

OFFICER PERFORMANCE REPORT (Lt thru Col)

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

1. NAME (Last, First, Middle Initial) GLASSMAN, RODNEY B.	2. SSN [REDACTED]	3. GRADE 1st Lt	4. DAESC [REDACTED]	5. REASON FOR REPORT Annual	6. PAS CODE [REDACTED]
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 355th Fighter Wing (ACC), Davis-Monthan AFB AZ (Non-EAD)			8. PERIOD OF REPORT 10 Mar 2009 THRU 9 Mar 2010		9. NO. DAYS SUPV. 244

II. JOB DESCRIPTION (Limit text to 4 lines)

DUTY TITLE Judge Advocate	10. SRID [REDACTED]
- Assists SJA in advising Wg leadership on complex legal issues; reviews IG complaints, CC-directed investigations - Serves as trial counsel in courts-martial, gov't rep in Article 32 hearings, recorder in administrative discharge bds - Prepares legal opinions on civil law issues, including ROS, FOIA, Privacy Act, private orgs, fundraising, barments - Renders legal assistance to military mbrs, retirees, and dependents; drafts wills, POAs, & other estate planning docs	

III. PERFORMANCE FACTORS

Job Knowledge, Leadership Skills, Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills, and Physical Fitness (see reverse if marked Does Not Meet Standards)	DOES NOT MEET STANDARDS <input type="checkbox"/>	MEETS STANDARDS <input checked="" type="checkbox"/>	FITNESS EXEMPTION <input type="checkbox"/>
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IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)

- Unparalleled enthusiasm from new Reservist who most certainly wants to be an active, engaged part of the JA staff!
- Spearheaded annual UIF review for Wg and tenant units; expedited thorough, timely & efficient review; 100% rev'd
- Trained entire JA staff on UIF review procedures; directed distro/review of 174 UIF records; JA staff fully trained
- Drafted 16 wills, 18 GPOAs, 3 SPOAs, and 19 advanced medical directives; detailed support on immigrant divorce
- Eager to help in any way--to include legal assistance; served as a back-up for active duty officers--Great Reservist
- Lt Glassman is absolutely first-rate as an officer and a Judge Advocate; ready for greater responsibility; BDE now!

Last performance feedback was accomplished on: 8 Jan 2010 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION ANDREW S. WILLIAMS, Lt Col, USAF 355th Fighter Wing (ACC) Davis-Monthan AFB, AZ	DUTY TITLE Staff Judge Advocate	DATE 15 Apr 2010
	SSN [REDACTED]	SIGNATURE WILLIAMS.ANDREW.S. [REDACTED]

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

- Received all "Outstanding" and positive feedback from clients within the demanding D-M legal assistance program
- Thoughtful, interested, knowledgeable, compassionate--words to describe this Amn & the way he deals with clients
- Team player willing to help on any office issue with no notice; stepped up w/ FOIA review--indv privacy protected
- Hit the ground running as a 1st assignment Reservist--sky is the limit for this impressive young officer; send to BDE!

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION PAUL T. JOHNSON, Brig Gen, USAF 355th Fighter Wing (ACC) Davis-Monthan AFB, AZ	DUTY TITLE Commander	DATE 27 Apr 2010
	SSN [REDACTED]	SIGNATURE JOHNSON.PAUL.T. [REDACTED]

VI. REVIEWER (If required, limit text to 4 lines) CONCUR NON-CONCUR

THE ADDITIONAL RATER IS ALSO THE REVIEWER.

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION PAUL T. JOHNSON, Brig Gen, USAF 355th Fighter Wing (ACC) Davis-Monthan AFB, AZ	DUTY TITLE Commander	DATE 27 Apr 2010
	SSN [REDACTED]	SIGNATURE JOHNSON.PAUL.T. [REDACTED]

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

	<input type="checkbox"/> FUNCTIONAL EXAMINER	<input type="checkbox"/> AIR FORCE ADVISOR
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. RATEE'S ACKNOWLEDGMENT

I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	SIGNATURE GLASSMAN.RODNEY.B. [REDACTED]	DATE 7 May 2010
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RATEE NAME: GLASSMAN, RODNEY B.		
IX. PERFORMANCE FACTORS (If Section III is marked Does Not Meet Standards, fill in applicable block(s))		DOES NOT MEET STANDARDS
1. Job Knowledge. Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle non-routine situations.		<input type="checkbox"/>
2. Leadership Skills. Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Motivates subordinates. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.		<input type="checkbox"/>
3. Professional Qualities. Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.		<input type="checkbox"/>
4. Organizational Skills. Plans, coordinates, schedules and uses resources effectively. Meets suspenses. Schedules work for self and others equitably and effectively. Anticipates and solves problems.		<input type="checkbox"/>
5. Judgment and Decisions. Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Adheres to safety and occupational health requirements. Acts to take advantage of opportunities.		<input type="checkbox"/>
6. Communication Skills. Listens, speaks, and writes effectively.		<input type="checkbox"/>
7. Physical Fitness. Maintains Air Force physical fitness standards.		<input type="checkbox"/>
X. REMARKS (use this section to spell out acronyms from the front)		
XI. REFERRAL REPORT (Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)		
I am referring this OPR to you according to AFI 36-2406, para 3.9. It contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para, 3.9. Specifically, _____		
Acknowledge receipt by signing and dating below. Your signature merely acknowledges that a referral report has been rendered; it does not imply acceptance of or agreement with the ratings or comments on the report. Once signed, you are entitled to a copy of this memo. You may submit rebuttal comments. Send your written comments to:		
not later than 10 calendar days (30 for non-EAD members) from your date below. If you need additional time, you may request an extension from the individual named above. You may submit attachments (limit to 10 pages), but they must directly relate to the reason this report was referred. Pertinent attachments not maintained elsewhere will remain attached to the report for file in your personnel record. Copies of previous reports, etc. submitted as attachments will be removed from your rebuttal package prior to filing since these documents are already filed in your records. Your rebuttal comments/attachments may not contain any reflection on the character, conduct, integrity, or motives of the evaluator unless you can fully substantiate and document them. Contact the MPF career enhancement section, or the AF Contact Center if you require any assistance in preparing your reply to the referral report. It is important for you to be aware that receiving a referral report may affect your eligibility for other personnel related actions (e.g. assignments, promotions, etc.). You may consult your commander and/or MPF or Air Force Contact Center if you desire more information on this subject. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may apply for a review of the report under AFI 36-2401, Correction of Officer and Enlisted Evaluation Reports, once the report becomes a matter of record as defined in AFI 36-2406, Attachment 1.		
NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR	DUTY TITLE	DATE
	SIGNATURE	
SIGNATURE OF RATEE		DATE
INSTRUCTIONS		
<p>ALL: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in Developmental Education, advanced education, previous or anticipated promotion recommendations on AF Form 709, OPR endorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. Evaluators enter only the last four numbers of SSN.</p> <p>RATER: Focus your evaluation in Section IV on what the officer did, how well he or she did it, and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section IV may include recommendations for assignment. Provide a copy of the report to the ratee prior to the report becoming a matter of record and provide follow-up feedback to let the ratee know how their performance resulted in this final product.</p> <p>ADDITIONAL RATER: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.</p> <p>REVIEWER: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NON-CONCUR" and explain in Section VI. Do not use "NON-CONCUR" simply to provide comments on the report.</p> <p>RATEE: Your signature is merely an acknowledgement of receipt of this report. It does not constitute concurrence. If you disagree with the content, you may file an evaluation appeal through the Evaluation Reports Appeals Board IAW AFI 36-2401 (Correcting Officer and Enlisted Evaluation Reports), or through the Air Force Board for Correction of Military Records IAW AFI 36-2603 (Air Force Board for Correction of Military Records) and AFPAM 36-2607 (Applicants' Guide to the Air Force Board for Correction of Military Records (AFBCMR)).</p>		
PRIVACY ACT STATEMENT		
<p>AUTHORITY: Title 10 United States Code, Section 8013 and Executive Order 9397, 22 November 1943.</p> <p>PURPOSE: Information is needed for verification of the individual's name and Social Security Number (SSN) as captured on the form at the time of rating.</p> <p>ROUTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3).</p> <p>DISCLOSURE: Disclosure is mandatory; SSN is used for positive identification.</p>		

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7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 355th Fighter Wing (ACC), Davis-Monthan AFB AZ (Non-EAD)			8. PERIOD OF REPORT 10 Mar 2010 THRU 9 Mar 2011	9. NO. DAYS SUPV. 365	

II. JOB DESCRIPTION (Limit text to 4 lines) DUTY TITLE Assistant Staff Judge Advocate				10. SRID [REDACTED]
<ul style="list-style-type: none"> - Assists SJA in advising Wg leadership on complex legal issues; reviews IG complaints, CC-directed investigations - Serves as trial counsel in courts-martial, gov't rep in Article 32 hearings, recorder in administrative discharge bds - Prepares legal opinions on civil law issues, including ROS, FOIA, Privacy Act, private orgs, fundraising, barments - Renders legal assistance to military mbrs, retirees, and dependents; drafts wills, POAs, & other estate planning docs 				

III. PERFORMANCE FACTORS			DOES NOT MEET STANDARDS	MEETS STANDARDS	FITNESS EXEMPTION
Job Knowledge, Leadership Skills, Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills, and Physical Fitness (see reverse if marked Does Not Meet Standards)			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Yes

IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)	
<ul style="list-style-type: none"> - Rock-solid atty, officer w/ great energy, commitment to FW msn; at the top of his peer group; future JAG Corps ldr - Prosecuted six Amn in 2 months; achieved most conf in D-M history for simple DUIs--2 NCOs got 45 & 30 days jail - Led special investigation into local ANG unit; worked w/AFOSI on 30 potential fraud cases; 2 cases ready for trial - Gifted litigator; Sr mil judge: "Best rebuttal in week w/3 cases...hands down!", "Hard to shake, great on your feet!" - Advised 75 clients; drafted 57 wills, 124 POAs--saved clients \$35.5K+ in atty fees; ensured deployment readiness - Phenomenal 2nd year in Reserves--a big help to FW during manning shortfall & AF's busiest court docket; PDE now 	
Last performance feedback was accomplished on: <u>10 Nov 2010</u> (IAW AFI 36-2406) (If not accomplished, state the reason)	

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION ANDREW S. WILLIAMS, Col, USAF 355th Fighter Wing (ACC) Davis-Monthan AFB AZ	DUTY TITLE Staff Judge Advocate	DATE 20 May 2011
	SSN [REDACTED]	SIGNATURE WILLIAMS.ANDREW.S. [REDACTED]

V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 lines)		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
<ul style="list-style-type: none"> - Dedicated JAG & officer; top-notch support anytime needed w/ valuable accomplishments--perfect fit for any office - Discovered multiple sex assault victims; persistent efforts uncovered predator's modus operandi; charges preferred - Convicted Amn of abusing cocaine, Spice, 3 prescription drugs; persuasive sentencing arg yielded BCD, 8 mos jail - Dynamic, versatile JAG officer; ready to assist anytime, anywhere; epitomizes Total Force concept; PDE soonest 			

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION JOHN A. CHERREY, Colonel, USAF 355th Fighter Wing (ACC) Davis-Monthan AFB AZ	DUTY TITLE Commander	DATE 23 May 2011
	SSN [REDACTED]	SIGNATURE CHERREY.JOHN.A. [REDACTED]

VI. REVIEWER (If required, limit text to 4 lines)		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
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THE ADDITIONAL RATER IS ALSO THE REVIEWER.

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION JOHN A. CHERREY, Colonel, USAF 355th Fighter Wing (ACC) Davis-Monthan AFB AZ	DUTY TITLE Commander	DATE 23 May 2011
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VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box)		<input type="checkbox"/> FUNCTIONAL EXAMINER	<input type="checkbox"/> AIR FORCE ADVISOR
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RATEE NAME: GLASSMAN, RODNEY B.

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

DOES NOT MEET STANDARDS

- 1. **Job Knowledge.** Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle non-routine situations.
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X. REMARKS (use this section to spell out acronyms from the front)

AF - Air Force; Amn - Airman; BCD - Bad Conduct Discharge; bds - boards; D-M - Davis Monthan AFB; DUI - driving under the influence; FOIA - Freedom of Information Act; gov't - government; GPOA - General Power of Attorney; IG - Inspector General; JAG - Judge Advocate; NCO - Non-commissioned Officer; orgs - organizations; PDE - professional development education; POA - Power of Attorney; ROS - Reports of Survey; SJA - Staff Judge Advocate; SPOA - Special Power of Attorney; UIF - Unfavorable Information File; w/ - with; Wg - Wing

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		DATE 7 Jun 2011

RATEE NAME: GLASSMAN, RODNEY B.		
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not later than 10 calendar days (30 for non-EAD members) from your date below. If you need additional time, you may request an extension from the individual named above. You may submit attachments (limit to 10 pages), but they must directly relate to the reason this report was referred. Pertinent attachments not maintained elsewhere will remain attached to the report for file in your personnel record. Copies of previous reports, etc. submitted as attachments will be removed from your rebuttal package prior to filing since these documents are already filed in your records. Your rebuttal comments/attachments may not contain any reflection on the character, conduct, integrity, or motives of the evaluator unless you can fully substantiate and document them. Contact the MPF career enhancement section, or the AF Contact Center if you require any assistance in preparing your reply to the referral report. It is important for you to be aware that receiving a referral report may affect your eligibility for other personnel related actions (e.g. assignments, promotions, etc.). You may consult your commander and/or MPF or Air Force Contact Center if you desire more information on this subject. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may apply for a review of the report under AFI 36-2401, Correction of Officer and Enlisted Evaluation Reports, once the report becomes a matter of record as defined in AFI 36-2406, Attachment 1.		
NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR	DUTY TITLE	DATE
	SIGNATURE	
SIGNATURE OF RATEE		DATE
INSTRUCTIONS		
ALL: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or enrollment in Developmental Education, advanced education, previous or anticipated promotion recommendations on AF Form 709, OPR endorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. Evaluators enter only the last four numbers of SSN.		
RATER: Focus your evaluation in Section IV on what the officer did, how well he or she did it, and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section IV may include recommendations for assignment. Provide a copy of the report to the ratee prior to the report becoming a matter of record and provide follow-up feedback to let the ratee know how their performance resulted in this final product.		
ADDITIONAL RATER: Carefully review the rater's evaluation to ensure it is accurate, unbiased and uninflated. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.		
REVIEWER: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NON-CONCUR" and explain in Section VI. Do not use "NON-CONCUR" simply to provide comments on the report.		
RATEE: Your signature is merely an acknowledgement of receipt of this report. It does not constitute concurrence. If you disagree with the content, you may file an evaluation appeal through the Evaluation Reports Appeals Board IAW AFI 36-2401 (Correcting Officer and Enlisted Evaluation Reports), or through the Air Force Board for Correction of Military Records IAW AFI 36-2603 (Air Force Board for Correction of Military Records) and AFPAM 36-2607 (Applicants' Guide to the Air Force Board for Correction of Military Records (AFBCMR)).		
PRIVACY ACT STATEMENT		
AUTHORITY: Title 10 United States Code, Section 8013 and Executive Order 9397, 22 November 1943.		
PURPOSE: Information is needed for verification of the individual's name and Social Security Number (SSN) as captured on the form at the time of rating.		
ROUTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3).		
DISCLOSURE: Disclosure is mandatory; SSN is used for positive identification.		

