 FEET, NOTE: TIME TO CLIMB 8 MINUTES. FUEL
USED TO CLIMB 600 LBS FUEL. REPEAT AIR WORK OF
PREVIOUS MISSIONS. DESCEND AND ENTER TRAFFIC WITH 1200 LBS
FUEL, HOLD AT LEAST 60% IN PATTERN AND ADVANCE SLOWLY TO 100%
FROM FINAL TURN FOR PRACTICE GO AROUND: OBSERVE TAIL PIPE TEMP
AND KEEP WITHIN LIMITATIONS. MAINTAIN AT LEAST 150 MPH IAS.
RETRACT GEAR AT 200 MPH IAS. RETRACT FLAPS AT 210 MPH IAS,
ACCELERATE TO CLIMBING SPEED BEFORE ATTEMPTING ALTITUDE.
ENTER TRAFFIC PATTERN WITH 850 LBS FUEL AND LAND.
PILOT WILL BE DE-BRIEFED AT END OF MISSION BY INSTRUCTOR PILOT

TRANSITION MISSION NO 5
30 GALLONS IN EACH TIP TANK

PILOT WILL BE BRIEFED PRIOR TO MISSION BY INSTRUCTOR PILOT

PILOT DAYNE, DON H. DATE 18 DEC 1951
ACFT NO. 483 TAKE OFF 90 RPM AND CLIMB TO 30,000 FEET,
NOTE: TIME TO CLIMB 15 MIN., FUEL TO CLIMB 320
LBS.

CRUISE AT 94% AT 30,000 FEET AND NOTE: FUEL USED IN TEN (10)
MINUTES 360 LBS, IAS 340 TAS 544

PRACTICE STEEP PRECISION TURNS.

TURN AILERON BOOST OFF AND PRACTICE TURNS, NOTE CONTROL
RESPONSE.

DESCEND AND ENTER PATTERN WITH 850 LBS FUEL AND LAND. FUEL AT
LANDING _____, FUEL USED _____ LBS FUEL PER
HOUR _____, RANGE AT 30,000 FEET 94% WITH 2800 LBS
FUEL.

FLYING TIME AT 30,000 FEET 94% WITH 2800 LBS FUEL

PILOT WILL BE DE-BRIEFED AT END OF MISSION BY INSTRUCTOR PILOT

TRANSITION MISSION NO. 6

CRUISE CONTROL ROUND ROBIN: OVER 350 MILES, NOT OVER 400 MILES
(50 GALLONS IN TIPS)

PILOT WILL BE BRIEFED BY INSTRUCTOR PILOT PRIOR TO MISSION
PILOT _____ DATE _____

ACFT NO. _____

TAKE OFF 98% AND CLIMB ON COURSE TO 10,000 FEET - LEVEL OFF AT
10,000 FEET AND COMPLETE ROUND ROBIN AT
88% NOTE:

TIME FUEL PRESSURE IAS

TAKE OFF _____

1st Check Point _____

2nd Check Point _____

Base at 10,000 _____

LANDING _____

ENTER TRAFFIC PATTERN WITH 850 LBS FUEL AND LAND.

LBS FUEL/HOUR CONSUMED _____

PILOT WILL BE DE BRIEFED AT END OF MISSION BY INSTRUCTOR PILOT

MAXIMUM RANGE AT 10,000 ON THIS MISSION _____

MAXIMUM FLYING TIME AVAILABLE ON THIS MISSION _____

REQUEST FOR CHARGE NOTICE OF CREDIT DUE

SERVICE NO. 20312A	LAST NAME—FIRST NAME—MIDDLE INITIAL PAYNE, DON H.	
GRADE 1st LT	ORGANIZATION 159th FTR BMR SQ	PAY GROUP 1

TO Disbursing Officer:¹
AFG 970

The pay account of the above-named individual is to be charged in the amount stated below. Your entry in the pay account should show:

The amount stated below is certified to be due the above-named individual, as of the date specified above. Your entry in the pay account should show:

AMOUNT 244.49	APPROPRIATION 5723500 L-250	NAME AND SYMBOL NO. OF ACCOUNTABLE OFFICER J. R. McDONNOLD S/N 225-396
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REASON (Give sufficient information to enable officer making charge to fully inform individual concerned or state brief but specific reason for credit)

