

<b>I. IDENTIFICATION DATA</b>						
1. LAST NAME—FIRST NAME—MIDDLE INITIAL <b>WARRISON, MARSHALL C.</b>		2. GRADE <b>1st Lt</b>	3. PERMANENT AF GRADE <b>1st Lt</b>	4. AFSN <b>A03040294</b>		
5. AERONAUTICAL RATING <b>Pilot</b>		6. PAFSC <b>12350</b>	7. PERIOD OF REPORT FROM <b>12 Dec 58</b> TO <b>17 Nov 59</b>			
8. ORGANIZATION <b>73rd Bombardment Squadron 12th Strategic Wing (SAC) Seymour Johnson AFB, N. C.</b>		9. PERIOD OF SUPERVISION <b>120</b>	10. REASON FOR REPORT <b>No report rendered 6 mos</b>			
<b>II. DUTIES PERFORMED:</b> Controller, Wg Operations, Castle AFB, Calif; Pilot, Strat Bomber, Seymour Johnson AFB, N.C. <b>COMBAT DUTIES:</b> Pilot, B-52G Stand. Cr., wing level, 12350. <b>Auth - Capt.</b> Performs pilot duties on B-52G aircraft, including mission planning, preflight inspection, assists in flying the aircraft, fuel management, D.R. and radio navigation, post flight inspection and mission critique. Additionally administers tests, establishes publication requirements, initiates correspondence, evaluates local procedures and SOP's, supervises publication distribution, initiates revisions for Technical Orders.						
<b>III. PERFORMANCE FACTORS (Compare this officer ONLY with officers of the same grade)</b>						
<b>1. JOB KNOWLEDGE</b>						
NOT <input type="checkbox"/>	SERIOUS GAPS IN HIS KNOWLEDGE OF FUNDAMENTALS OF HIS JOB.	HAS A SATISFACTORY KNOWLEDGE OF ROUTINE PHASES OF HIS JOB.	IS WELL INFORMED ON MOST PHASES OF HIS JOB.	HAS EXCELLENT KNOWLEDGE OF ALL PHASES OF HIS JOB.	HAS EXCEPTIONAL UNDERSTANDING OF HIS JOB. EXTREMELY WELL INFORMED ON ALL PHASES.	
OBSERVED				<input checked="" type="checkbox"/>		
<b>2. COOPERATION</b>						
NOT <input type="checkbox"/>	INCLINED TO CREATE FRICTION. DOES NOT GET ALONG WELL WITH OTHERS.	SOMETIMES INDIFFERENT TO OTHERS. COOPERATES TO A FAIR DEGREE.	GETS ALONG WELL WITH MOST PEOPLE.	WORKS IN HARMONY WITH OTHERS. A VERY GOOD TEAM WORKER.	EXTREMELY SUCCESSFUL IN WORKING WITH OTHERS. ACTIVELY PROMOTES HARMONY.	
OBSERVED				<input checked="" type="checkbox"/>		
<b>3. JUDGMENT</b>						
NOT <input type="checkbox"/>	HIS DECISIONS OR RECOMMENDATIONS ARE WRONG MORE OFTEN THAN RIGHT.	IS PRONE TO NEGLECT OR MISINTERPRET FACTS. COMMITS OCCASIONAL ERRORS IN JUDGMENT	JUDGMENT IS USUALLY SOUND AND REASONABLE.	HIS JUDGMENT CONSISTENTLY RESULTS FROM SOUND EVALUATION OF ALL THE FACTORS INVOLVED.	OUTSTANDINGLY SOUND AND LOGICAL THINKER WITH AN EXCEPTIONAL GRASP OF THE SITUATION INVOLVED.	