OFFICER PERFORMANCE REPORT (Lt thru Col)

I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)					
1. NAME (Last, First, Middle Initial) GLASSMAN, RODNEY B.	2. SSN [REDACTED]	3. GRADE Capt	4. DAFSC [REDACTED]	5. REASON FOR REPORT Annual	6. PAS CODE [REDACTED]
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 355th Fighter Wing (ACC), Davis-Monthan AFB AZ (Non-EAD)			8. PERIOD OF REPORT 10 Mar 2011 THRU 9 Mar 2012		9. NO. DAYS SUPV. 242

II. JOB DESCRIPTION (Limit text to 4 lines) DUTY TITLE Assistant Staff Judge Advocate					10. SRID [REDACTED]
<ul style="list-style-type: none"> - Assists SJA in advising Wg leadership on complex legal issues; reviews IG complaints, CC-directed investigations - Serves as trial counsel in courts-martial, gov't rep in Article 32 hearings, recorder in administrative discharge bds - Prepares legal opinions on civil law issues, including ROS, FOIA, Privacy Act, private orgs, fundraising, barments - Renders legal assistance to military mbrs, retirees, and dependents; drafts wills, POAs, & other estate planning docs 					

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

IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)
<ul style="list-style-type: none"> - Uncover'd source selection errors in \$1M+ nurse triage services procurem't--saved hundreds of hrs at 280 calls/wk - Prosecuted Amn for Dishonorable Failure to Pay Debts; tough and rare charge to try--delivered guilty verdict & jail - Hand-pick'd Art 32 IO in complex indecent sex act case; vic was spanish speaker from PR--fair rul'gs & right result - Authored templates for Conscientious Objector & Reenlistm't denial appeals; Unique processes--set office standard - Creative; OOTB think'g led to creation of JAG newsletter "Barrack's Attorney"--enhanced basewide lgl awareness - Truly outstanding attorney; Capt Glassman is a model for reservists; great support dur'g 3 ofc deploymts; PDE now!
Last performance feedback was accomplished on: <u>22 Feb 2012</u> (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION ELIZABETH L. SCHUCHS-GOPAUL, Lt Col, USAF 355th Fighter Wing (ACC) Davis-Monthan AFB AZ	DUTY TITLE Staff Judge Advocate	DATE 26 Mar 2012
SSN [REDACTED]	SIGNATURE SCHUCHSGOPAUL.ELIZABETH.L. [REDACTED]	

V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 lines)	<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
<ul style="list-style-type: none"> - Superb attorney; dynamic Reserve asset who's always ready; legal assistance to CM prosecution--he does it all well - Force enhancer; drafted 16 wills for real-world deployers in 36 hrs--vital piece to DM AFB deployment readiness - Legal advisor on 2 hotly litigated discharge bds with drug abuse, adultery, forgery--Amn discharged; 1 w/ UOTHC - Top-notch JAG reservist; no task or challenge is too difficult--PDE-in res now, then perfect fit for HHQ staff billet! 		

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION JOHN A. CHERREY, Colonel, USAF 355th Fighter Wing (ACC) Davis-Monthan AFB AZ	DUTY TITLE Commander	DATE 17 Apr 2012
SSN [REDACTED]	SIGNATURE CHERREY.JOHN.A. [REDACTED]	

VI. REVIEWER (If required, limit text to 4 lines)	<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
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THE ADDITIONAL RATER IS ALSO THE REVIEWER.

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION JOHN A. CHERREY, Colonel, USAF 355th Fighter Wing (ACC) Davis-Monthan AFB AZ	DUTY TITLE Commander	DATE 24 Apr 2012
SSN [REDACTED]	SIGNATURE CHERREY.JOHN.A. [REDACTED]	

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box)	<input type="checkbox"/> FUNCTIONAL EXAMINER	<input type="checkbox"/> AIR FORCE ADVISOR
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
SSN	SIGNATURE	

VIII. RATEE'S ACKNOWLEDGMENT		
I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.	Yes No <input checked="" type="checkbox"/> <input type="checkbox"/>	SIGNATURE GLASSMAN.RODNEY.B. [REDACTED]
		DATE 25 Apr 2012

RATEE NAME: GLASSMAN, RODNEY B.

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

DOES NOT MEET STANDARDS

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

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

IO (Investigating Officer); ROS (Report of Survey); FOIA (Freedom of Information Act); IG (Inspector General); SJA (Staff Judge Advocate); POA (Power of Attorney); PR (Puerto Rico); BDE (Basic Developmental Education); C-M (Court-martial); HHQ (Higher Headquarters); UOTHC (Under Other Than Conditions Discharge)

XI. REFERRAL REPORT (Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)

I am referring this OPR to you according to AFI 36-2406, para 3.9. It contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para. 3.9. Specifically,

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Table with 3 columns: NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR; DUTY TITLE; DATE. Includes rows for SIGNATURE and SIGNATURE OF RATEE.

INSTRUCTIONS

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

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

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

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PRIVACY ACT STATEMENT

AUTHORITY: Title 10 United States Code, Section 8013 and Executive Order 9397, 22 November 1943.
PURPOSE: Information is needed for verification of the individual's name and Social Security Number (SSN) as captured on the form at the time of rating.
ROUTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3).
DISCLOSURE: Disclosure is mandatory; SSN is used for positive identification.

OFFICER PERFORMANCE REPORT (Lt thru Col)

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

1. NAME (Last, First, Middle Initial) GLASSMAN, RODNEY B.	2. SSN [REDACTED]	3. GRADE Capt	4. DAFSC [REDACTED]	5. REASON FOR REPORT Annual	6. PAS CODE [REDACTED]
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 355th Fighter Wing (ACC), Davis-Monthan AFB AZ (Non-EAD)			8. PERIOD OF REPORT 10 Mar 2012 THRU 9 Mar 2013	9. NO. DAYS SUPV. 365	

II. JOB DESCRIPTION (Limit text to 4 lines)

DUTY TITLE Assistant Staff Judge Advocate	10. SRID [REDACTED]
- Assists SJA in advising Wg leadership on complex legal issues; reviews IG complaints, CC-directed investigations - Serves as trial counsel in courts-martial, gov't rep in Article 32 hearings, recorder in administrative discharge bds - Prepares legal opinions on civil law issues, including ROS, FOIA, Privacy Act, private orgs, fundraising, barments - Renders legal assistance to military mbrs, retirees, and dependents; drafts wills, POAs, & other estate planning docs	

III. PERFORMANCE FACTORS

Job Knowledge, Leadership Skills, Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills, and Physical Fitness (see reverse if marked Does Not Meet Standards)	DOES NOT MEET STANDARDS <input type="checkbox"/>	MEETS STANDARDS <input checked="" type="checkbox"/>	FITNESS EXEMPTION <input type="checkbox"/>
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IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)

- Visionary! Created legal assistance prescription pad for DM; 0-6 AF/JA div chief: "best innovation I've ever seen!"
 - Trusted advisor; key review of 5K document in hi-vis O-3 sexual assault case--justice served: 8 yrs jail/dismissal
 - Force multiplier; drafted 15 wills saving mbrs \$4K in fees plus advisor on 3 SCMs, 2 ROS during manning shortfall
 - Gov't representative at fitness failure discharge board; fought tough case resulting in right result--discharge w/ P&R
 - Leader; led community foundation for at-risk children--awarded 2012 Military Volunteer Service Medal by FW/CC
 - Most proactive O-3 reservist I have worked with in 11 years! Perfect fit for HHQ staff or small base DSJA position

Last performance feedback was accomplished on: 4 Dec 2012 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION ELIZABETH L. SCHUCHS-GOPAUL, Lt Col, USAF 355th Fighter Wing (ACC) Davis-Monthan AFB AZ	DUTY TITLE Staff Judge Advocate	DATE 11 Mar 2013
	SSN [REDACTED]	SIGNATURE SCHUCHSGOPAUL.ELIZABETH.L. [REDACTED]

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

- Key contributor in office recognized at AF level--JAG office awarded "Special Recognition" in AF CINC IE award
 - Handpicked as Legal Advisor for 4 contested fitness failure discharge bds; preserved record--3 discharged w/ P&R
 - Model reservist; only ARC JAG in SOS in-resid in FY13; AF/JA handpicked him as rep to TJAG/ANG annual mtg
 - 12 AF Outstanding Reserve Attorney of the Year & true Total Force asset--ready for small base DSJA or HHQ staff

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION KEVIN E. BLANCHARD, Col, USAF 355th Fighter Wing (ACC) Davis-Monthan AFB AZ	DUTY TITLE Commander	DATE 27 Mar 2013
	SSN [REDACTED]	SIGNATURE BLANCHARD.KEVIN.EDWARD [REDACTED]

VI. REVIEWER (If required, limit text to 4 lines) CONCUR NON-CONCUR

THE ADDITIONAL RATER IS ALSO THE REVIEWER.

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION KEVIN E. BLANCHARD, Col, USAF 355th Fighter Wing (ACC) Davis-Monthan AFB AZ	DUTY TITLE Commander	DATE 27 Mar 2013
	SSN [REDACTED]	SIGNATURE BLANCHARD.KEVIN.EDWARD [REDACTED]

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

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. RATEE'S ACKNOWLEDGMENT

I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report. Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	SIGNATURE GLASSMAN.RODNEY.B [REDACTED]	DATE 28 Mar 2013
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RATEE NAME: GLASSMAN, RODNEY B.

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

DOES NOT MEET STANDARDS

- 1. **Job Knowledge.** Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle non-routine situations.
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NAME, GRADE, BR OF SVC OF REFERRING EVALUATOR	DUTY TITLE	DATE
	SIGNATURE	
SIGNATURE OF RATEE		DATE

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PRIVACY ACT STATEMENT

AUTHORITY: Title 10 United States Code, Section 8013 and Executive Order 9397, 22 November 1943.

PURPOSE: Information is needed for verification of the individual's name and Social Security Number (SSN) as captured on the form at the time of rating.

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

DISCLOSURE: Disclosure is mandatory; SSN is used for positive identification.

OFFICER PERFORMANCE REPORT (Lt thru Col)

I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)					
1. NAME (Last, First, Middle Initial) GLASSMAN, RODNEY B.	2. SSN [REDACTED]	3. GRADE Capt	4. DAFSC [REDACTED]	5. REASON FOR REPORT Annual	6. PAS CODE [REDACTED]
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 355th Fighter Wing (ACC), Davis-Monthan AFB AZ (Non-EAD)			8. PERIOD OF REPORT 10 Mar 2013 THRU 9 Mar 2014	9. NO. DAYS SUPV. 365	

II. JOB DESCRIPTION (Limit text to 4 lines)					10. SRID [REDACTED]
DUTY TITLE Assistant Staff Judge Advocate					
<ul style="list-style-type: none"> - Assists SJA in advising Wg leadership on complex legal issues; reviews IG complaints, CC-directed investigations - Serves as trial counsel in courts-martial, gov't rep in Article 32 hearings, recorder in administrative discharge bds - Prepares legal opinions on civil law issues, including ROS, FOIA, Privacy Act, private orgs, fundraising, barments - Renders legal assistance to military mbrs, retirees, and dependents; drafts wills, POAs, & other estate planning docs 					

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

IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)	
<ul style="list-style-type: none"> - Handpicked legal advisor for 4 admin discharge bds for fitness, misconduct w/ 10+ witnesses--fair hearing & result - Flexible! Assisted Luke AFB with admin discharge bd; drafted maltreatment charges on NCO--rare charge, spot-on - Versatile JAG; advised on 10+ barments, publications, installation plans, legal assistance issues--fast, smart advice - Reviewed \$1K mobility equipment loss; took hard stand against mbr liability due to theft-- advised on admin action - Published legal assistance article on spouse legal licenses in nat'l AF Reporter, legal publication--rare feat for O-3 - Legal Office Reservist of the Year! Always ready to meet each & every challenge! Ready for base Div Ch position 	
Last performance feedback was accomplished on: <u>5 Dec 2013</u> (IAW AFI 36-2406) (If not accomplished, state the reason)	

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION ELIZABETH L. SCHUCHS-GOPAUL, Lt Col, USAF 355th Fighter Wing (ACC) Davis-Monthan AFB AZ	DUTY TITLE Staff Judge Advocate	DATE 10 Mar 2014
	SSN [REDACTED]	SIGNATURE SCHUCHSGOPAUL.ELIZABETH.L. [REDACTED]

V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 lines)		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
<ul style="list-style-type: none"> - Trusted advisor; selected as Article 32 IO for tough sexual assault case--forced serious consideration of alt options - First choice for LA in complex discharge bd--DUI x2 & fraud committed while in AFG; ensured fairness & justice - Educator! Only CGO to attend AF Guard Base Issues CC Course; AF RODE graduate, completed 10 hrs of wills trg - Appointed to Air Force CGO Advisory Council to TJAG; tenacious & dedicated JAG; ready to be a Division Chief 			

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION KEVIN E. BLANCHARD, Col, USAF 355th Fighter Wing (ACC) Davis-Monthan AFB AZ	DUTY TITLE Commander	DATE 15 Mar 2014
	SSN [REDACTED]	SIGNATURE BLANCHARD.KEVIN.EDWARD. [REDACTED]

VI. REVIEWER (If required, limit text to 4 lines)		<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
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THE ADDITIONAL RATER IS ALSO THE REVIEWER.

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION KEVIN E. BLANCHARD, Col, USAF 355th Fighter Wing (ACC) Davis-Monthan AFB AZ	DUTY TITLE Commander	DATE 15 Mar 2014
	SSN [REDACTED]	SIGNATURE BLANCHARD.KEVIN.EDWARD. [REDACTED]

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box)		<input type="checkbox"/> FUNCTIONAL EXAMINER	<input type="checkbox"/> AIR FORCE ADVISOR
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE	
	SSN	SIGNATURE	

VIII. RATEE'S ACKNOWLEDGMENT			
I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.	Yes No <input checked="" type="checkbox"/> <input type="checkbox"/>	SIGNATURE GLASSMAN.RODNEY.B. [REDACTED]	DATE 17 Mar 2014

RATEE NAME: GLASSMAN, RODNEY B.

