

## 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) MADRID, MICHAEL A.	2. SSN [REDACTED]	3. RANK Col	4. DAFSC 48A4	5. REASON FOR REPORT Annual	6. PAS CODE RJ0JF3MJ
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT Directorate of Medical Services and Training, HQ Air Education and Training Command (AETC), Joint Base San Antonio-Randolph TX			8. PERIOD OF REPORT FROM 3 Jun 2015 THRU 2 Jun 2016		9. NO. DAYS SUPV. 366 NO. DAYS NON-RATED 0

### II. JOB DESCRIPTION (Limit text to 4 lines)

DUTY TITLE Chief, Flight Medicine and Medical Standards	10. SRID 0J1CV
- Medical certification/waiver authority for 24,000+ new AF accessions and 7,300+ aircrew/special duty annually - Leads personnel/activities as Deputy Chief, Aerospace Medicine Div; key consultant to HQ AETC/SG functionals - AF rep at two DoD stds working grps, key consultant for DoDMERB, 65 MEPS, 145 ROTC Dets, 1,500 recruiters - Mentors/provides formal training to 200+ new and advanced flight surgeons/yr; invaluable manning assist to units	

### III. PERFORMANCE FACTORS

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

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

- Led 18-persnl med std tm; oversaw 42K+ rvws; employed focused waiver criteria--kept BMT med attrition rate low  
 - Adjudicated 30% incr in Hi-Level Inquiries on specific cases (52)--confirmed quality & appropriate reconsideration  
 - Directed Branch CPI; identified manpower shortage and case flow requirements--pushed 3-person manpower incrs  
 - Driver in 173 FW medical care; brokered MOU w/56 OG and Beale MDG--expanded medical care to 393 AD mbrs  
 - Expedited 601 short-notice medical wvr requests (14% incr over last yr)--over \$339M in training allocations saved  
 - Awesome leader driven by integrity; amazing flight doc mentor across MAJCOM; a must for Sq/CC then SDE in res

Last performance feedback was accomplished on: 14 Jan 2016 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION HERNANDO J. ORTEGA, JR., Col, USAF, MC, CFS HQ Air Education and Training Command (AETC) Joint Base San Antonio-Randolph TX	DUTY TITLE Chief, Aerospace Medicine Division	DATE 17 Jun 2016
	SSN [REDACTED]	SIGNATURE ORTEGA.HERNANDO.J.JR.1064674257

Digitally signed by ORTEGA.HERNANDO.J.JR.1064674257  
DN: c=US, o=US Government, ou=DoD, ou=PKI, ou=USAF,  
ou=ORTEGA.HERNANDO.J.JR.1064674257  
Date: 2016.06.17 16:35:01 -0500

### V. ADDITIONAL RATER OVERALL ASSESSMENT (Limit text to 4 lines)

CONCUR  NON-CONCUR

- AMSWG mbr; incorporated evidence-based data analysis into DoDI 6130.03--improved military applicant selection  
 - AF rep to HQ MEPCOM; brief'd AF med stds/processes to 72 Chief Medical Officers--streamlined waiver processes  
 - Coordinated manning assist w/AFRS & 59 MDW; eliminated 1,154 MEPS waiver backlog--AF recruiting goals met  
 - Unparalleled leader/officer/clinician/professional; perfect selection to large SGP; definite Sq CC now, then SDE next

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION FRANK W. ALLARA, JR., Colonel, USAF, DC HQ Air Education and Training Command (AETC) Joint Base San Antonio-Randolph TX	DUTY TITLE Deputy Command Surgeon	DATE 21 Jun 2016
	SSN [REDACTED]	SIGNATURE ALLARA.FRANK.W.JR.1102763544

Digitally signed by ALLARA.FRANK.W.JR.1102763544  
DN: c=US, o=US Government, ou=DoD, ou=PKI, ou=USAF,  
ou=ALLARA.FRANK.W.JR.1102763544  
Date: 2016.06.21 14:30:12 -0500

### VI. REVIEWER (If required, limit text to 3 lines)

CONCUR  NON-CONCUR

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION JOHN E. MCCOY, Major General, USAF Air Education and Training Command (AETC) Joint Base San Antonio-Randolph TX	DUTY TITLE Vice Commander	DATE 21 Jun 2016
	SSN [REDACTED]	SIGNATURE MCCOY.JOHN.E.1099155708

Digitally signed by MCCOY.JOHN.E.1099155708  
DN: c=US, o=US Government, ou=DoD, ou=PKI, ou=USAF,  
ou=MCCOY.JOHN.E.1099155708  
Date: 2016.06.21 15:31:22 -0500

### 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 [REDACTED]	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 MADRID.MICHAEL.A.1183811815	DATE 22 Jun 2016
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Digitally signed by MADRID.MICHAEL.A.1183811815  
DN: c=US, o=US Government, ou=DoD, ou=PKI, ou=USAF,  
ou=MADRID.MICHAEL.A.1183811815  
Date: 2016.06.22 09:37:11 -0500

RATEE NAME: MADRID, MICHAEL A.