OBSERVED				<input checked="" type="checkbox"/>		
<b>4. MANAGEMENT QUALITIES</b>						
NOT <input type="checkbox"/>	INEFFECTIVE IN THE CONSERVATION OF MATERIEL OR ECONOMICAL USE OF MAN POWER.	UTILIZES MEN, MONEY, AND MATERIALS IN A BARELY SATISFACTORY MANNER.	CONSERVES MEN, MONEY, AND MATERIALS BY IMPLEMENTING AND MAINTAINING ROUTINE MANAGEMENT PROCEDURES.	IS EFFECTIVE IN ACCOMPLISHING SAVINGS IN MEN, MONEY, AND MATERIALS BY DEVELOPING IMPROVED MANAGEMENT PROCEDURES.	EXCEPTIONALLY EFFECTIVE IN THE UTILIZATION OF MEN, MONEY, AND MATERIALS.	
OBSERVED				<input checked="" type="checkbox"/>		
<b>5. LEADERSHIP</b>						
NOT <input type="checkbox"/>	FAILS TO COMMAND. UNABLE TO EXERT CONTROL.	MANAGES IN SOME INSTANCES TO OBTAIN EFFECTIVE COOPERATION.	DEVELOPS ADEQUATE COOPERATION AND TEAMWORK UNDER NORMAL CIRCUMSTANCES.	COMMANDS RESPECT OF HIS SUBORDINATES. IS EFFECTIVE EVEN UNDER DIFFICULT CIRCUMSTANCES.	OUTSTANDING SKILL IN DIRECTING OTHERS. INSPIRES CONFIDENCE EVEN UNDER VERY DIFFICULT CIRCUMSTANCES.	
OBSERVED				<input checked="" type="checkbox"/>		
<b>6. COMMUNICATION FACILITY</b>						
NOT <input type="checkbox"/>	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY ON ROUTINE MATTERS.	EXCELLENT COMMAND OF WRITTEN AND ORAL EXPRESSION. CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS THROUGH WRITTEN AND ORAL EXPRESSION.	
OBSERVED				<input checked="" type="checkbox"/>		
<b>7. PROMOTION POTENTIAL</b>						
NOT <input type="checkbox"/>	DEFINITELY LIMITED. PRESENT JOB IS TAXING HIS CAPABILITIES.	PRESENT GRADE IS COMMENSURATE WITH ABILITY.	HAS THE CAPACITY FOR FURTHER GROWTH AT NORMAL RATE.	VERY PROMISING PROMOTIONAL MATERIAL. CAPABLE OF INCREASED RESPONSIBILITY AND ADVANCEMENT.	ONE OF THE FEW EXCEPTIONAL OFFICERS. SHOULD BE CONSIDERED FOR MORE RAPID PROMOTION THAN HIS CONTEMPORARIES.	
OBSERVED				<input checked="" type="checkbox"/>		
<b>8. ADDITIONAL FACTORS</b>						
FACTORS		INADEQUATE	SATISFACTORY	COMPETENT AND EFFICIENT	EXCELLENT	OUTSTANDING
a. Combat Crew Prof					<input checked="" type="checkbox"/>	
b. Job Initiative					<input checked="" type="checkbox"/>	
c. Job Adaptability					<input checked="" type="checkbox"/>	