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

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

ROS (Report of Survey); FOIA (Freedom of Information Act); POA (Power of Attorney); IO (Investigating Officer); LA (Legal Advisor); DUI (Driving Under the Influence); AFG (Afghanistan); RODE (Reserve Officer Development Education)

XI. REFERRAL REPORT (Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)

I am referring this OPR to you according to AFI 36-2406, para 1.10. It contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para, 1.10. Specifically, _____

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

not later than 3 duty days (30 for non-EAD members) from your date below. If you need additional time, you may request an extension from the individuals named above. You may submit attachments (limit to 10 pages), but they must directly relate to the reason this report was referred. Pertinent attachments not maintained elsewhere will remain attached to the report for file in your personnel record. Copies of previous reports, etc. submitted as attachments will be removed from your rebuttal package prior to filing since these documents are already filed in your records. Your rebuttal comments/attachments may not contain any reflection on the character, conduct, integrity, or motives of the evaluator unless you can fully substantiate and document them. Contact the MPS, Force Management section, or the AF Contact Center if you require any assistance in preparing your reply to the referral report. It is important for you to be aware that receiving a referral report may affect your eligibility for other personnel related actions (e.g. assignments, promotions, etc.). You may consult your commander and/or MPS or Air Force Contact Center if you desire more information on this subject. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may apply for a review of the report under AFI 36-2406, Chapter 10, Correction of Officer and Enlisted Evaluation Reports, once the report becomes a matter of record as defined in AFI 36-2406, Attachment 2.

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

INSTRUCTIONS

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

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

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

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

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PRIVACY ACT STATEMENT

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

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

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

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

OFFICER PERFORMANCE REPORT (Lt thru Col)

I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)					
1. NAME (Last, First, Middle Initial) GLASSMAN, RODNEY B.	2. SSN [REDACTED]	3. GRADE Capt	4. DAFSC [REDACTED]	5. REASON FOR REPORT Annual	6. PAS CODE [REDACTED]
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 56th Fighter Wing (AETC), Luke AFB AZ (Non-EAD)			8. PERIOD OF REPORT 10 Mar 2014 THRU 9 Mar 2015		9. NO. DAYS SUPV. 176

II. JOB DESCRIPTION (Limit text to 4 lines) DUTY TITLE Judge Advocate					10. SRID [REDACTED]
<ul style="list-style-type: none"> - Provides guidance and advice on military justice actions including courts-martial, discharges, LORs & Article 15s - Prepares legal reviews on civil law issues such as contracts, environmental law, ethics, claims & operations law - Serves as legal advisor on administrative discharge boards and investigating officer on Article 32, UCMJ hearings - Furnishes legal assistance to a population of 80,000 that includes drafting wills, powers of attorney & living wills 					

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

IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)
<ul style="list-style-type: none"> - Dedicated attorney with JAGC wide impact; displayed superior initiative across practice areas--makes office better - Handpicked to be course director for largest JAG Individual Readiness Orientation Course--50+ reservists trained - Legal assistance guru; assisted 70 clients & drafted 28 wills--coordinated office will event serving over 50 retirees - Masterful; created legal assistance tool named 1 of 5 best practices--key to "Excellent" rating in Article 6 inspection - Respected leader; elected by peers as Vice Chairman of AF CGO Advisory Council to The Judge Advocate General - World class JAG reservist and force multiplier! Seeks out leadership roles--send to IDE...NAF/MAJCOM job next

Last performance feedback was accomplished on: 7 Nov 2014 (IAW AFI 36-2406) (if not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION JOEL F. ENGLAND, Lt Col, USAF 56th Fighter Wing (AETC) Luke AFB AZ	DUTY TITLE Staff Judge Advocate	DATE 13 Apr 2015
	SSN [REDACTED]	SIGNATURE ENGLAND,JOEL.F. [REDACTED]

V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 lines)	<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
<ul style="list-style-type: none"> - Prolific writer; published article on Wing CC/state government ethics issue--important guidance sent out AF-wide - Team player; briefed 50+ commanders and first sergeants on issues affecting Airmen--base leaders better educated - Trailblazer; first JA reservist to graduate AF Int'l Jr Leadership Development Crse--enhanced NATO partnerships - Outstanding reserve attorney and officer; 2013 12 AF Reserve Attorney of the Year--HHQ position and send to IDE 		

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION SCOTT L. PLEUS, Brig Gen, USAF 56th Fighter Wing (AETC) Luke AFB AZ	DUTY TITLE Commander	DATE 22 Apr 2015
	SSN [REDACTED]	SIGNATURE PLEUS,SCOTT.L. [REDACTED]

VI. REVIEWER (If required, limit text to 4 lines)	<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
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THE ADDITIONAL RATER IS ALSO THE REVIEWER

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION SCOTT L. PLEUS, Brig Gen, USAF 56th Fighter Wing (AETC) Luke AFB AZ	DUTY TITLE Commander	DATE 22 Apr 2015
	SSN [REDACTED]	SIGNATURE PLEUS,SCOTT.L. [REDACTED]

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box)	<input type="checkbox"/> FUNCTIONAL EXAMINER	<input type="checkbox"/> AIR FORCE ADVISOR
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NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. RATEE'S ACKNOWLEDGMENT		
I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.	Yes No <input checked="" type="checkbox"/> <input type="checkbox"/>	SIGNATURE GLASSMAN,RODNEY.B. [REDACTED]
		DATE 23 Apr 2015

RATEE NAME: GLASSMAN, RODNEY B.

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

DOES NOT MEET STANDARDS

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

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

Letter of Reprimand (LOR); Uniform Code of Military Justice (UCMJ); Judge Advocate General's Corps (JAGC); North Atlantic Treaty Organization (NATO); Higher Headquarters (HHQ)

XI. REFERRAL REPORT (Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)

I am referring this OPR to you according to AFI 36-2406, para 1.10. It contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para. 1.10. Specifically,

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

not later than 3 duty days (30 for non-EAD members) from your date below. If you need additional time, you may request an extension from the individuals named above. You may submit attachments (limit to 10 pages), but they must directly relate to the reason this report was referred. Pertinent attachments not maintained elsewhere will remain attached to the report for file in your personnel record. Copies of previous reports, etc. submitted as attachments will be removed from your rebuttal package prior to filing since these documents are already filed in your records. Your rebuttal comments/attachments may not contain any reflection on the character, conduct, integrity, or motives of the evaluator unless you can fully substantiate and document them. Contact the MPS, Force Management section, or the AF Contact Center if you require any assistance in preparing your reply to the referral report. It is important for you to be aware that receiving a referral report may affect your eligibility for other personnel related actions (e.g. assignments, promotions, etc.). You may consult your commander and/or MPS or Air Force Contact Center if you desire more information on this subject. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may apply for a review of the report under AFI 36-2406, Chapter 10, Correction of Officer and Enlisted Evaluation Reports, once the report becomes a matter of record as defined in AFI 36-2406, Attachment 2.

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

INSTRUCTIONS

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

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

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

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

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

PRIVACY ACT STATEMENT

AUTHORITY: Title 10 United States Code (U.S.C.) 8013, Secretary of the Air Force: AFI 36-2406, and Executive Order 9397 (SSN), as amended.
PURPOSE: Used to document effectiveness/duty performance history; promotion, school and assignment selection; reduction-in-force; control roster; reenlistment; separation; research and statistical analysis.
ROUTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3). DoD Blanket Routine Uses apply.
DISCLOSURE: Voluntary. Not providing SSN may cause form to not be processed or to positively identify the person being evaluated.

OFFICER PERFORMANCE REPORT (Lt thru Col)

I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)					
1. NAME (Last, First, Middle Initial) GLASSMAN, RODNEY B.	2. SSN [REDACTED]	3. RANK Capt	4. DAFSC [REDACTED]	5. REASON FOR REPORT Annual	6. PAS CODE [REDACTED]
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 56th Fighter Wing (AETC), Luke AFB AZ (Non-EAD)				8. PERIOD OF REPORT FROM 10 Mar 2015 THRU 9 Mar 2016	9. NO. DAYS SUPV. 366 NO. DAYS NON-RATED 0

II. JOB DESCRIPTION (Limit text to 4 lines) DUTY TITLE IMA RES COORDINATOR TO 56 FW/JA					10. SRID [REDACTED]
<ul style="list-style-type: none"> - Provides guidance and advice on military justice actions including courts-martial, discharges, LORs, and Article 15s - Prepares legal reviews on civil law issues such as contracts, environmental law, ethics, claims and operations law - Serves as legal advisor on administrative discharge boards and investigating officer on Article 32, UCMJ hearings - Furnishes legal assistance to a population of 80,000 that includes drafting wills, powers of attorney, and living wills 					

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

IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)
<ul style="list-style-type: none"> - Hand-picked leader; my selection to be IMA Reserve Coordinator; sees big picture--expertly led 9-member program - Brilliant instructor/facilitator for IJOLD; training of 48 allied CGOs on leadership lauded by 2-star--awarded AFCM - Selfless dedication to Wg msn; vol'd 176+ hours w/o pay, advice to 3 short-notice deployers saved each Amn \$15K+ - Authored article published in JAG Corps Reporter distro'd AF-wide; exported legal assistance best practice to JAGC - Commander's JAG; draft'd 12 legal reviews/25 wills; ensured CCs made informed decisions & saved members \$14K - #1/4 CGO reservists I've supervised; skilled professional with strategic vision--send to in-res IDE and HHQ job next

Last performance feedback was accomplished on: 11 Dec 2015 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION JOEL F. ENGLAND, Lt Col, USAF 56th Fighter Wing (AETC) Luke AFB AZ	DUTY TITLE Staff Judge Advocate	DATE 31 Mar 2016
	SSN [REDACTED]	SIGNATURE ENGLAND.JOEL.F. [REDACTED] <small>Digitally signed by ENGLAND.JOEL.F. DN: cn=US, o=US Government, ou=DA, ou=PKL, ou=USAF, ou=56FW, ou=AF Date: 2016.03.31 17:31:07 -0700</small>

V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 lines)	<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
<ul style="list-style-type: none"> - Trusted advisor; researched hi-visibility LEOSA arming/base security issue; recommended prudent policy for Wing - Synergistic leader! Led development of base-wide email distro program w/ FSS & PA--eliminated redundant system - One-Force Team Player; skilled project officer for 2-star hosted Orientation Course--40 reservists trained flawlessly - Great initiative; named 2014 19 AF Reserve Attorney of the Year; send to IDE in-residence & then to HHQ position 		

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION SCOTT L. PLEUS, Brig Gen, USAF 56th Fighter Wing (AETC) Luke AFB AZ	DUTY TITLE Commander	DATE 20 Apr 2016
	SSN [REDACTED]	SIGNATURE PLEUS.SCOTT.L. [REDACTED] <small>Digitally signed by PLEUS.SCOTT.L. DN: cn=US, o=US Government, ou=DA, ou=PKL, ou=USAF, ou=56FW, ou=AF Date: 2016.04.20 17:24:11 -0700</small>

VI. REVIEWER (If required, limit text to 3 lines)	<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
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THE ADDITIONAL RATER IS ALSO THE REVIEWER

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION SCOTT L. PLEUS, Brig Gen, USAF 56th Fighter Wing (AETC) Luke AFB AZ	DUTY TITLE Commander	DATE 20 Apr 2016
	SSN [REDACTED]	SIGNATURE PLEUS.SCOTT.L. [REDACTED] <small>Digitally signed by PLEUS.SCOTT.L. DN: cn=US, o=US Government, ou=DA, ou=PKL, ou=USAF, ou=56FW, ou=AF Date: 2016.04.20 17:24:11 -0700</small>

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box)	<input type="checkbox"/> FUNCTIONAL EXAMINER	<input type="checkbox"/> AIR FORCE ADVISOR
--	--	--

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. RATEE'S ACKNOWLEDGMENT		
I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.	Yes No <input checked="" type="checkbox"/> <input type="checkbox"/>	SIGNATURE GLASSMAN.RODNEY.B. [REDACTED] <small>Digitally signed by GLASSMAN.RODNEY.B. DN: cn=US, o=US Government, ou=DA, ou=PKL, ou=USAF, ou=56FW, ou=AF Date: 2016.04.21 09:11:27 -0700</small>
		DATE 21 Apr 2016

RATEE NAME: GLASSMAN, RODNEY B.

