



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, D.C.

REPLY TO  
ATTN OF: Your Supervisor

SUBJECT: The Officer Effectiveness Report

A New Lieutenant

No document impacts your career as heavily as your Officer Effectiveness Report (OER). I believe that the preparation of an OER ought to be a cooperative and interactive process between the rater and the ratee.

You, as the ratee, have some special responsibilities to your rater. You must make your intentions clear to your rater as to what he can expect from you. Are you going to do just enough to get by? Are you going to do a good job, or are you going to jump in with both feet and do the most fantastic job your rater has ever seen? Now certainly you won't say this to your rater in so many words, however, your actions will convey your message very clearly. He is evaluating your performance and, from that, measuring your potential.

Another of your responsibilities is to ensure that your rater is aware of all aspects of your performance. Although your rater is generally aware of your activities, there are instances in which, due to distance, complexity of the organization, or sheer numbers of people, some of your accomplishments may go unnoticed or their significance may not be realized. One of the ways that you can help yourself and your rater is to keep notes on your accomplishments. This can be done simply by maintaining a diary of your daily activities in which you list such things as who you talked to, where you went, and what you did. This will not only assist you in providing specific information to your rater; it is also a very helpful organizational tool, and is an extremely helpful reference for continuity of action.

Your rater has an equally important responsibility to you, and that is to describe to you his expectations and standards of performance. If, for any reason, you are uncertain as to your rater's standards and expectations then it is up to you to ask him, thoroughly understand his reply, and govern yourself accordingly.

You should make it clear to your rater that you have an active interest in your OER and that you are willing to do whatever is necessary, within the bounds of your integrity, to earn that top notch evaluation report. At this point, I would like to emphasize the word earn. You are not given an OER rating, you earn it and to earn it, you have to perform well. To perform well you have to know what is expected of you. This leads us back to my original premise that the OER should be a cooperative and interactive enterprise between the rater and the ratee. You are the key to this process.

A handwritten signature in cursive script, appearing to read "Paul G. Patton".

Paul G. Patton, Colonel, USAF  
AN OLD LIEUTENANT