IV. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)							
UNSATISFACTORY	MARGINAL	AN ACCEPTABLE OFFICER		A DEPENDABLE AND TYPICALLY EFFECTIVE OFFICER		A VERY FINE OFFICER OF GREAT VALUE TO THE SERVICE	ONE OF THE VERY FEW OUTSTANDING OFFICERS I KNOW
							<input checked="" type="checkbox"/>

V. COMMENTS OF REPORTING OFFICIAL (Be factual and specific. Add comments which increase the objectivity of the rating.)

**FACTS AND SPECIFIC ACHIEVEMENTS:** Lt Harrison has been assigned to a standardization crew for the past 4 months. Due to the activation of a new wing and the conversion to a new model aircraft, his duties have been varied and complex. He instituted a system for the control and distribution of publications. It was also necessary to insure that they were current and in sufficient quantity to supply all crew members in the wing. In order to implement this program, it was necessary for him to spend many off-duty hours. The efficient manner in which this task was accomplished has made him the subject of many favorable comments by staff officers of this wing.

On a flight from the factory during the month of July, Lt Harrison clearly demonstrated the cool and efficient manner in which he performs his duty in times of stress. It was necessary to shut down one of the engines shortly after take-off. Upon arrival at the home base, the wing flaps would not extend. This officer's excellent knowledge of the systems of the aircraft and his logical evaluation of the situation greatly aided the pilot in his decision to make a flaps-up landing. The fine teamwork displayed by this officer during the approach and landing aided the pilot immeasurably.

Lt Harrison has the added responsibility of the Standardization Section testing. He has insured that the tests are administered properly and that they are up to date and correct.

**STRENGTHS:** Lt Harrison's pleasant yet aggressive manner has won him the respect of his fellow officers. He can be counted on in times of stress for a clear and logical evaluation of the situation. He needs no supervision in any task assigned him and in the past, has displayed a great deal of initiative and ingenuity.

**RECOMMENDED IMPROVEMENT AREAS:** It is recommended that he continue his off-duty study toward attaining a college degree. This I consider the greatest improvement this officer could make; not only would he benefit personally, but the USAF would have another highly trained specialist in the Officer Corps.

**SUGGESTED ASSIGNMENTS:** Recommend he continue in his present assignment as a combat crew member until he can qualify for "Operation Boot Strap" or be assigned to an undergraduate school by the AFIT.

**INTEREST IN FLYING:** During the period of this report, Lt Harrison was a pilot on a Senior B-52 crew.

(Cont'd on Form 77a)

VI. AUTHENTICATION BY REPORTING OFFICIAL		
NAME, GRADE, AFSN, AND ORGANIZATION DEAN R. FEENEY Captain, 3681A 73rd Bombardment Squadron (SAC) and Pilot	DUTY TITLE Aft Commander	SIGNATURE <i>Dean R. Feeney</i> DATE 18 Nov 1959

VII. REVIEW BY INDORSING OFFICIAL I observe Lt. Harrison in the performance of his duty daily and I concur with the rating officers' comments.

NAME, GRADE, AFSN AND ORGANIZATION GEORGE O. EVANS Major, 15337A 73rd Bomb Sqdn (SAC)	DUTY TITLE Chief of Standard Div. Command Pilot	SIGNATURE <i>George O. Evans</i> DATE 23 Nov 59
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I. INDORSEMENT OR CONTINUATION SHEET TO AF FORMS 75-77 AND 475				
LAST NAME—FIRST NAME—MIDDLE INITIAL HARRISON, MA. A. L.			GRADE 1st Lt	AFSN A03010294
CHECK ONE <input checked="" type="checkbox"/>	SECTION CONTINUATION	INDORSEMENT	LETTER OF EVALUATION	PERIOD OF REPORT FROM 12 Dec 58 TO 17 Nov 59

V. COMMENTS OF PREPARING OFFICIAL (Cont'd)  
 SELF-IMPROVEMENT EFFORTS: Lt Harrison is taking off-duty college courses in order to obtain a college degree.  
 CIVIC RESPONSIBILITIES: Not observed.  
 OTHER COMMENTS: This report has been shown to the rated officer and discussed with him. *[Signature]*

II. AUTHENTICATION BY PREPARING OFFICIAL	
NAME, GRADE, TITLE, AND ORGANIZATION DIA. R. FERRY, Captain Aircraft Commander, 34631A 73rd Bombardment Squadron (SAC) Command Pilot	SIGNATURE <i>[Signature: DIA. R. Ferry]</i> DATE 18 Nov 1959