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

DOES NOT MEET STANDARDS

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

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

Letter of Reprimand (LOR); Uniform Code of Military Justice (UCMJ); Staff Judge Advocate (SJA); Individual Mobilization Augmentee (IMA); IJOLD (International Junior Officer Leadership Development); Company Grade Officer (CGO); Air Force Commendation Medal (AFCM); Judge Advocate General (JAG); Judge Advocate General's Corps (JAGC); Law Enforcement Officer Safety Act (LEOSA); Force Support Squadron (FSS); Public Affairs (PA)

XI. REFERRAL REPORT (Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)

I am referring this OPR to you according to AFI 36-2406, para 1.10. It contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para, 1.10. Specifically,

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

INSTRUCTIONS

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

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

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

PRIVACY ACT STATEMENT

AUTHORITY: Title 10 United States Code (U.S.C.) 8013, Secretary of the Air Force: AFI 36-2406, and Executive Order 9397 (SSN), as amended.
PURPOSE: Used to document effectiveness/duty performance history; promotion, school and assignment selection; reduction-in-force; control roster; reenlistment; separation; research and statistical analysis.
ROUTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3). DoD Blanket Routine Uses apply.
DISCLOSURE: Voluntary. Not providing SSN may cause form to not be processed or to positively identify the person being evaluated.
SORN: F036 AF PC A, Effectiveness/Performance Reporting Records

OFFICER PERFORMANCE REPORT (Lt thru Col)

I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)					
1. NAME (Last, First, Middle Initial) GLASSMAN, RODNEY B.	2. SSN [REDACTED]	3. RANK Capt	4. DAFSC [REDACTED]	5. REASON FOR REPORT Annual	6. PAS CODE [REDACTED]
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 56th Fighter Wing (AETC), Luke AFB AZ (Non-EAD)			8. PERIOD OF REPORT FROM 10 Mar 2016 THRU 9 Mar 2017	9. NO. DAYS SUPV. 245 NO. DAYS NON-RATED 0	

II. JOB DESCRIPTION (Limit text to 4 lines) DUTY TITLE IMA Reserve Coordinator to 56 FW/JA		10. SRID [REDACTED]
<ul style="list-style-type: none"> - Manages reserve support to 56 FW/JA, coordinates efforts of 8 attorneys & 4 paralegals & ensures mission readiness - Provides advice on military justice actions including criminal investigations courts-martial, discharges, admin actions - Prepares legal reviews on civil law issues such as contracts, ethics, claims, environmental, labor & operational law - Furnishes legal assistance to a population of over 80K that includes drafting wills, powers of attorney & living wills 		

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

IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)
<ul style="list-style-type: none"> - Top-tier ldr, my go-to JAR; maximized msn impact/readiness of 12 IMAs--lauded by AETC ldrshp for elevating tm - Sparked paralegal recruiting effort; secured opportunity in national pub; mentored MSgt author--article reached 5K+ - Force multiplier! Recruited local lgl experts; educated 14 JAs on AZ-specific issues--enhanced lgl svcs to 80K+ pop - BNR by German AF; facilitated O-7-led inter-allied reserve officer course--trained 50+ CGOs from 10 allied nations - Taught innovative BP tool at 1st-ever AF JAG School In-Res Lgl Assistance Course--engaged/trained 40+ students - #1/5 JARs; AD/ARC peers seek his advice/counsel; 100% focused on Amn/msn; send to IDE & large NAF position

Last performance feedback was accomplished on: 9 Mar 2017 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION JOHN E. OWEN, Lt Col, USAF 56th Fighter Wing (AETC) Luke AFB AZ	DUTY TITLE Staff Judge Advocate	DATE 17 Apr 2017
	SSN [REDACTED]	SIGNATURE OWEN, JOHN E. [REDACTED] <small>Digitally signed by OWEN, JOHN E. [REDACTED] Date: 2017.04.17 17:24:24 -0700</small>

V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 lines)	<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
<ul style="list-style-type: none"> - My #1 ARC ambassador; penned Citizen Airman readiness article, 74K+ global readers--praised by O-8 EC/CC MA - Spearheaded international officers' course LOAC curriculum re-write--up-to-date trng for 36 nations/1M+ reservists - Drove creation of IMA duty checklist; lauded by O-8 JAG CC--increased JAG Corps-wide readiness/IMA utilization - Stellar IMA! Unlimited ldrshp potential/proven mentor; 2015 19 AF JAG Res OTY--IDE in-res, then toughest NAF 		

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION BROOK J. LEONARD, Brig Gen, USAF 56th Fighter Wing (AETC) Luke AFB AZ	DUTY TITLE Commander	DATE 03 May 2017
	SSN [REDACTED]	SIGNATURE LEONARD, BROOK J. [REDACTED] <small>Digitally signed by LEONARD, BROOK J. [REDACTED] DN: c=US, o=US Government, ou=DoD, ou=AF, ou=USAF, cn=LEONARD, BROOK J. [REDACTED] Date: 2017.05.03 10:18:54 -0700</small>

VI. REVIEWER (If required, limit text to 3 lines)	<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
THE ADDITIONAL RATER IS ALSO THE REVIEWER		

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION BROOK J. LEONARD, Brig Gen, USAF 56th Fighter Wing (AETC) Luke AFB AZ	DUTY TITLE Commander	DATE 03 May 2017
	SSN [REDACTED]	SIGNATURE LEONARD, BROOK J. [REDACTED] <small>Digitally signed by LEONARD, BROOK J. [REDACTED] DN: c=US, o=US Government, ou=DoD, ou=AF, ou=USAF, cn=LEONARD, BROOK J. [REDACTED] Date: 2017.05.03 10:18:54 -0700</small>

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box)	<input type="checkbox"/> FUNCTIONAL EXAMINER	<input type="checkbox"/> AIR FORCE ADVISOR
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. RATEE'S ACKNOWLEDGMENT		
I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.	Yes No <input checked="" type="checkbox"/> <input type="checkbox"/>	SIGNATURE GLASSMAN, RODNEY B. [REDACTED] <small>Digitally signed by GLASSMAN, RODNEY B. [REDACTED] Date: 2017.05.04 08:12:27 -0700</small>
		DATE 04 May 2017

RATEE NAME: GLASSMAN, RODNEY B.

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

DOES NOT MEET STANDARDS

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

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

Active Duty (AD); Air Reserve Component (ARC); Best Practice (BP); By Name Request (BNR); Company Grade Officer (CGO); Expeditionary Center (EC), Intermediate Developmental Education (IDE); Individual Mobility Augmentee (IMA); Judge Advocate (JA); Judge Advocate General (JAG); Judge Advocate Reservist (JAR); Law of Armed Conflict (LOAC); Mobilization Assistant (MA); Numbered Air Force (NAF);

XI. REFERRAL REPORT (Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)

I am referring this OPR to you according to AFI 36-2406, para 1.10. It contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para. 1.10. Specifically,

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

not later than 3 duty days (30 for non-EAD members) from your date below. If you need additional time, you may request an extension from the individuals named above. You may submit attachments (limit to 10 pages), but they must directly relate to the reason this report was referred. Pertinent attachments not maintained elsewhere will remain attached to the report for file in your personnel record. Copies of previous reports, etc. submitted as attachments will be removed from your rebuttal package prior to filing since these documents are already filed in your records. Your rebuttal comments/attachments may not contain any reflection on the character, conduct, integrity, or motives of the evaluator unless you can fully substantiate and document them. Contact the MPS, Force Management section, or the AF Contact Center if you require any assistance in preparing your reply to the referral report. It is important for you to be aware that receiving a referral report may affect your eligibility for other personnel related actions (e.g. assignments, promotions, etc.). You may consult your commander and/or MPS or Air Force Contact Center if you desire more information on this subject. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may apply for a review of the report under AFI 36-2406, Chapter 10, Correction of Officer and Enlisted Evaluation Reports, once the report becomes a matter of record as defined in AFI 36-2406, Attachment 2.

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

INSTRUCTIONS

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

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

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

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

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

PRIVACY ACT STATEMENT

AUTHORITY: Title 10 United States Code (U.S.C.) 8013, Secretary of the Air Force: AFI 36-2406, and Executive Order 9397 (SSN), as amended.
PURPOSE: Used to document effectiveness/duty performance history; promotion, school and assignment selection; reduction-in-force; control roster; reenlistment; separation; research and statistical analysis.
ROUTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3). DoD Blanket Routine Uses apply.
DISCLOSURE: Voluntary. Not providing SSN may cause form to not be processed or to positively identify the person being evaluated.
SORN: F036 AF PC A, Effectiveness/Performance Reporting Records

OFFICER PERFORMANCE REPORT (Lt thru Col)

I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)					
1. NAME (Last, First, Middle Initial) GLASSMAN, RODNEY B.	2. SSN [REDACTED]	3. RANK Maj	4. DAFSC [REDACTED]	5. REASON FOR REPORT Annual	6. PAS CODE [REDACTED]
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 56th Fighter Wing (AETC), Luke AFB AZ (Non-EAD)				8. PERIOD OF REPORT FROM 10 Mar 2017 THRU 9 Mar 2018	9. NO. DAYS SUPV. 365 NO. DAYS NON-RATED 0

II. JOB DESCRIPTION (Limit text to 4 lines) DUTY TITLE IMA Reserve Coordinator to 56 FW/JA					10. SRID [REDACTED]
<ul style="list-style-type: none"> - Manages reserve support to 56 FW/JA, coordinates efforts of 5 attorneys & 3 paralegals, & ensures mission readiness - Provides advice on military justice actions including criminal investigations courts-martial, discharges, admin actions - Prepares legal reviews on civil law issues such as contracts, ethics, claims, environmental, labor, and operational law - Furnishes legal assistance to a population of over 80K that includes drafting wills, powers of attorney, and living wills 					

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

IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)
<ul style="list-style-type: none"> - Outstanding Reserve Coordinator; flawlessly managed 12 IMAs--readiness efforts lauded by NAF/MAJCOM ldrshp - BNR! Only Res-JA select'd for inaugural ACC Advanced Air Operations Law Crse--trained & ready combat advisor - Key to BLUE FLAG 17-1 Ex success; reviewed 503 targets/2,617 JDPI/267 NLRP--supported O-8 CFACC's intent - Forg'd partn'rship w/County Atty; co-host'd Mil Symposium--educat'd 55 reps w/32 local/fed agencies on Mil Justice - Legal Asst champ; provided crucial assist for JA--served 26 clients, saved AD/dependents/retirees \$4.5K in atty fees - #1/5 IMAs; my go-to Res JAG resource...mature, effective officer/leader/JAG--must send to IDE, then to NAF staff

Last performance feedback was accomplished on: 16 Feb 2018 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION JOHN E. OWEN, Lt Col, USAF 56th Fighter Wing (AETC) Luke AFB AZ	DUTY TITLE Staff Judge Advocate	DATE 16 Apr 2018
	SSN [REDACTED]	SIGNATURE OWEN.JOHN.E. [REDACTED] <small>Digitally signed by OWEN.JOHN.E. [REDACTED] Date: 2018.04.16 11:03:48 -07'00'</small>

V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 lines)	<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
<ul style="list-style-type: none"> - ARC ambassador; connections to local civ legal community rais'd 56 FW profile/forg'd relationships--strategic asset! - Lauded by 12 AF O-6 SJA as indispensable to BLUE FLAG 17-1 Exercise--led tm in validating 26 STAR packages - MAJCOM-wide reputation for IMA JA ldrshp--BNR by PACAF O-6 Sr IMA to fill critical/undermann'd assignment - Model Reservist/outstanding TF contributor; won 2016 Res JAG OTY for 19 AF--send to IDE now, then NAF-ready 		

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION BROOK J. LEONARD, Brig Gen, USAF 56th Fighter Wing (AETC) Luke AFB AZ	DUTY TITLE Commander	DATE 01 May 2018
	SSN [REDACTED]	SIGNATURE LEONARD.BROOK.J. [REDACTED] <small>Digitally signed by LEONARD.BROOK.J. [REDACTED] Date: 2018.05.01 19:21:36 -07'00'</small>

VI. REVIEWER (If required, limit text to 3 lines)	<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
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THE ADDITIONAL RATER IS ALSO THE REVIEWER

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION BROOK J. LEONARD, Brig Gen, USAF 56th Fighter Wing (AETC) Luke AFB AZ	DUTY TITLE Commander	DATE 01 May 2018
	SSN [REDACTED]	SIGNATURE LEONARD.BROOK.J. [REDACTED] <small>Digitally signed by LEONARD.BROOK.J. [REDACTED] Date: 2018.05.01 19:21:45 -07'00'</small>

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box)	<input type="checkbox"/> FUNCTIONAL EXAMINER	<input type="checkbox"/> AIR FORCE ADVISOR
--	--	--

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. RATEE'S ACKNOWLEDGMENT		
I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.	Yes No <input checked="" type="checkbox"/> <input type="checkbox"/>	SIGNATURE Member unable to sign OWEN.JOHN.E. [REDACTED] <small>Digitally signed by OWEN.JOHN.E. [REDACTED] Date: 2018.05.21 08:27:36 -07'00'</small>
		DATE 21 May 2018

RATEE NAME: GLASSMAN, RODNEY B.

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

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

Air Combat Command (ACC); Active Duty (AD); Air Force (AF); Air Reserve Component (ARC); by name request (BNR); Combined Force Air Component Commander (CFACC); Individual Mobility Augmentee (IMA); Judge Advocate (JA); Joint Designated Point of Impact (JDPI); Major Air Command (MAJCOM); Numbered Air Force (NAF); Non-Lethal Reference Point (NLRP); Pacific Air Forces (PACAF); Reserve (Res); Sensitive Target Approval and Review (STAR); Wing (WG)

XI. REFERRAL REPORT (Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)

I am referring this OPR to you according to AFI 36-2406, para 1.10. It contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para, 1.10. Specifically,

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

not later than 3 duty days (30 for non-EAD members) from your date below. If you need additional time, you may request an extension from the individuals named above. You may submit attachments (limit to 10 pages), but they must directly relate to the reason this report was referred. Pertinent attachments not maintained elsewhere will remain attached to the report for file in your personnel record. Copies of previous reports, etc. submitted as attachments will be removed from your rebuttal package prior to filing since these documents are already filed in your records. Your rebuttal comments/attachments may not contain any reflection on the character, conduct, integrity, or motives of the evaluator unless you can fully substantiate and document them. Contact the MPS, Force Management section, or the AF Contact Center if you require any assistance in preparing your reply to the referral report. It is important for you to be aware that receiving a referral report may affect your eligibility for other personnel related actions (e.g. assignments, promotions, etc.). You may consult your commander and/or MPS or Air Force Contact Center if you desire more information on this subject. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may apply for a review of the report under AFI 36-2406, Chapter 10, Correction of Officer and Enlisted Evaluation Reports, once the report becomes a matter of record as defined in AFI 36-2406, Attachment 2.