Amount UNPAID Last Account Carried Foward reads XXX on MPR opened 1 JUL 52

This is an erroneous entry, MPR closed 30 JUN 52

Please adjust Amount UNPAID Last Account to read 244.49

Tax Withheld(1 Jan-30 Jun) reads 115.30 on MPR opened 1 JUL 52

This is an erroneous entry, MPR closed 30 JUN 52

Please adjust tax withheld(1 Jan-30 Jun) to read 109.30

ENTERED ON MPR *[Signature]*

SYMBOL NO. 225-396	NAME AND SIGNATURE OF REQUESTING OFFICER J. R. McDONNOLD 1st LT USAF
------------------------------	--

STATION **AFG 919 c/o HI San Francisco California**

Charge Credit has been entered as requested and copy has been returned to originating office.

SYMBOL NO. 225-213A	DATE SEP. 30 1952	NAME AND SIGNATURE OF OFFICER MAKING CHARGE OR CREDIT C. C. COVINGTON 1ST LT USAF F. E. HELLENGA, MAJOR USAF <i>[Signature]</i>
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¹If the above-named individual has been transferred, forward this notice to the disbursing officer of the activity to which transferred.

Restricted
SECURITY INFORMATION

H Payne
429th

HEADQUARTERS
474TH FIGHTER BOMBER WING
APO 970

SPECIAL ORDERS)
NUMBER 39)

16 September 1952

1. UP 5th AF Reg 51-21, the folg named Offs, 429th Ftr Bmr Sq APO 970, having satisfactorily compl the Combat Capable Tng Crse, is hereby Made a matter of record.

MAJ	PHILLS J HARDING	AO	678041
CAPT	WARRUM T BEMENT	AO	828650
CAPT	HENRY B FRIEHLIN	AO	683454
CAPT	ROBERT T GELMAN	AO	832811
1ST LT	HERMAN D ALLSHOUSE		19712A
1ST LT	NEIL G BUCKWOLD	AO	2079993
1ST LT	JEREMIAH S BURNS		20132A
1ST LT	WILLIAM F DUFFENDACK	AO	703715
1ST LT	WILLIAM J DUFFEY	AO	1911979
1ST LT	JOEL H GOLDBERG	AO	2205136
1ST LT	WILLIAM E LEE	AO	2067534
1ST LT	JAMES C LIGGETT	AO	2222679
1ST LT	SAM D MCGEHLE	AO	1856406
1ST LT	GERALD H OPPENHEIMER	AO	946240
✓ 1ST LT	DON H PAYNE		20312A
1ST LT	WILLIAM J PELL JR		20516
1ST LT	MERTON E RICKER	AO	2077426
2D LT	DONALD F ANDREWS	AO	943649
2D LT	MARCEL A CRYER	AO	22222224
2D LT	MARVIN E JENSEN	AO	2222069
2D LT	LOWELL K MASLEY	AO	2222683
2D LT	DONALD R O'CONNELL	AO	2222683
2D LT	EUGENE D RUDER	AO	2221749
MAJ	GILBERT C WESSELKAMPER	AO	691600
1ST LT	RONALD K SHALBERG	AO	191218
1ST LT	ROSCOE B TANNER	AO	947727
1ST LT	EUCLID C WOODHENSER	AO	1911219
1ST LT	DANIEL M WECKOFF	AO	1999324

2. UP 5th AF Reg 60-1a; 60-1a, CAPT CHARLES E BROWN, AO834571 Hq 474th Ftr Bmr Gp APO 970, is designated F-84E Test & Instr Plt for the 474th Ftr Bmr Wg.

3. The automatic susp fr fly status of CAPT CHARLES D BRIGHT AO 757457 USAF 428th Ftr Bmr Sq APO 970 on 13 Sep 52 UP par 9a (10) (b) AFR 35-16 is hereby made a matter of record.

4. A/2C EUGENE E JACKSON, AF 21735955, PAFSC 73230, having been asgd this orgn per par 6 SC 258 Hq 5th AF APO 970 dtd 14 Sep 52, is further asgd Hq 474th Ftr Bmr Gp APO 970, rept NLT 16 Sep 52. No tvl involved PCA. EDCSA: 23 Sep 52.

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SO 39 Hq 474th Ftr Bnr Wg APO 970 dtd 16 Sep 52 (Cont'd)

5. The automatic susp fr fly status of 2D LT DWIE L HENRY AO 1854995 USAF-429th Ftr Bnr Sq APO 970 on 13 Sep 52 UP par 9a (10) (b) AFR 35-16 is hereby made a matter of record.