21 JAN 1959

**I. IDENTIFICATION DATA**

1. LAST NAME—FIRST NAME—MIDDLE INITIAL

**HARRISON, MARSHALL G**

2. GRADE

**1st Lt**

3. PERMANENT AF GRADE

**1st Lt**

4. AFSN

**A03040294**

5. AERONAUTICAL RATING

**Pilot**

6. PAFSC

**1235B**

7. PERIOD OF REPORT

FROM **25 Nov 57**TO **11 Dec 58**

8. ORGANIZATION

**Hq Sq, 93d Bombardment Wing (H)  
Castle AFB, California**

9. PERIOD OF SUPERVISION

**120**

10. REASON FOR REPORT

**"No report rendered 6 months"****II. DUTIES****Controller, Wing Operations (1431) Wing Level**

**Monitors scheduled departure times to ascertain that all aircraft takeoff as scheduled; coordinates with appropriate agencies when difficulties are encountered; readjusts departure times when two or more conflict and coordinates with appropriate agencies. Monitors mission progress. Notifies appropriate personnel when aircraft declares an emergency or wind warning or other weather phenomena are received. Initiates SAC Alert recall system when alert notification is received. Accomplishes daily and special reports as required. Responsible for proper functioning of Command Post during tour of duty.**

**III. PERFORMANCE FACTORS (Compare this officer ONLY with officers of the same grade)****1. JOB KNOWLEDGE**

NOT <input type="checkbox"/>	SERIOUS GAPS IN HIS KNOWLEDGE OF FUNDAMENTALS OF HIS JOB.	HAS A SATISFACTORY KNOWLEDGE OF ROUTINE PHASES OF HIS JOB.	IS WELL INFORMED ON MOST PHASES OF HIS JOB.	HAS EXCELLENT KNOWLEDGE OF ALL PHASES OF HIS JOB.	HAS EXCEPTIONAL UNDERSTANDING OF HIS JOB. EXTREMELY WELL INFORMED ON ALL PHASES.
OBSERVED <input type="checkbox"/>					

**2. COOPERATION**

NOT <input type="checkbox"/>	INCLINED TO CREATE FRICTION. DOES NOT GET ALONG WELL WITH OTHERS.	SOMETIMES INDIFFERENT TO OTHERS. COOPERATES TO A FAIR DEGREE.	GETS ALONG WELL WITH MOST PEOPLE.	WORKS IN HARMONY WITH OTHERS. A VERY GOOD TEAM WORKER.	EXTREMELY SUCCESSFUL IN WORKING WITH OTHERS. ACTIVELY PROMOTES HARMONY.
OBSERVED <input type="checkbox"/>					

**3. JUDGMENT**

NOT <input type="checkbox"/>	HIS DECISIONS OR RECOMMENDATIONS ARE WRONG MORE OFTEN THAN RIGHT.	IS PRONE TO NEGLECT OR MISINTERPRET FACTS. COMMITS OCCASIONAL ERRORS IN JUDGMENT	JUDGMENT IS USUALLY SOUND AND REASONABLE.	HIS JUDGMENT CONSISTENTLY RESULTS FROM SOUND EVALUATION OF ALL THE FACTORS INVOLVED.	OUTSTANDINGLY SOUND AND LOGICAL THINKER WITH AN EXCEPTIONAL GRASP OF THE SITUATION INVOLVED.
OBSERVED <input type="checkbox"/>					

**4. MANAGEMENT QUALITIES**

NOT <input type="checkbox"/>	INEFFECTIVE IN THE CONSERVATION OF MATERIEL OR ECONOMICAL USE OF MAN POWER.	UTILIZES MEN, MONEY, AND MATERIALS IN A BARELY SATISFACTORY MANNER.	CONSERVES MEN, MONEY, AND MATERIALS BY IMPLEMENTING AND MAINTAINING ROUTINE MANAGEMENT PROCEDURES.	IS EFFECTIVE IN ACCOMPLISHING SAVINGS IN MEN, MONEY, AND MATERIALS BY DEVELOPING IMPROVED MANAGEMENT PROCEDURES.	EXCEPTIONALLY EFFECTIVE IN THE UTILIZATION OF MEN, MONEY, AND MATERIALS.
OBSERVED <input type="checkbox"/>					