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

INSTRUCTIONS

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

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

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

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

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

PRIVACY ACT STATEMENT

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

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

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

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

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

OFFICER PERFORMANCE REPORT (Lt thru Col)

I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)					
1. NAME (Last, First, Middle Initial) GLASSMAN, RODNEY B.	2. SSN [REDACTED]	3. RANK Maj	4. DAFSC [REDACTED]	5. REASON FOR REPORT Annual	6. PAS CODE [REDACTED]
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 354th Fighter Wing (PACAF), Eielson AFB AK (Non-EAD)				8. PERIOD OF REPORT FROM 10 Mar 2018 THRU 9 Mar 2019	9. NO. DAYS SUPV. 365 NO. DAYS NON-RATED 0

II. JOB DESCRIPTION (Limit text to 4 lines) DUTY TITLE IMA RES COORDINATOR TO 354 FW/JA					10. SRID [REDACTED]
<ul style="list-style-type: none"> - Principal IMA to the 354 FW Staff Judge Advocate; legal advisor to commanders/directors on mission-related issues - Acts as Deputy SJA when required; supplements leadership of 5 attorneys/5 paralegals/3 civilians ensuring readiness - Provides legal assistance and preventive law support; reviews/advises cmdrs on IG/command-directed investigations - Responsible for all civil law matters; drafts legal opinions for ethics, labor, environmental and operations law topics 					

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

IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)
<ul style="list-style-type: none"> - Developed 1st-ever JA RED FLAG-AK infusion; supervised office in largest wg exercise--supported PACAF goals - Deputy SJA backfill during shortfall; led 4 JAGs/5 paralegals--100% mission accomplishment with high ops temp - Selected to SOUTHCOM Integrated Advance Crisis Action Planning; sole JAR advisor--critical to mission success! - Mentored capt on environmental law; wrote 5 reviews for critical construction projects--F-35 beddown on schedule - Handpicked as IO on high-vis officer CDI; prepared PACAF/SECAF notification--protected time-sensitive process - Simply the best! #1/2 reserve O-4s I have supervised in over 15 years--save front row seat at IDE, then to large NAF

Last performance feedback was accomplished on: 18 Dec 2018 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION BRIAN D. TETER, Lt Col, USAF 354th Fighter Wing (PACAF) Eielson AFB AK	DUTY TITLE Staff Judge Advocate	DATE 31 May 2019
SSN [REDACTED]	SIGNATURE TETER.BRIAN.D [REDACTED]	Digitally signed by TETER.BRIAN.D Date: 2019.05.31 09:42:06 -0800

V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 lines)	<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
<ul style="list-style-type: none"> - Lead author of multi-domain C2 article; featured in 1st corps-wide e-journal--key resource to 4K JAGs & paralegals - Trusted advisor; crafted 4 time-sensitive ethics opinions for Wg/CC in 1st week on base--clear delivery and guidance - Advised on sexual harassment CDI; guided IO through complex investigation/report drafting--mbr held accountable - Exceptional JAG ambassador; won 2017 Reserve JAG of the Year at 19 AF--send to IDE soonest, then to busy NAF 		

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION BENJAMIN W. BISHOP, Col, USAF 354th Fighter Wing (PACAF) Eielson AFB AK	DUTY TITLE Commander	DATE 10 Jun 2019
SSN [REDACTED]	SIGNATURE BISHOP.BENJAMIN.W [REDACTED]	Digitally signed by BISHOP.BENJAMIN.W Date: 2019.06.10 15:43:40 -0800

VI. REVIEWER (If required, limit text to 3 lines)	<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION BENJAMIN W. BISHOP, Col, USAF 354th Fighter Wing (PACAF) Eielson AFB AK	DUTY TITLE	DATE 10 Jun 2019
SSN [REDACTED]	SIGNATURE BISHOP.BENJAMIN.W [REDACTED]	Digitally signed by BISHOP.BENJAMIN.W Date: 2019.06.10 15:43:58 -0800

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box)	<input type="checkbox"/> FUNCTIONAL EXAMINER	<input type="checkbox"/> AIR FORCE ADVISOR
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
SSN	SIGNATURE	

VIII. RATEE'S ACKNOWLEDGMENT		SIGNATURE	DATE
I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.		GLASSMAN.RODNEY.B [REDACTED]	11 Jun 2019
Yes	No	Digitally signed by GLASSMAN.RODNEY.B Date: 2019.06.11 08:47:43 -0700	
<input checked="" type="checkbox"/>	<input type="checkbox"/>		

RATEE NAME: GLASSMAN, RODNEY B.

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

DOES NOT MEET STANDARDS

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

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

Command and Control (C2); Command Directed Investigation (CDI); Investigating Officer (IO); Judge Advocate Reserve (JAR)

XI. REFERRAL REPORT (Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)

I am referring this OPR to you according to AFI 36-2406, para 1.10. It contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para, 1.10. Specifically,

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

not later than 3 duty days (30 for non-EAD members) from your date below. If you need additional time, you may request an extension from the individuals named above. You may submit attachments (limit to 10 pages), but they must directly relate to the reason this report was referred. Pertinent attachments not maintained elsewhere will remain attached to the report for file in your personnel record. Copies of previous reports, etc. submitted as attachments will be removed from your rebuttal package prior to filing since these documents are already filed in your records. Your rebuttal comments/attachments may not contain any reflection on the character, conduct, integrity, or motives of the evaluator unless you can fully substantiate and document them. Contact the MPS, Force Management section, or the AF Contact Center if you require any assistance in preparing your reply to the referral report. It is important for you to be aware that receiving a referral report may affect your eligibility for other personnel related actions (e.g. assignments, promotions, etc.). You may consult your commander and/or MPS or Air Force Contact Center if you desire more information on this subject. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may apply for a review of the report under AFI 36-2406, Chapter 10, Correction of Officer and Enlisted Evaluation Reports, once the report becomes a matter of record as defined in AFI 36-2406, Attachment 2.

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

INSTRUCTIONS

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

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

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

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PRIVACY ACT STATEMENT

AUTHORITY: Title 10 United States Code (U.S.C.) 8013, Secretary of the Air Force: AFI 36-2406, and Executive Order 9397 (SSN), as amended.
PURPOSE: Used to document effectiveness/duty performance history; promotion, school and assignment selection; reduction-in-force; control roster; reenlistment; separation; research and statistical analysis.
ROUTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3). DoD Blanket Routine Uses apply.
DISCLOSURE: Voluntary. Not providing SSN may cause form to not be processed or to positively identify the person being evaluated.
SORN: F036 AF PC A, Effectiveness/Performance Reporting Records

OFFICER PERFORMANCE REPORT (Lt thru Col)

I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)					
1. NAME (Last, First, Middle Initial) GLASSMAN, RODNEY B.	2. SSN [REDACTED]	3. RANK Maj	4. DAFSC [REDACTED]	5. REASON FOR REPORT Annual	6. PAS CODE [REDACTED]
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 354th Fighter Wing (PACAF), Eielson AFB AK (Non-EAD)				8. PERIOD OF REPORT FROM 10 Mar 2019 THRU 9 Mar 2020	9. NO. DAYS SUPV. 366 NO. DAYS NON-RATED 0

II. JOB DESCRIPTION (Limit text to 4 lines) DUTY TITLE Individual Mobility Augmentee Reserve Coordinator					10. SRID [REDACTED]
<ul style="list-style-type: none"> - Principal IMA to the 354 FW Staff Judge Advocate; legal advisor to commanders/directors on mission-related issues - Acts as Deputy SJA when required; supplements leadership of 5 attorneys/5 paralegals/3 civilians ensuring readiness - Provides legal assistance and preventive law support; reviews/advises cmdrs on IG/command-directed investigations - Responsible for all civil law matters; drafts legal opinions for ethics, labor, environmental and operations law topics 					

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

IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)
<ul style="list-style-type: none"> - Deputy SJA backfill; crit leadership and guidance to JA CGOs--6 Article 15s/39 wg lgl opinions/51 lgl assist clients - Led doc rvw; crafted wg policy on workplace violence prevention/assessment tools--protected wg from insider thrts - Guided 4 JA Cpts; advised 7 CC-lvl ethics rvws for wg airshow/litigation issues--preserved AF funds/msn assured - True ldr! Spearheaded MAJCOM SARC partnership, developed shared training vision/materials--victims supported - Requested by name as lgl advisor to 56 FW hi-vis E-6 discharge bd; transgender mbr/drug use--fair/balanced hearing - AF Reserve 11AF JAG of the Yr; my #1/2 IMAs rated in 15 yrs, Rodney is a lgl powerhouse! IDE in-res, then SJA

Last performance feedback was accomplished on: 12 Nov 2019 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION BRIAN D. TETER, Lt Col, USAF 354th Fighter Wing (PACAF) Eielson AFB AK	DUTY TITLE Staff Judge Advocate	DATE 17 Dec 2020
SSN [REDACTED]	SIGNATURE TETER.BRIAN.D. [REDACTED]	Digitally signed by TETER.BRIAN.D. [REDACTED] Date: 2020.12.17 11:55:54 -0900

V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 lines)	<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
<ul style="list-style-type: none"> - Crafted first ever AF/AFSOUTH Flt Safety Ops Guidance; 2-star leadership directive met--millions of dollars saved - Sel'd for AF-wide reserv JA recruiting/retention proj; dev'd high-lvl coord w/ ARC JAG sr ldrs--pwr'd strat decisions - Wrote time-sensitive O-8 SJAR clemency response; presented to 12 AF/CC in <12 hrs--actionable dlrvy & guidance - Winner of PACAF '19 AF Reserve JAG of the Year (#1/28); stellar Reserve Coordinator--IDE in-res then WG SJA 		

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION DAVID J. BERKLAND, Col, USAF 354th Fighter Wing (PACAF) Eielson AFB AK	DUTY TITLE Commander	DATE 20 Dec 2020
SSN [REDACTED]	SIGNATURE BERKLAND.DAVID.J. [REDACTED]	Digitally signed by BERKLAND.DAVID.J. [REDACTED] Date: 2020.12.20 15:59:53 -0900

VI. REVIEWER (If required, limit text to 3 lines)	<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION DAVID J. BERKLAND, Col, USAF 354th Fighter Wing (PACAF) Eielson AFB AK	DUTY TITLE Commander	DATE 20 Dec 2020
SSN [REDACTED]	SIGNATURE BERKLAND.DAVID.J. [REDACTED]	Digitally signed by BERKLAND.DAVID.J. [REDACTED] Date: 2020.12.20 16:01:19 -0900

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box)	<input type="checkbox"/> FUNCTIONAL EXAMINER	<input type="checkbox"/> AIR FORCE ADVISOR
NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	DATE
	SSN	SIGNATURE

VIII. RATEE'S ACKNOWLEDGMENT		
I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.	Yes No <input checked="" type="checkbox"/> <input type="checkbox"/>	SIGNATURE GLASSMAN.RODNEY.B. [REDACTED] Digitally signed by GLASSMAN.RODNEY.B. [REDACTED] Date: 2020.12.21 14:49:26 -0700
		DATE 21 Dec 2020

RATEE NAME: GLASSMAN, RODNEY B.

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

DOES NOT MEET STANDARDS

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

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

Air Reserve Command (ARC); Individual Mobility Augmentee (IMA); Inspector General (IG); Sexual Assault Response Coordinator (SARC); Staff Judge Advocate (SJA); Staff Judge Advocate Recommendations (SJAR)

XI. REFERRAL REPORT (Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)

I am referring this OPR to you according to AFI 36-2406, para 1.10. It contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para, 1.10. Specifically,

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

not later than 3 duty days (30 for non-EAD members) from your date below. If you need additional time, you may request an extension from the individuals named above. You may submit attachments (limit to 10 pages), but they must directly relate to the reason this report was referred. Pertinent attachments not maintained elsewhere will remain attached to the report for file in your personnel record. Copies of previous reports, etc. submitted as attachments will be removed from your rebuttal package prior to filing since these documents are already filed in your records. Your rebuttal comments/attachments may not contain any reflection on the character, conduct, integrity, or motives of the evaluator unless you can fully substantiate and document them. Contact the MPS, Force Management section, or the AF Contact Center if you require any assistance in preparing your reply to the referral report. It is important for you to be aware that receiving a referral report may affect your eligibility for other personnel related actions (e.g. assignments, promotions, etc.). You may consult your commander and/or MPS or Air Force Contact Center if you desire more information on this subject. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may apply for a review of the report under AFI 36-2406, Chapter 10, Correction of Officer and Enlisted Evaluation Reports, once the report becomes a matter of record as defined in AFI 36-2406, Attachment 2.

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

INSTRUCTIONS

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

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

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

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

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PRIVACY ACT STATEMENT

AUTHORITY: Title 10 United States Code (U.S.C.) 8013, Secretary of the Air Force: AFI 36-2406, and Executive Order 9397 (SSN), as amended.
PURPOSE: Used to document effectiveness/duty performance history; promotion, school and assignment selection; reduction-in-force; control roster; reenlistment; separation; research and statistical analysis.
ROUTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3). DoD Blanket Routine Uses apply.
DISCLOSURE: Voluntary. Not providing SSN may cause form to not be processed or to positively identify the person being evaluated.
SORN: F036 AF PC A, Effectiveness/Performance Reporting Records

OFFICER PERFORMANCE REPORT (Lt thru Col)

I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)					
1. NAME (Last, First, Middle Initial) GLASSMAN, RODNEY B.	2. SSN [REDACTED]	3. RANK Maj	4. DAFSC [REDACTED]	5. REASON FOR REPORT Annual	6. PAS CODE [REDACTED]
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 354th Fighter Wing (PACAF), Eielson AFB AK (Non-EAD)			8. PERIOD OF REPORT FROM 10 Mar 2020 THRU 9 Mar 2021	9. NO. DAYS SUPV. 365 NO. DAYS NON-RATED 0	
II. JOB DESCRIPTION (Limit text to 4 lines) DUTY TITLE Individual Mobility Augmentee Reserve Coordinator					10. SRID [REDACTED]
- Principal IMA to the Fighter Wing SJA; legal advisor to 43 commanders/36 First Sergeants on mission-related issues - Acts as Deputy SJA when required; supplements ldrshp of 5 attorneys, 5 paralegals, & 3 civilians ensuring readiness - Provides legal assistance & preventive law support; reviews/advises ldrshp on IG & command-directed investigations - Responsible for all civil law matters; drafts legal opinions for ethics, labor, environmental & operations law subjects					
III. PERFORMANCE FACTORS					
Job Knowledge, Leadership Skills (to include Promoting a Healthy Organizational Climate), Professional Qualities, Organizational Skills, Judgment and Decisions, Communication Skills (see reverse if marked Does Not Meet Standards)				DOES NOT MEET STANDARDS <input type="checkbox"/>	MEETS STANDARDS <input checked="" type="checkbox"/>
IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)					
- Support'd ofc during highest wg caseload in 15 yrs; supv'd 4 SCMs/4 SPCMs/2 GCMs--best overall metrics for 11 AF - Deputy SJA for 36% pers shortage; mentored 4 Capts w/drafting 10 Article 15s/24 legal opinions--43 clients assisted - Coordinated time-sensitive doc; completed COVID-19 decision/auth matrix & policy memo--wg health directive met - Tm drafted/rvw'd 34 legal rvws; Commanders made informed decisions/actions taken--beddown for F-35 safeguarded - Streamlined civilian investigations; created templates for investigative stages--consistency/legal sufficiency ensured - Earned 11 AF Reserve JAG of the yr '20; big results w/difficult high-vis projects--in-res IDE, then MAJCOM or SJA					
Last performance feedback was accomplished on: <u>6 Nov 2020</u> (IAW AFI 36-2406) (If not accomplished, state the reason)					
NAME, RANK, BR OF SVC, ORGN, COMMAND & LOCATION BRIAN D. TETER, Lt Col, USAF 354th Fighter Wing (PACAF) Eielson AFB AK		DUTY TITLE Staff Judge Advocate		SSN [REDACTED]	DATE 04 Oct 2021
Type of Signature Digital		SIGNATURE TETER.BRIAN.D [REDACTED] Digitally signed by TETER.BRIAN.D [REDACTED] Date: 2021.10.04 14:14:28 -05'00'			
V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 lines) <input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NON-CONCUR					
- Appointed by 19 AF/CC as deposition ofcr for high-vis sexual assault court; bal hearing conducted--record preserved - Sel'd by AFRC O-8 as fraud enlistment discharge bd advisor; 8 witness/waivers reach'd--justice serv'd/resources saved - Authored legal rvw for PACAF-directed IG re-investigation; 4 reprisal allegations rvw'd--clear & complete analysis - PACAF Reserve JAG of the yr '20; proven ldr/trusted legal advisor/consummate professional--IDE in-res, then SJA!					
NAME, RANK, BR OF SVC, ORGN, COMMAND & LOCATION DAVID J. BERKLAND, Col, USAF 354th Fighter Wing (PACAF) Eielson AFB AK		DUTY TITLE Commander		SSN [REDACTED]	DATE 04 Oct 2021
Type of Signature Digital		SIGNATURE BERKLAND.DAVID.J [REDACTED] Digitally signed by BERKLAND.DAVID.J [REDACTED] Date: 2021.10.04 21:48:24 -08'00'			
VI. REVIEWER (If required, limit text to 3 lines) <input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NON-CONCUR					
THE ADDITIONAL RATER IS ALSO THE REVIEWER.					
NAME, RANK, BR OF SVC, ORGN, COMMAND & LOCATION DAVID J. BERKLAND, Col, USAF 354th Fighter Wing (PACAF) Eielson AFB AK		DUTY TITLE Commander		SSN [REDACTED]	DATE 04 Oct 2021
Type of Signature Digital		SIGNATURE BERKLAND.DAVID.J [REDACTED] Digitally signed by BERKLAND.DAVID.J [REDACTED] Date: 2021.10.04 21:49:11 -08'00'			
VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box) <input type="checkbox"/> FUNCTIONAL EXAMINER <input type="checkbox"/> AIR FORCE ADVISOR					
NAME, RANK, BR OF SVC, ORGN, COMMAND & LOCATION		DUTY TITLE		SSN	DATE
Type of Signature Digital		SIGNATURE			
VIII. RATEE'S ACKNOWLEDGMENT					
I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	SIGNATURE Type of Signature Digital GLASSMAN.RODNEY.B [REDACTED] Digitally signed by GLASSMAN.RODNEY.B [REDACTED] Date: 2021.10.06 11:21:21 -07'00'		DATE 06 Oct 2021