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)

Aeromedical Standards Working Group (AMSWG); Accession Standards Working Group (ASWG); Basic Military Training (BMT); Continuous Process Improvement (CPI); Department of Defense Medical Examination Review Board (DoDMERB); Military Entrance Processing Command (MEPCOM); Military Entrance Processing Station (MEPS); Memorandum of Understanding (MOU); Aerospace Medicine (SGP)

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) MADRID, MICHAEL A.	2. SSN [REDACTED]	3. GRADE Lt Col	4. DAFSC 48A4	5. REASON FOR REPORT Dir by HQ USAF	6. PAS CODE RJ0JF3MJ
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT Directorate of Medical Services and Training, HQ Air Education and Training Command, Joint Base San Antonio-Randolph TX			8. PERIOD OF REPORT 23 May 2014 THRU 2 Jun 2015		9. NO. DAYS SUPV. 303

**II. JOB DESCRIPTION** (Limit text to 4 lines)

DUTY TITLE Chief, Flight Medicine and Medical Standards Branch

10. SRID  
0J1CV

- Medical certification/waiver authority for 24,000+ new AF accessions and 7,300+ aircrew/special duty annually
- Prime consultant to HQ AETC/SG functionals; adjunct faculty for Aerospace Medicine Resident rotations/courses
- AF rep at two DoD stds working grps; key consultant for DoDMERB, 65 MEPS, 145 ROTC Dets, 1,500 recruiters
- Mentors/provides formal training to 200+ new and advanced flight surgeons/yr; invaluable manning assist to units

**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)

- Streamlined F.E. Warren's DHA prgm for 47 CCs; pushed IMR to 89%--maintained #1 rate in AFGSC for entire yr!
- Facilitated AF/SG re-engineering of AsM; enabled Keesler Med Cen BOMC test cell--proactively shaping Flt Med
- Led AETC's Med Standards through 4E to 4N0X1-F transition--mentored rising core of enlisted AsM professionals
- Critically revw'd 13K exams; enlistment, ofcr, flying/spec duty--\$450M in training quotas filled w/med qual'd Amn
- Demonstrated expert, HQ AETC/CC med DQ inquiry; prov'd SG clear'd 150% pilot rqts/SUPT med elim rate 0.5%
- #1/3 Div docs; my right hand...ops-minded leadership and tops in clinical/standards knowledge; AMDS Sq/CC rdy!

Last performance feedback was accomplished on: 15 Oct 2014 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION HERNANDO J. ORTEGA, JR., Col, USAF, MC, CFS HQ Air Education and Training Command (AETC) Joint Base San Antonio-Randolph TX	DUTY TITLE Chief, Aerospace Medicine Division	DATE 4 Jun 2015
	SSN [REDACTED]	SIGNATURE ORTEGA.HERNANDO.J.JR.1064674257,

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

- AF liaison USMEPCOM; briefed MEPS docs on AF accession waiver philosophy; revitalized working relationship
- Key driver in SAF Diversity Initiative; expanded anthropometric ROTC cadet evals--increased female pilots by 33
- SG liaison w/HQ AETC/A2/3/10; implement'd new T-38 ejection seat data in PASS--incr AF women clrd by 87%
- Vital ofcr/leader in AETC Aeromedical Enterprise; one of few pilot physicians in USAF; VFR direct to lrg Sq/CC!

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION MARK S. HOLLAND, Col, USAF, NC HQ Air Education and Training Command (AETC) Joint Base San Antonio-Randolph TX	DUTY TITLE Command Surgeon	DATE 8 Jun 2015
	SSN [REDACTED]	SIGNATURE HOLLAND.MARK.S.1073440978

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

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION LEONARD A. PATRICK, Maj Gen, USAF Air Education and Training Command (AETC) Joint Base San Antonio-Randolph TX	DUTY TITLE Vice Commander	DATE 11 Jun 2015
	SSN [REDACTED]	SIGNATURE PATRICK.LEONARD.A.1165377741, leonard.patrick@us.af.mil

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

FUNCTIONAL EXAMINER  AIR FORCE ADVISOR

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

**VIII. RATEE'S ACKNOWLEDGMENT**

I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.

Yes  No

SIGNATURE  
MADRID.MICHAEL.A.1183811815,

DATE  
12 Jun 2015

RATEE NAME: MADRID, MICHAEL A.