**5. LEADERSHIP**

NOT <input type="checkbox"/>	FAILS TO COMMAND. UNABLE TO EXERT CONTROL.	MANAGES IN SOME INSTANCES TO OBTAIN EFFECTIVE COOPERATION.	DEVELOPS ADEQUATE COOPERATION AND TEAMWORK UNDER NORMAL CIRCUMSTANCES.	COMMANDS RESPECT OF HIS SUBORDINATES. IS EFFECTIVE EVEN UNDER DIFFICULT CIRCUMSTANCES.	OUTSTANDING SKILL IN DIRECTING OTHERS. INSPIRES CONFIDENCE EVEN UNDER VERY DIFFICULT CIRCUMSTANCES.
OBSERVED <input type="checkbox"/>					

**6. COMMUNICATION FACILITY**

NOT <input type="checkbox"/>	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY ON ROUTINE MATTERS.	EXCELLENT COMMAND OF WRITTEN AND ORAL EXPRESSION. CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS THROUGH WRITTEN AND ORAL EXPRESSION.
OBSERVED <input type="checkbox"/>					

**7. PROMOTION POTENTIAL**

NOT <input type="checkbox"/>	DEFINITELY LIMITED. PRESENT JOB IS TAXING HIS CAPABILITIES.	PRESENT GRADE IS COMMENSURATE WITH ABILITY.	HAS THE CAPACITY FOR FURTHER GROWTH AT NORMAL RATE.	VERY PROMISING PROMOTIONAL MATERIAL. CAPABLE OF INCREASED RESPONSIBILITY AND ADVANCEMENT.	ONE OF THE FEW EXCEPTIONAL OFFICERS. SHOULD BE CONSIDERED FOR MORE RAPID PROMOTION THAN HIS CONTEMPORARIES.
OBSERVED <input type="checkbox"/>					

**8. ADDITIONAL FACTORS**

FACTORS	INADEQUATE	SATISFACTORY	COMPETENT AND EFFICIENT	EXCELLENT	OUTSTANDING
a. <b>Combat Crew Proficiency</b>					
b. <b>Job Initiative</b>					
c. <b>Job Adaptability</b>					

AF FORM 77  
JUN 58PREVIOUS EDITIONS OF  
THIS FORM ARE OBSOLETE.

USAF OFFICER EFFECTIVENESS REPORT

I. INDORSEMENT OR CONTINUATION SHEET TO AF FORMS 77 AND 475			
LAST NAME—FIRST NAME—MIDDLE INITIAL		GRADE	AFSN
HARRISON, MARSHALL G		1st Lt	A03040294
			DATE
			12 Dec 58
CHECK ONE	ADDITIONAL INDORSEMENT TO AF FORM 77	INDORSEMENT TO AF FORM 475	PERIOD OF REPORT
	<input checked="" type="checkbox"/> SECTION CONTINUATION	LETTER OF EVALUATION	FROM TO
			25 Nov 57 11 Dec 58

## SECTION II (CONT'D)

Prior Duties: Pilot, B-47, Davis-Monthan AFB, Arizona

Pilot, B-52, Castle AFB, California

Additional Duties: None

## SECTION V (CONT'D)

RECOMMENDED IMPROVEMENT AREAS: Not applicable.

SUGGESTED ASSIGNMENTS: This officer is committed to a B-52 Combat Crew as copilot as of 15 May 1959. This assignment is concurred with and I feel this will be beneficial to his career and to the USAF.

INTEREST IN FLYING: Lt Harrison is currently qualified as a B-52 Combat Crew copilot. He has stated that his first desire is to fly as a crew member to enhance his qualifications, background and experience.

SELF IMPROVEMENT EFFORTS: Lt Harrison completed, during the period covered by this report, a USAFI Correspondence Course on Bacteriology. Immediately thereafter he commenced the Squadron Officer's Course by correspondence. He is progressing in a satisfactory manner and is 50% completed as of this report.

CIVIC RESPONSIBILITIES: Not applicable.