RATEE NAME: GLASSMAN, RODNEY B.

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

**DOES NOT
MEET STANDARDS**

- 1. **Job Knowledge.** Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle non-routine situations.
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- 6. **Communication Skills.** Listens, speaks, and writes effectively.

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

Commander Directed Investigation (CDI); Coronavirus Disease (COVID); General Court-Martial (GCM); Inspector General (IG); Individual Mobilization Augmentee (IMA); Judge Advocate General (JAG); Summary Court-Martial (SCM); Staff Judge Advocate (SJA); Special Court-Martial (SPCM)

XI. REFERRAL REPORT (Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)

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NAME, RANK, BR OF SVC OF REFERRING EVALUATOR	DUTY TITLE	DATE
	Type of Signature Digital	SIGNATURE
Type of Signature Digital	SIGNATURE OF RATEE	DATE

INSTRUCTIONS

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

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PRIVACY ACT STATEMENT

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

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

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

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

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

OFFICER PERFORMANCE REPORT (Lt thru Col)

I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)					
1. NAME (Last, First, Middle Initial) GLASSMAN, RODNEY B.	2. SSN [REDACTED]	3. RANK Maj	4. DAFSC [REDACTED]	5. REASON FOR REPORT Annual	6. PAS CODE [REDACTED]
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 17th Training Wing (AETC), Goodfellow AFB TX			8. PERIOD OF REPORT FROM 10 Mar 2021 THRU 9 Mar 2022	9. NO. DAYS SUPV. 282 NO. DAYS NON-RATED 0	

II. JOB DESCRIPTION (Limit text to 4 lines) DUTY TITLE IMA to the Staff Judge Advocate			10. SRID [REDACTED]
<ul style="list-style-type: none"> - Delivers comprehensive legal counsel to Wg/CC, 23 subordinate Gp/Sq/tenant command tms & 16 Wg staff agencies - SJA in incumbent absence; leads ofc of 9 judge advocates, 6 enlisted paralegals, & 5 fed civilians to support Wg msn - Serves as a preliminary hearing officer, legal advisor f/litigation events including courts-martial & discharge boards - Provides key advice on military justice, gov ethics, contracts, labor, employment, environmental & fiscal law matters 			

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

IV. RATER OVERALL ASSESSMENT (Limit text to 6 lines)	
<ul style="list-style-type: none"> - Acting SJA f/56 FW; led ofc of 7 JAGs/5 paralegals/4 civilians--boosted world's largest FW ops during SJA absence - Advisor f/2 AFRC discharge boards; shielded victim's privacy in officer/enlisted sex harassment case--guarded msn - Coached Wg/CC thru O-4 Art 138 grievance; upheld Sq CC's COVID vaccine order--sustained CSAF/DoD priorities - Preliminary hearing officer to Wg/CC on complex domestic violence case; secured discharge--victim rights protected - Drove rapid approval of OSI wiretap; fast analysis/routing gen'd <8 hr rqmt to action--on-base mobile drug op halted - #1/1 Reserve Maj's & #1/2 IMA attorneys; I trust Rodney to lead JA without pause--IDE, then large Wg IMA to SJA 	
Last performance feedback was accomplished on: <u>28 Dec 2021</u> (IAW AFI 36-2406) (If not accomplished, state the reason)	

NAME, RANK, BR OF SVC, ORGN, COMMAND & LOCATION ANDREW J. KASMAN, Lt Col, USAF 17th Training Wing (AETC) Goodfellow AFB TX	DUTY TITLE Staff Judge Advocate	SSN [REDACTED]	DATE 09 Mar 2022
Type of Signature Digital	SIGNATURE KASMAN.ANDREW.JOHN. [REDACTED]	Digitally signed by KASMAN.ANDREW.JOHN. [REDACTED] Date: 2022.03.09 12:22:24 -06'00'	

V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 lines)	<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
<ul style="list-style-type: none"> - SJA while 37% out w/COVID; rvw'd 6 Wg MOAs/5 adverse actions/response to US Congress--expertly guided CCs - Chair of JAG Recruiting Team; produced 3 stellar AFJAGS Spotify podcasts--praised by 2-star f/JAGC-wide impact - Judge in summary court f/cocaine; ensured 25-day sentence exec'd during snowstorm/base closure--mbr safely jailed - Wg's go-to IMA counsel; flawlessly led JA team through critical manning shortage--IDE, then large Wg IMA to SJA 		

NAME, RANK, BR OF SVC, ORGN, COMMAND & LOCATION MATTHEW R. REILMAN, Colonel, USAF 17th Training Wing (AETC) Goodfellow AFB TX	DUTY TITLE Commander	SSN [REDACTED]	DATE 09 Mar 2022
Type of Signature Digital	SIGNATURE REILMAN.MATTHEW.R. [REDACTED]	Digitally signed by REILMAN.MATTHEW.R. [REDACTED] Date: 2022.03.09 20:56:51 -06'00'	

VI. REVIEWER (If required, limit text to 3 lines)	<input checked="" type="checkbox"/> CONCUR	<input type="checkbox"/> NON-CONCUR
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THE ADDITIONAL RATER IS ALSO THE REVIEWER

NAME, RANK, BR OF SVC, ORGN, COMMAND & LOCATION MATTHEW R. REILMAN, Colonel, USAF 17th Training Wing (AETC) Goodfellow AFB TX	DUTY TITLE Commander	SSN [REDACTED]	DATE 09 Mar 2022
Type of Signature Digital	SIGNATURE REILMAN.MATTHEW.R. [REDACTED]	Digitally signed by REILMAN.MATTHEW.R. [REDACTED] Date: 2022.03.09 20:57:21 -06'00'	

VII. FUNCTIONAL EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate box)		<input type="checkbox"/> FUNCTIONAL EXAMINER	<input type="checkbox"/> AIR FORCE ADVISOR
NAME, RANK, BR OF SVC, ORGN, COMMAND & LOCATION	DUTY TITLE	SSN	DATE
Type of Signature Digital	SIGNATURE		

VIII. RATEE'S ACKNOWLEDGMENT		SIGNATURE	DATE
I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Type of Signature Digital	GLASSMAN.RODNEY.B. [REDACTED] Digitally signed by GLASSMAN.RODNEY.B. [REDACTED] Date: 2022.03.14 06:11:01 -07'00'

RATEE NAME: GLASSMAN, RODNEY B.

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

DOES NOT
MEET STANDARDS

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

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

SJA - Staff Judge Advocate; JAG - Judge Advocate General; AFRC - Air Force Reserve Command; MOA - Memorandum of Agreement; AFJAGS - Air Force Judge Advocate General's School; JAGC - Judge Advocate General Corps

XI. REFERRAL REPORT (Complete only if report contains referral comments or the overall standards block is marked as does not meet standards)

I am referring this OPR to you according to AFI 36-2406, para 1.10. It contains comment(s)/rating(s) that make(s) the report a referral as defined in AFI 36-2406, para, 1.10. Specifically,

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

not later than 3 duty days (30 for non-EAD members) from your date below. If you need additional time, you may request an extension from the individuals named above. You may submit attachments (limit to 10 pages), but they must directly relate to the reason this report was referred. Pertinent attachments not maintained elsewhere will remain attached to the report for file in your personnel record. Copies of previous reports, etc. submitted as attachments will be removed from your rebuttal package prior to filing since these documents are already filed in your records. Your rebuttal comments/attachments may not contain any reflection on the character, conduct, integrity, or motives of the evaluator unless you can fully substantiate and document them. Contact the MPS, Force Management section, or the AF Contact Center if you require any assistance in preparing your reply to the referral report. It is important for you to be aware that receiving a referral report may affect your eligibility for other personnel related actions (e.g. assignments, promotions, etc.). You may consult your commander and/or MPS or Air Force Contact Center if you desire more information on this subject. If you believe this report is inaccurate, unjust, or unfairly prejudicial to your career, you may apply for a review of the report under AFI 36-2406, Chapter 10, Correction of Officer and Enlisted Evaluation Reports, once the report becomes a matter of record as defined in AFI 36-2406, Attachment 2.

NAME, RANK, BR OF SVC OF REFERRING EVALUATOR	DUTY TITLE	DATE
Type of Signature	SIGNATURE	
Digital		
Type of Signature	SIGNATURE OF RATEE	DATE
Digital		

INSTRUCTIONS

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

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

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

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

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

PRIVACY ACT STATEMENT

AUTHORITY: Title 10 United States Code (U.S.C.) 8013, Secretary of the Air Force: AFI 36-2406, and Executive Order 9397 (SSN), as amended.
PURPOSE: Used to document effectiveness/duty performance history; promotion, school and assignment selection; reduction-in-force; control roster; reenlistment; separation; research and statistical analysis.
ROUTINE USES: May specifically be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3). DoD Blanket Routine Uses apply.
DISCLOSURE: Voluntary. Not providing SSN may cause form to not be processed or to positively identify the person being evaluated.
SORN: F036 AF PC A, Effectiveness/Performance Reporting Records

OFFICER PERFORMANCE BRIEF (O-1 THRU O-6)

DUTY TITLE IMA to the Staff Judge Advocate	DAFSC [REDACTED]	REASON FOR EVALUATION Annual	PERIOD 10 Mar 22 THRU 31 May 23
	DAYS SUPERVISED 448	DAYS NON-RATED 0	RATEE ACKNOWLEDGEMENT \\signed, RBG, [REDACTED] 14 Jul 23\\

ORGANIZATION AND COMMAND 17th Training Wing (AETC)	LOCATION Goodfellow AFB TX
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DUTY DESCRIPTION
Maj Glassman delivers comprehensive legal advice and counsel to 24 commanders and their staff. He provides legal opinions on civil law issues including FOIA requests, ethics compliance, line of duty determinations, and MOAs. Further, he advises senior staff and commanders on military justice and discipline issues to further the Wing's mission. Finally, he advises 11,000 joint active-duty members, dependents, and retirees in legal assistance.

RATER ASSESSMENT STRATIFICATION
#1/2 Maj's; #1/2 IMA attorneys

EXECUTING THE MISSION EFFECTIVELY USES KNOWLEDGE, INITIATIVE, AND ADAPTABILITY TO PRODUCE TIMELY, HIGH QUALITY/QUANTITY RESULTS TO POSITIVELY IMPACT THE MISSION

Rodney provided critical legal advice in 5 discharge boards and 2 courts-martial, ensuring 45 days jail time for serious drug use and discharge of an Airman for sex assault. Hand-selected to advise USSF Major General on hi-vis DoD-wide enlisted bachelor degree programs, generating career-broadening opportunities for future Space Force Guardians.

LEADING PEOPLE FOSTERS COHESIVE TEAMS, EFFECTIVELY COMMUNICATES, AND USES EMOTIONAL INTELLIGENCE TO TAKE CARE OF PEOPLE AND ACCOMPLISH THE MISSION

He led the 56 FW/JA as the acting SJA, mentoring 8 JAGs & 6 paralegals during a manning shortage, ensuring timely advice to O-7 Wing Commander on 2 complex sex assault cases and 6 Wing-wide ethics issues. He served as legal advisor on a sex assault discharge board, mentoring 4 junior counsel through complex legal issues and ensuring a just outcome.

MANAGING RESOURCES MANAGES ASSIGNED RESOURCES EFFECTIVELY AND TAKES RESPONSIBILITY FOR ACTIONS/BEHAVIORS TO MAXIMIZE ORGANIZATIONAL PERFORMANCE

A critical advisor on a \$116k Official Representation Fund, Rodney's spot-on legal advice secured attendance at a strategic conference for O-8 commander and 78 DoD senior leaders. He drove SecAF-level legal review of hi-vis COVID discipline FOIA appeals to completion and presentation to NAF, delivering a flawless work product and timely decisions.

IMPROVING THE UNIT DEMONSTRATES CRITICAL THINKING AND FOSTERS INNOVATION TO FIND CREATIVE SOLUTIONS AND IMPROVE MISSION EXECUTION

As the Acting Staff Judge Advocate, Rodney assisted the legal office in developing high-level relationship with U.S. Attorney office and IRS, enabling a \$200,000+ COVID-19 fraud investigation. A standout recruiter, he partnered with James Rogers College of Law on behalf of STARCOM, setting the groundwork for the school's first Space Law program.