6. CAPT HERBERT J MEYER, 12422A, PAFSC 1124A, having been asgd this orgn per par 30 SO 256 Hq 6403d Pers Proc Sq APO 959 dtd 12 Sep 52, as amnd by par 14 SO 257 Hq 6403d Pers Proc Sq APO 959 dtd 13 Sep 52, is further asgd Hq 474th Ftr Bnr Gp APO 970, rept NLT 16 Sep 52. No tvl involved PCA. EDCSA: 23 Sep 52.

7. The folg named amn, having been asgd this orgn per par 22 SO 254 Hq 6403d Pers Proc Sq APO 959 dtd 10 Sep 52, are further asgd Hq 474th Ftr Bnr Gp APO 970, rept NLT 16 Sep 52. No tvl involved PCA. EDCSA: 20 Sep 52.

A/3C	EDGAR H BUTT JR	AF 24792742	PAFSC 43133
A/3C	J R GDBBY	AF 25865519	PAFSC 43133
A/3C	FRANCIS W CHERATO	AF 11229580	PAFSC 43131E

8. A/2C LAWRENCE E CARROLL, AF 16371852, PAFSC 73230, having been asgd this orgn per par 1 SO 257 Hq 5th AF APO 970 dtd 13 Sep 52, is further asgd Hq 474th Ftr Bnr Gp APO 970, rept NLT 16 Sep 52. No tvl involved PCA. EDCSA: 23 Sep 52.

9. A/3C FRED W WELLS, AF 14408502, PAFSC 64131, having been asgd this orgn per par 11 SO 257 Hq 5th AF APO 970 dtd 13 Sep 52 is further asgd Hq 474th Ftr Bnr Gp APO 970, rept NLT 16 Sep 52. No tvl involved PCA. EDCSA: 26 Sep 52.

10. The folg named Offs orgn indicated are aptd as Acft Acft Investigation Bd for the 474th Ftr Bnr Wg APO 970. LUTH: AFR 62-14. Bd aptd by par 1 SO 6, this hq dtd 23 Jul 52 is hereby DISSOLVED.

LT COL	WALTER E MCDESITT	11285A	Hq 474th FBGp	President
MAJ	WALTER J MILOWSKI	9111A	Hq 474th FBWG	Alt Pres
MAJ	ROBERT S KILAPP	AO743055	428th FBSq	Member
CAPT	ROBERT E GRAHAM	AO852811	429th FBSq	Alt Inves
CAPT	MAURICE B BAUGHN	AO792094	428th FBSq	Alt Member
CAPT	ARVID J HUGLUM	AO713449	3d Med Gp	Flt Surg
1ST LT	ROBERT L LAMBRIGHT	AO2239288	3d Med Gp	Alt Flt Surg
2D LT	ROBERT B HUNTER JR	22452A	430th FBSq	Recorder
2D LT	MARVIN E JENSEN	AO2222682	429th FBSq	Alt Recorder

BY ORDER OF COLONEL INGENHUTT:

OFFICIAL:

John S. Hailey

JOHN S HAILEY
Major, USAF
Adjutant

JOHN S HAILEY
Major, USAF
Adjutant

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HEADQUARTERS
TACTICAL AIR COMMAND
United States Air Force
Langley Air Force Base, Virginia

SPECIAL ORDER
G-115

25 July 1963

By direction of the Secretary of the Air Force, each of the following is awarded the Air Force Commendation Medal for meritorious service during the period indicated:

LIEUTENANT COLONEL NORMAN R CROSSON, 6461A, 1 Sep 61 - 30 Jun 63

LIEUTENANT COLONEL MINER A GLEASON, AO351137, 12 Mar 61 - 31 Jul 63 (10LC)

✓ MAJOR DON H PAYNE, 20312A, 15 Feb 62 - 18 Jun 63

SENIOR MASTER SERGEANT PAUL MOBLEY, AF34824441, 21 Nov 59 - 28 May 63

STAFF SERGEANT CHRIS P DEMAS, AF34116571, 1 Apr 59 - 15 May 63

FOR THE COMMANDER



J. M. WILSON
Colonel
Deputy for Administration

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2 - Hq USAF (AFPMPPB)

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