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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7. Physical Fitness. Maintains Air Force physical fitness standards.

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

Department of Defense Medical Examination Review Board (DoDMERB); Military Entrance Processing Station (MEPS); Defense Health Agency (DHA); Individual Medical Readiness (IMR); Aerospace Medicine (AsM); Base Operational Medicine Cell (BOMC); Specialized Undergraduate Pilot Training (SUPT); Aeromedical Squadron (AMDS); United States Military Entrance Processing Command (USMEPCOM)

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

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PRIVACY ACT STATEMENT
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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) MADRID, MICHAEL A.	2. SSN [REDACTED]	3. GRADE Lt Col	4. DAFSC 48A3	5. REASON FOR REPORT Annual	6. PAS CODE FWGSFDNO
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 90th Medical Group (AFGSC), F. E. Warren AFB WY			8. PERIOD OF REPORT 23 May 2013 THRU 22 May 2014		9. NO. DAYS SUPV. 365

**II. JOB DESCRIPTION** (Limit text to 4 lines)  
DUTY TITLE Chief of Aerospace Medicine

- Leads/directs aerospace medicine services; oversees PRP ops, Preventive Health Assessments, & profiling system  
 - Advises MDG/CC & 247 staff on all aerospace medicine policies; guides 30th Airlift Sq comprised of 84 aviators  
 - Chairs AMC; deployment availability, occupational health, and PRP working groups; leads search/rescue capability  
 - Serves as 90 MW PHEO; PRP Lead CMA; Sr Profile Officer; Wing Safety Liaison Officer; Sr Flt Exam Reviewer

**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)

- Excellent SGP; screened health of 274 Airmen against 1.6K medical standards--team achieved full AF compliance  
 - Supported wg flu vaccine program; completed 19 lines for 33 base units--exceeded AF goals 8 weeks ahead of time  
 - Key to complex PRP ops; led review of 1.7K charts with zero missed PDI--team recognized w/2 AF-level awards  
 - Oversaw flawless Occupational Health prgm; aided 69 shops w/893 mbrs--prgm rated #1 in AF w/100% exam rate  
 - Improved Deployment Health Assessment program for 47 CCs; pushed IMR rate to 89%--maintained #1 in AFGSC  
 - My #1/3 flight surgeons; true operational medicine guru; perfect for AETC Chief of Flight Medicine Standards; SDE

Last performance feedback was accomplished on: 3 Dec 2013 (IAW AFI 36-2406) (If not accomplished, state the reason)

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION HANS V. RITSCHARD, Colonel, USAF 90th Medical Group (AFGSC) F. E. Warren AFB WY	DUTY TITLE Commander	DATE 28 Jul 2014
	SSN [REDACTED]	SIGNATURE RITSCHARD.HANS.V.1028411851

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

- Aced AFGSC occupational health assessments; visited 15 MAFs--vital to COCOM's Omaha Trophy, best msl wing  
 - Led operational medicine test for 20 AF/CC; took care to field units--prioritized customer service & access to care  
 - Wg lead on 20 AF initiative; pushed AEDs to 15 MAFs & trained 361 Amn--mitigated heart risks for 9K wing Amn  
 - Outstanding flight surgeon; vital to AFGSC Clinic of the Year; will shine on AETC Flight Medicine staff; SDE next

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION TRACEY L. HAYES, Colonel, USAF 90th Missile Wing (AFGSC) F. E. Warren AFB WY	DUTY TITLE Commander	DATE 28 Jul 2014
	SSN [REDACTED]	SIGNATURE HAYES.TRACEY.L.1074617928

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

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION JACK WEINSTEIN, Major General, USAF Twentieth Air Force (AFGSC) F. E. Warren AFB WY	DUTY TITLE Commander	DATE 29 Jul 2014
	SSN [REDACTED]	SIGNATURE WEINSTEIN.JACK.1011901197

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

FUNCTIONAL EXAMINER  AIR FORCE ADVISOR

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

**VIII. RATEE'S ACKNOWLEDGMENT**

I understand my signature does not constitute agreement or disagreement. I acknowledge all required feedback was accomplished during the reporting period and upon receipt of this report.

Yes  No

SIGNATURE  
MADRID.MICHAEL.A.1183811815,

DATE  
30 Jul 2014

RATEE NAME: MADRID, MICHAEL A.

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.
7. Physical Fitness. Maintains Air Force physical fitness standards.