RATER NAME, GRADE, AND BRANCH OF SERVICE SEAN C. HUDSON, Major, USAF	RATER SIGNATURE \\signed, SCH, [REDACTED] 12 Jul 23\\
---	--

RATER DUTY TITLE Staff Judge Advocate	RATER ORGANIZATION AND COMMAND 17th Training Wing (AETC)
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HIGHER LEVEL REVIEWER ASSESSMENT STRATIFICATION
THIS SECTION NOT USED RATER ASSESSMENT
Concur

Rodney is a superior JAG and trusted counsel who displayed outstanding performance as an officer and attorney. After Intermediate Development Education, he needs to be an IMA to the SJA at a large Wing!

HIGHER LEVEL REVIEWER NAME, GRADE, AND BRANCH OF SERVICE MATTHEW R. REILMAN, Colonel, USAF	HIGHER LEVEL REVIEWER SIGNATURE \\signed, MRR, [REDACTED] 14 Jul 23\\
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HIGHER LEVEL REVIEWER DUTY TITLE Commander	HIGHER LEVEL REVIEWER ORGANIZATION AND COMMAND 17th Training Wing (AETC)
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OFFICER PERFORMANCE BRIEF (O-1 THRU O-6)

DUTY TITLE Assistant Staff Judge Advocate		DAFSC 	REASON FOR EVALUATION Annual	PERIOD 1 Jun 23 THRU 31 May 24
		DAYS SUPERVISED 329	DAYS NON-RATED 0	RATEE ACKNOWLEDGEMENT \\signed, RBG,  , 25 Jun 24\\
ORGANIZATION AND COMMAND 56th Fighter Wing (AETC)			LOCATION Luke AFB AZ	
DUTY DESCRIPTION Reserve Coordinator for the Office of the Staff Judge Advocate. Advisor for DAF's largest Fighter Wing, providing full spectrum advice to Wing Commander & Convening Authority, 27 subordinate commanders, 1.7M acre Training Range manager, 5 partner nations, and 32 civilian law enforcement agencies. Directly responsible for managing 7 Reserve judge advocates and paralegals and backfills Staff Judge Advocate leading approximately 25-person office.				
RATER ASSESSMENT				
STRATIFICATION #1/3 IMA Maj's; #2/5 IMA attorneys				
EXECUTING THE MISSION		EFFECTIVELY USES KNOWLEDGE, INITIATIVE, AND ADAPTABILITY TO PRODUCE TIMELY, HIGH QUALITY/QUANTITY RESULTS TO POSITIVELY IMPACT THE MISSION		
Rock-solid IMA to SJA & 19 AF 2023 JAG Reserve of the Year (#1/14)! Led at all levels including FIELDKOM & Wing Acting SJA! A gifted advisor lauded by O-7 FW/CC for brilliantly serving as legal advisor for 3 Summary Courts Martial & 5 discharge boards where he instructed 3 presiding O-5s to craft rulings to rehabilitate Airmen & sharpen discipline.				
LEADING PEOPLE		FOSTERS COHESIVE TEAMS, EFFECTIVELY COMMUNICATES, AND USES EMOTIONAL INTELLIGENCE TO TAKE CARE OF PEOPLE AND ACCOMPLISH THE MISSION		
No better mentor & problem solver! Rodney back-filled for 25 weeks as Acting DSJA during critical manning shortfall, provided continuity and leadership for world's largest fighter wing and conducted key post-trial hot washes and mentoring sessions for 6 Active Duty CGOs and one civilian attorney, building the next generation of JAG Corps leaders!				
MANAGING RESOURCES		MANAGES ASSIGNED RESOURCES EFFECTIVELY AND TAKES RESPONSIBILITY FOR ACTIONS/BEHAVIORS TO MAXIMIZE ORGANIZATIONAL PERFORMANCE		
Partnering with 56 FW/CC's Community Initiative Team, Rodney drove development of Widely Attended Gathering checklist, delivering prompt, clear analysis, saving 225 attorney hours & \$33,750 annually. He spearheaded a collaboration of CES & FSS to achieve 17 TW/CC's vision of AF-1st Electric vehicle charging station for on-base retail use.				
IMPROVING THE UNIT		DEMONSTRATES CRITICAL THINKING AND FOSTERS INNOVATION TO FIND CREATIVE SOLUTIONS AND IMPROVE MISSION EXECUTION		
Expertly authored STARCOM's UCMJ Art. 140a Handbook including operating procedures & templates for 5 FIELDKOM legal offices, eliminated reporting errors & facilitated public access for compliance. Rodney led creation of a new partnership with the County Attorney & 32 neighboring law enforcement agencies, reducing investigation & charging timelines.				
RATER NAME, GRADE, AND BRANCH OF SERVICE NICHOLAS C. FROMMELT, Lt Col, USAF			RATER SIGNATURE \\signed, NCF,  , 7 Jun 24\\	
RATER DUTY TITLE Staff Judge Advocate		RATER ORGANIZATION AND COMMAND 56th Fighter Wing (AETC)		
HIGHER LEVEL REVIEWER ASSESSMENT		STRATIFICATION #1/7 Wg IMA Maj's, #1/6 Gp IMA Maj's		RATER ASSESSMENT Concur
Laser focused on my top priorities! He does it all, leading as Acting SJA to driving community engagement. Rodney is trusted & respected across the Wg for his leadership and guidance. A must pick for SDE, then make him IMA to the SJA at a large Wing!				
HIGHER LEVEL REVIEWER NAME, GRADE, AND BRANCH OF SERVICE JASON M. RUESCHHOFF, Brig Gen, USAF			HIGHER LEVEL REVIEWER SIGNATURE \\signed, JMR,  , 21 Jun 24\\	
HIGHER LEVEL REVIEWER DUTY TITLE Commander		HIGHER LEVEL REVIEWER ORGANIZATION AND COMMAND 56th Fighter Wing (AETC)		

OFFICER PERFORMANCE BRIEF (O-1 THRU O-6)

DUTY TITLE Assistance Staff Judge Advocate	DAFSC [Redacted]	REASON FOR EVALUATION Annual	PERIOD 1 Jun 24 THRU 31 May 25
	DAYS SUPERVISED 365	DAYS NON-RATED 0	RATEE ACKNOWLEDGEMENT \\signed, RBG, [Redacted], 26 Aug 25\\
ORGANIZATION AND COMMAND 56th Fighter Wing (AETC)		LOCATION Luke AFB AZ	

DUTY DESCRIPTION
Reserve Coordinator for the Office of the Staff Judge Advocate. Advisor for DAF's largest Fighter Wing, providing full spectrum advice to Wing Commander & Convening Authority, 27 subordinate commanders, 1.7M acre Training Range manager, 5 partner nations, and 32 civilian law enforcement agencies. Directly responsible for managing 7 Reserve judge advocates and paralegals and backfills Staff Judge Advocate leading approximately 24-person office.

RATER ASSESSMENT STRATIFICATION
#1/1 IMA Lt Cols

EXECUTING THE MISSION EFFECTIVELY USES KNOWLEDGE, INITIATIVE, AND ADAPTABILITY TO PRODUCE TIMELY, HIGH QUALITY/QUANTITY RESULTS TO POSITIVELY IMPACT THE MISSION
Role-model IMA & AETC 2024 Reserve JAG of the Year (#1/53)! As Acting 56 FW SJA, he deftly advised leadership in order to prevent inappropriate command influence in 4 high profile O-6 investigations. A litigation rockstar, lauded by SJAs from 3 MAJCOMs for serving as legal advisor for 9 discharge boards educating board members & ensuring fairness.

LEADING PEOPLE FOSTERS COHESIVE TEAMS, EFFECTIVELY COMMUNICATES, AND USES EMOTIONAL INTELLIGENCE TO TAKE CARE OF PEOPLE AND ACCOMPLISH THE MISSION
As a trusted advisor & ARC authority, Rodney served as Acting SJA & DSJA over 35 weeks, mentoring 9 junior attorneys. He was essential in securing 844 days of augmentation, mitigating a 25% manning gap and enabling 2 JAG deployments. Rodney built the next generation of JAG Corps leaders and led the office to 6 NAF and 4 MAJCOM annual award wins.

MANAGING RESOURCES MANAGES ASSIGNED RESOURCES EFFECTIVELY AND TAKES RESPONSIBILITY FOR ACTIONS/BEHAVIORS TO MAXIMIZE ORGANIZATIONAL PERFORMANCE
The ultimate bureaucracy buster, Rodney teamed with 56 FW secure \$600K reimbursement for 56 FW CES's 911-interoperability, delivering seamless emergency response for 56 FW; he also partnered with FW Community Initiatives Team to automate FW ethics reviews, a new best practice saving 56 FW/JA 275 hours & \$56K annually, maximizing 56 FW resources.

IMPROVING THE UNIT DEMONSTRATES CRITICAL THINKING AND FOSTERS INNOVATION TO FIND CREATIVE SOLUTIONS AND IMPROVE MISSION EXECUTION
Rodney's strategic focus on professional development & team building led him to expertly coordinate visits between 56 FW/JA and 3 AZ Supreme Court Justices, the Chairman of Board of Supervisors & County Attorney of nation's 5th largest county and the Dean of ASU Law School, providing key COMREL engagements for enduring LAFB partnering priorities.

RATER NAME, GRADE, AND BRANCH OF SERVICE NICHOLAS C. FROMMELT, Lt Col, USAF	RATER SIGNATURE \\signed, NCF, [Redacted], 22 Aug 25\\
--	---

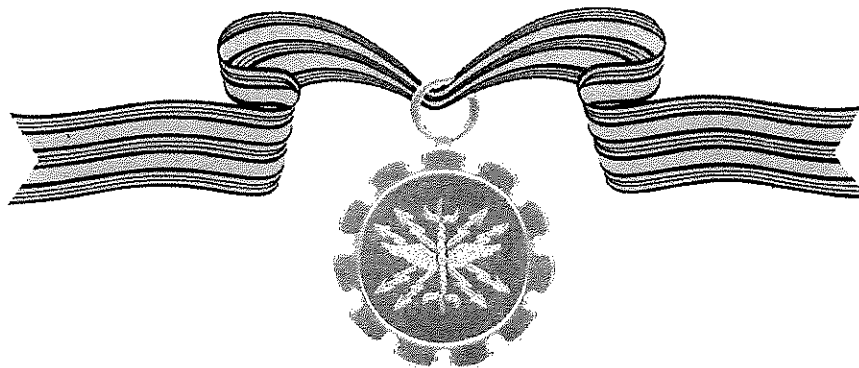
RATER DUTY TITLE Staff Judge Advocate	RATER ORGANIZATION AND COMMAND 56th Fighter Wing (AETC)
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HIGHER LEVEL REVIEWER ASSESSMENT STRATIFICATION #1/4 IMA Lt Cols RATER ASSESSMENT Concur

He was key to 19 AF legal office of the year win (#1/6) & the AZ Bar's Excellence in Law win--AZ Legal Department of the Year! He is an essential asset for 19 WSAs, 4 grps, & 28 sqs. He's the ultimate TF leader - send to SDE then large Wg IMA to SJA!

HIGHER LEVEL REVIEWER NAME, GRADE, AND BRANCH OF SERVICE DAVID J. BERKLAND, Brig Gen, USAF	HIGHER LEVEL REVIEWER SIGNATURE \\signed, DJB, [Redacted], 25 Aug 25\\
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HIGHER LEVEL REVIEWER DUTY TITLE Commander	HIGHER LEVEL REVIEWER ORGANIZATION AND COMMAND 56th Fighter Wing (AETC)
---	--



DEPARTMENT OF THE AIR FORCE

THIS IS TO CERTIFY THAT
THE AIR FORCE ACHIEVEMENT MEDAL
HAS BEEN AWARDED TO

CAPTAIN RODNEY B. GLASSMAN

FOR

MERITORIOUS SERVICE
10 MARCH 2013 TO 15 JUNE 2014

ACCOMPLISHMENTS

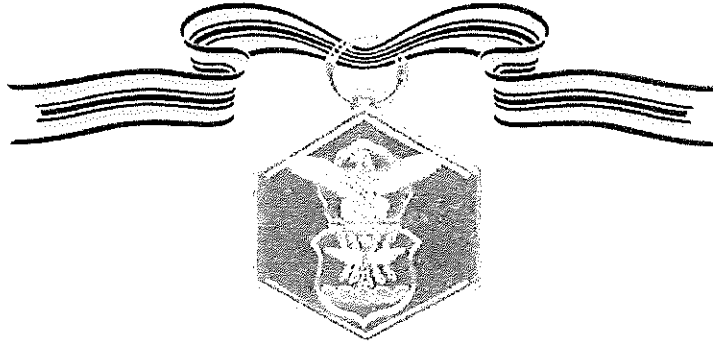
Captain Rodney Glassman distinguished himself by meritorious service as Assistant Staff Judge Advocate, 355th Fighter Wing, Davis-Monthan Air Force Base, Arizona. During this period, Captain Glassman served as the legal advisor for six administrative discharge boards, including a board held at Luke Air Force Base, Arizona, ensuring both a fair hearing and result. He published a legal assistance article on spousal employment as attorneys in the Air Force Reporter, which is a rare feat for a company grade officer reservist. A trailblazer, Captain Glassman was the first-ever judge advocate reservist to graduate from the competitively selected Air Force International Junior Officer Leadership Development Course. He also served as the vice chairman of the Air Force Company Grade Officer Advisory Council to The Judge Advocate General of the Air Force and was named the 2013 Twelfth Air Force (Air Forces Southern) Outstanding Reserve Attorney of the Year. Finally, Captain Glassman's superior performance was instrumental in securing the legal office an "Excellent" rating in the 2014 Article 6, Uniform Code of Justice, Phase I inspection and the recognition of five office best practices. The distinctive accomplishments of Captain Glassman reflect credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND

11 AUGUST 2014

JAMES P. MEGER, Colonel, USAF
Commander, 355th Fighter Wing





DEPARTMENT OF THE AIR FORCE

THIS IS TO CERTIFY THAT

THE AIR FORCE COMMENDATION MEDAL

(FIRST OAK LEAF CLUSTER)

HAS BEEN AWARDED TO

CAPTAIN RODNEY B. GLASSMAN

FOR

OUTSTANDING ACHIEVEMENT

15 JANUARY 2015 TO 25 JULY 2015

ACCOMPLISHMENTS

Captain Rodney B. Glassman distinguished himself by outstanding achievement as Assistant Staff Judge Advocate, 56th Fighter Wing. As an instructor, course facilitator, and on the planning committee of the International Junior Officer Leadership Development course, Captain Glassman volunteered countless hours of his personal time in the planning and preparation of the course at Ramstein Air Base, Germany. He fully dedicated himself to the training of 48 international junior officers representing eight allied and partner nations in leadership concepts, alliance building, and critical thinking. Through his leadership and can-do attitude, he overcame significant logistical challenges caused by the unscheduled arrival of Air Force One the day prior to the course. He worked tirelessly to resolve issues of course structure, lodging, transportation, and facility services. Through his creative problem solving skills and leadership acumen, he fostered an environment of high morale, teamwork, and collaboration amongst both student and senior leaders, exceeding all program objectives as outlined by the International Air Reserve Symposium. Captain Glassman significantly and positively impacted the development, implementation, and execution of the leadership development course which improved individual leadership skills and expertise while enabling a lasting rapport between all involved, even extending to the separate nations each student serves. The distinctive accomplishments of Captain Glassman reflect credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND

10 November 2015

DAVID G. SHOEMAKER, Colonel, USAF
Vice Commander, 56th Fighter Wing

SHOEMAKER.DAVID.G. [REDACTED]

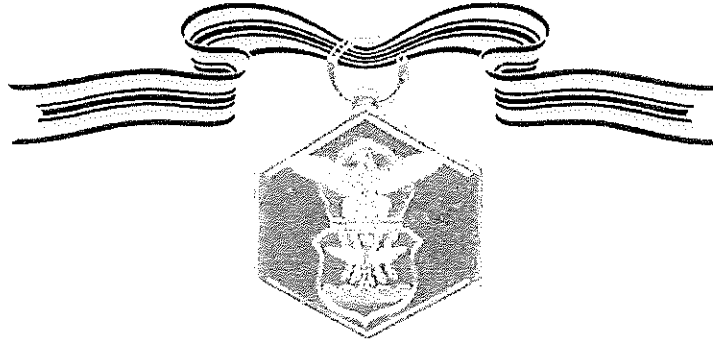
Special Order: [REDACTED]

Condition: [REDACTED]

PAS: [REDACTED]

RDP: [REDACTED]





DEPARTMENT OF THE AIR FORCE

THIS IS TO CERTIFY THAT

THE AIR FORCE COMMENDATION MEDAL

(FIRST OAK LEAF CLUSTER)

HAS BEEN AWARDED TO

CAPTAIN RODNEY B. GLASSMAN

FOR

OUTSTANDING ACHIEVEMENT

15 JANUARY 2015 TO 25 JULY 2015

ACCOMPLISHMENTS

Captain Rodney B. Glassman distinguished himself by outstanding achievement as Assistant Staff Judge Advocate, 56th Fighter Wing. As an instructor, course facilitator, and on the planning committee of the International Junior Officer Leadership Development course, Captain Glassman volunteered countless hours of his personal time in the planning and preparation of the course at Ramstein Air Base, Germany. He fully dedicated himself to the training of 48 international junior officers representing eight allied and partner nations in leadership concepts, alliance building, and critical thinking. Through his leadership and can-do attitude, he overcame significant logistical challenges caused by the unscheduled arrival of Air Force One the day prior to the course. He worked tirelessly to resolve issues of course structure, lodging, transportation, and facility services. Through his creative problem solving skills and leadership acumen, he fostered an environment of high morale, teamwork, and collaboration amongst both student and senior leaders, exceeding all program objectives as outlined by the International Air Reserve Symposium. Captain Glassman significantly and positively impacted the development, implementation, and execution of the leadership development course which improved individual leadership skills and expertise while enabling a lasting rapport between all involved, even extending to the separate nations each student serves. The distinctive accomplishments of Captain Glassman reflect credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND

10 November 2015

DAVID G. SHOEMAKER, Colonel, USAF
Vice Commander, 56th Fighter Wing

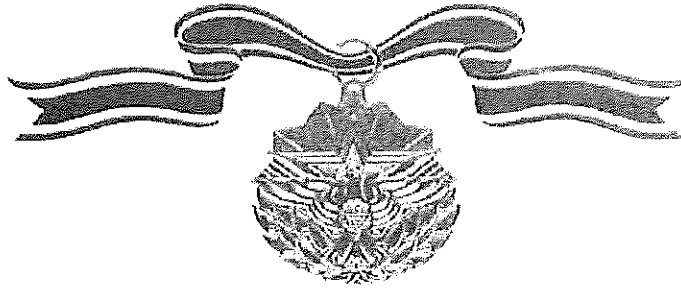
SHOEMAKER.DAVID.G. [REDACTED]

Special Order [REDACTED]

Condition: [REDACTED] PAS: [REDACTED]

RDP: [REDACTED]





THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETING:
THIS IS TO CERTIFY THAT THE PRESIDENT OF THE UNITED STATES OF
AMERICA AUTHORIZED BY EXECUTIVE ORDER, 16 JANUARY 1969 HAS
AWARDED
THE MERITORIOUS SERVICE MEDAL

TO
MAJOR RODNEY B. GLASSMAN

FOR
MERITORIOUS SERVICE
27 JULY 2015 TO 9 MARCH 2018

ACCOMPLISHMENTS

Major Rodney B. Glassman distinguished himself in the performance of outstanding service to the United States while assigned to 56th Fighter Wing, Luke Air Force Base, Arizona. During this period, Major Glassman directly contributed to the wing's mission of building the future of airpower by leading the legal office reserve program which was recognized as a best practice and was vital to the office's "Excellent" rating for the 2016 Article 6 Inspection. Also, Major Glassman instructed over three hundred reservists, attorneys, and commanders and wrote two articles for publications which enhanced the Judge Advocate General Corps Air Force-wide. Additionally, Major Glassman's initiative created the first-ever Military Justice Symposium, ensuring effective collaboration in off-base criminal cases across thirty-two municipal jurisdictions. Furthermore, he was selected as the only reserve Judge Advocate to participate in the inaugural Advanced Air Operations Law course and exercise. His operational law acumen enabled the completion of 503 legal reviews which supported the launch of numerous sorties for 2,671 points of impact and twenty-two sensitive targets, contributing to the training of 1,223 members from 169 units in multi-domain warfare. Finally, Major Glassman's professionalism earned him back to back recognition as the 19th Air Force Reserve Judge Advocate of the Year in 2015 and 2016. The singularly distinctive accomplishments of Major Glassman reflect great credit upon himself and the United States Air Force.

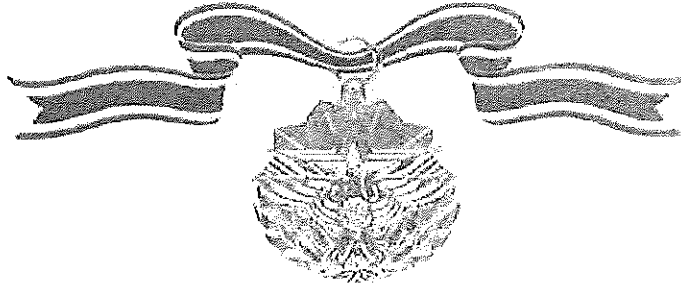
GIVEN UNDER MY HAND

11 July 2018

TODD D. CANTERBURY
Brigadier General, USAF
Commander, 56th Fighter Wing



CANTERBURY, TODD, D. [REDACTED]
Special Order: [REDACTED] Condition: [REDACTED]
PAS: [REDACTED] RDP: [REDACTED]



THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETING:
THIS IS TO CERTIFY THAT THE PRESIDENT OF THE UNITED STATES OF
AMERICA AUTHORIZED BY EXECUTIVE ORDER, 16 JANUARY 1969 HAS
AWARDED

THE MERITORIOUS SERVICE MEDAL

(FIRST OAK LEAF CLUSTER)

TO

MAJOR RODNEY B. GLASSMAN

FOR

MERITORIOUS SERVICE

10 March 2018 to 31 May 2021

ACCOMPLISHMENTS

Major Rodney B. Glassman distinguished himself in the performance of outstanding service to the United States as Assistant Staff Judge Advocate and the Individual Mobility Augmentee Reserve Coordinator, 354th Fighter Wing, Eielson Air Force Base, Alaska. During this period, Major Glassman backfilled as Deputy Staff Judge Advocate leading seventeen personnel through 113 legal opinions and advising ninety-four clients. Additionally, Major Glassman reviewed sixteen non-judicial punishments and supervised ten court-martials, relieving the wing's highest caseload in over fifteen years. His leadership enabled the Artic Lightning Air Show, the beddown of two F-35 fighter squadrons, and numerous RED FLAG Exercises, Alaska's largest joint and multinational exercise. Furthermore, Major Glassman repeatedly served as a discharge board legal advisor throughout his tenure, including a high-visibility board involving drug use by a transgender noncommissioned officer, where he expertly navigated several sensitive issues. Moreover, Major Glassman was the legal advisor on multiple commander directed investigations for sexual harassment and officer misconduct, during these events his expertise created efficiencies and allowed the streamlining of multiple processes. Finally Major Glassman led the development of the wing's Workforce Violence Prevention team, an ongoing effort to eliminate future potential violence. The singularly distinctive accomplishments of Major Glassman reflect great credit upon himself and the United States Air Force.

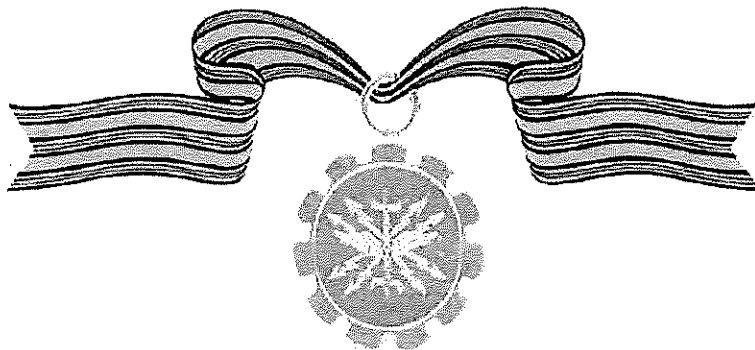
GIVEN UNDER MY HAND

7 October 2021

THOMAS B. WOLFE
Colonel, USAF
Vice Commander, 354th Fighter Wing



WOLFE, THOMAS, B. [REDACTED]
Special Order: [REDACTED] Condition: [REDACTED]
PAS: [REDACTED] RDP: [REDACTED]



DEPARTMENT OF THE AIR FORCE

THIS IS TO CERTIFY THAT

THE AIR AND SPACE ACHIEVEMENT MEDAL

(FIRST OAK LEAF CLUSTER)

HAS BEEN AWARDED TO

MAJOR RODNEY B. GLASSMAN

FOR

OUTSTANDING ACHIEVEMENT

9 JANUARY 2023 TO 7 JULY 2023

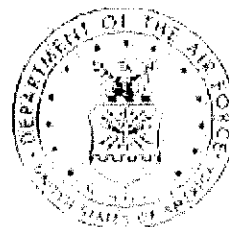
ACCOMPLISHMENTS

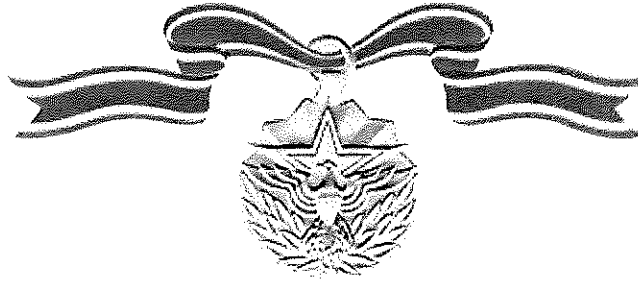
Major Rodney Glassman distinguished himself by outstanding achievement while assigned to Space Training and Readiness Command, Peterson Space Force Base, Colorado. During this period, Major Glassman engaged in analysis and review of multiple command projects with significant importance. He advised on ethical questions of funding and honorary gifts for command conferences and special visits. Major Glassman drafted a virtual handbook to facilitate public access to court-martial records, authored standard operating procedures, and prepared annual audit memoranda templates and an office checklist for compliance with Article 140a, Uniform Code of Military Justice. Having specialized legal skill and experience working with institutions of higher education, Major Glassman provided academic engagement research for the headquarters and opened valuable lines of communication with various offices responsible for Air Force Institute of Technology undergraduate and graduate programs. Finally, he dutifully worked a myriad administrative actions -- DAFI reviews, bullet background papers, and other correspondence, maturing the organization. The distinctive accomplishments of Major Glassman reflect credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND

29 AUG 2023

//signed, PBF, [REDACTED], 29 AUG 23//
PAUL B. FREEMAN Colonel, USSF
Chief of Staff, STARCOM





THE UNITED STATES OF AMERICA
TO ALL WHO SHALL SEE THESE PRESENTS, GREETINGS:
THIS IS TO CERTIFY THAT THE PRESIDENT OF THE UNITED STATES OF
AMERICA AUTHORIZED BY EXECUTIVE ORDER, 16 JANUARY 1969
HAS AWARDED
THE MERITORIOUS SERVICE MEDAL
(SECOND OAK LEAF CLUSTER)
TO
MAJOR RODNEY B. GLASSMAN
FOR
OUTSTANDING SERVICE
1 June 2021 to 30 September 2023
ACCOMPLISHMENTS

Major Rodney Glassman distinguished himself in the performance of outstanding service to the United States as Individual Mobilization Augmentee to the Staff Judge Advocate, Office of the Staff Judge Advocate, 17th Training Wing, Goodfellow Air Force Base, Texas. During this period, he displayed superior leadership for seventeen personnel in the execution of over ninety-six criminal investigations and 1,267 legal documents, saving clients \$222,500. As the legal office's senior reservist, he served as a go-to resource for leadership during the execution of ninety-three non-judicial punishments, 112 discharges, six courts-martial, and 722 civil law suspenses. He presided over two sexual harassment discharge boards and was the preliminary hearing officer in a complex domestic violence hearing, securing the assailant's discharge. As judge in a summary court martial, he ensured the orderly administration of justice despite a snowstorm and base closure. Major Glassman's critical leadership and oversight during a contested sexual assault administrative discharge board, resulted in the removal of an unfit Airman with an Under Other Than Honorable Conditions discharge characterization. Finally, while acting as the Staff Judge Advocate, Major Glassman developed high-level relationships with the United States Attorney's office and the Internal Revenue Service, enabling a 200,000-dollar Covid-19 fraud investigation to proceed. The singularly distinctive accomplishments of Major Glassman reflect great credit upon himself and the United States Air Force.

GIVEN UNDER MY HAND
26 NOV 2023

//signed, AMM, [REDACTED], 26 NOV 23//
ANGELINA M. MAGUINNESS, Colonel, USAF
Commander, 17th Training Wing