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

Personnel Reliability Program (PRP); Aerospace Medicine Council (AMC); Public Health Emergency Officer (PHEO); Competent Medical Authority (CMA); Senior (Sr); Chief of Aerospace Medicine (SGP); Intercontinental Ballistic Missile (ICBM); Quality of Life (QoL); Preventive Health Assess (PHA); Individual Medical Readiness (IMR)

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 | 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) MADRID, MICHAEL A.	2. SSN [REDACTED]	3. GRADE Lt Col	4. DAFSC 48A3	5. REASON FOR REPORT CRO	6. PAS CODE FWGSFDNO
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 90th Medical Group (AFGSC) F. E. Warren AFB WY			8. PERIOD OF REPORT 1 Jul 2012 THRU 22 May 2013		9. NO. DAYS SUPV. 326

**II. JOB DESCRIPTION** (Limit text to 4 lines)

DUTY TITLE Chief of Aerospace Medicine	10. SRID GSN20
- Leads/directs aerospace medicine services; manages PRP ops, Preventive Health Assessments, and profiling system - Advises MDG/CC & 225 staff on all aerospace medicine policies; guides 30th Airlift Sq comprised of 84 aviators - Chairs AMC, DAWG, OEHWG, and POWG meetings; oversees search and rescue mission operations/capabilities - Serves as 90 MW PHEO; PRP Lead CMA; Sr Profile Officer; Wing Safety Liaison Officer; Sr Flt Exam Reviewer	

**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)

- Stellar leader/clinician! Aced tough PRP inspection w/meticulous reviews--won best possible rating on 2013 NSI  
 - Led 20-mbr team in 2 MASCAL exercises; prepped 170 cadre; treated 15 patients--vital to '13 NORI "Outstanding"  
 - Aced customer care; completed 445 sec clearances; cleared 508 for PCS/retrain/sep/ret/--2K operators msn-ready  
 - Reengineered new DLC requirements; led/trained/advised 145 med staff; nailed 312 precision profiles--best in cmd  
 - Led 205 MEBs/RILOs/TDRLs; coord'd multidisciplinary med teams--pivotal to gp's 98% patient satisfaction rating  
 - My #1/3 flight surgeons; absolutely stellar nuclear support/ops expert; SDE next, then complex Sq/CC or cmd SGP

Last performance feedback was accomplished on: 19 Feb 2013 (IAW AFI 36-2406) (If not accomplished, state the reason)  
 Evaluation not prepared by rater IAW AFI 36-2406, para 1.7.2.2: rater (90 MDG/CC) formally relieved from duties

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION CHRISTOPHER A. COFFELT, Colonel, USAF 90th Missile Wing (AFGSC) F. E. Warren AFB WY	DUTY TITLE Commander	DATE 5 Nov 2013
	SSN [REDACTED]	SIGNATURE COFFELT.CHRISTOPHER.A.1154128090

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

- Strategic leader; led PHA rate to #2 in AFGSC; took 90 MW to top 5 AF wings--exceeded AF IMR standard by 5%  
 - Nailed nuc surety & med readiness; spearheaded 100% annual PRP record reviews--key to '12 AFGSC Clinic OTY  
 - Responded to WY Governor; directed/flew search/rescue immediate med ops response--located lost AC & bodies  
 - Top notch flight doc! Guided NAF helo medical nuc response team; send to SDE now; then cmd SGP or AMDS/CC

NAME, GRADE, BR OF SVC, ORGN, COMMAND & LOCATION JACK WEINSTEIN, Major General, USAF Twentieth Air Force (AFGSC) F. E. Warren AFB WY	DUTY TITLE Commander	DATE 8 Nov 2013
	SSN [REDACTED]	SIGNATURE WEINSTEIN.JACK.1011901197

**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 JACK WEINSTEIN, Major General, USAF Twentieth Air Force (AFGSC) F. E. Warren AFB WY	DUTY TITLE Commander	DATE 8 Nov 2013
	SSN [REDACTED]	SIGNATURE WEINSTEIN.JACK.1011901197

**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 MADRID.MICHAEL.A.1183811815	DATE 8 Nov 2013
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RATEE NAME: MADRID, MICHAEL A.

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)

Pers Reliability Prgm (PRP); Aerospace Med Cncl (AMC); Deploy Avail Wking Gp (DAWG); Occupational Envi-ronmental Wking Gp (OEHWG); PRP Oversight Wking Gp (POWG); Public Health Emerg Ofcr (PHEO); Competent Med Authority (CMA); Nuclear Surety Inspection (NSI); Mass Casualty (MASCAL); Nuclear Operational Readiness Inspection (NORI); Initial Flying Class (IFC); Duty Limiting Condition (DLC); Med Eval Bd (MEB); Rpt in Lieu of (RILO); Temp Disability Retired List (TDRL); Preventive Hlth Assess (PHA); Individual Med Readiness (IMR)

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

INSTRUCTIONS

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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.