OTHER COMMENTS: The grade of Lt Harrison's position as required in SAC Manual 55-2, AFR 20-10 and reflected on the Unit Manning Document is Captain. Lt Harrison has been recommended for this position and is assigned under specific waiver of the Control Divisions of 15AF and Headquarters SAC.

This report has been shown to the rated officer and discussed with him. YHHA

II. AUTHENTICATION BY PREPARING OFFICIAL		
NAME AND GRADE OF PREPARING OFFICIAL	DUTY TITLE	AFSN
DONALD C HEDLUND, Major, USAF	Chief, Control Division	15772A
ORGANIZATION	SIGNATURE	
Hq, 93d Bombardment Wing (H)	<u>Donald C. Hedlund</u>	

I. IDENTIFICATION DATA					
LAST NAME—FIRST NAME—MIDDLE INITIAL <b>HARRISON, MARSHALL G.</b>		GRADE <b>1st Lt</b>	PERM AF GRADE <b>2nd Lt</b>	AFSN <b>AO 3 040 294</b>	PAFSC <b>1234B</b>
AERONAUTICAL RATING <b>PILOT</b>		DATE OF REPORT <b>26 Nov 57</b>	PERIOD FROM <b>25 Nov 56</b> TO <b>24 Nov 57</b>		
ORGANIZATION (Including major command) <b>63d Bomb Sq, 43d Bomb Wg, M (SAC) Davis-Monthan AFB, Arizona</b>		NO. OF DAYS UNDER REPT OFF SLVP <b>256</b>	REASON FOR REPORT <b>"No report rendered 1 yr."</b>		
<b>II. DUTY ASSIGNMENT</b> (Give the position title and AFSC of duty assignment during period concerned and describe specific duties. Include any additional duties.) <b>PILOT B-47, READY CREW, SQUADRON LEVEL, 1234B. Pilots medium bombardment aircraft to accomplish strategic bombardment, refueling, training, and other assigned missions. Insures that aircraft is pre-flighted, inspected, loaded, equipped and manned for mission.</b>					
<b>PRIOR &amp; ADDITIONAL DUTIES:</b> NONE					
III. OFFICER PERFORMANCE FACTORS					
<p>Compare this officer with other officers of the same grade.</p> <p>Rate each factor below by selecting phrase most closely describing officer's actual performance on the job.</p> <p>Place single "X" in whatever box best indicates your evaluation.</p>			<p>Check unknown box whenever you have insufficient knowledge on which to base evaluation.</p> <p>Avoid "halo effect." Do not allow your evaluation of one factor to influence you on another.</p> <p>The end result should be a profile of the officer's relative abilities in terms of the separate factors.</p>		
<b>1. JOB KNOWLEDGE</b> (Consider the requirements of his job and compare them to his knowledge. Does he have specialized knowledge?)					
UNKNOWN <input type="checkbox"/>	SERIOUS GAPS IN HIS KNOWLEDGE OF FUNDAMENTALS OF HIS JOB.	HAS A SATISFACTORY KNOWLEDGE OF ROUTINE PHASES OF HIS JOB.	IS WELL INFORMED ON ALL PHASES OF HIS JOB.	HAS EXCELLENT KNOWLEDGE OF ALL PHASES OF HIS JOB.	HAS EXCEPTIONAL UNDERSTANDING OF HIS JOB. EXTREMELY WELL INFORMED.
			<input checked="" type="checkbox"/>		
<b>2. COOPERATION</b> (Consider ability and willingness to work in harmony for and with others.)					
UNKNOWN <input type="checkbox"/>	INCLINED TO CREATE FRICTION. DOES NOT GET ALONG WELL.	SOMETIMES INDIFFERENT TO OTHERS. COOPERATES TO A FAIR DEGREE.	GETS ALONG WELL WITH MOST PEOPLE.	WORKS IN HARMONY WITH OTHERS. A VERY GOOD TEAM WORKER.	EXTREMELY SUCCESSFUL IN WORKING WITH OTHERS. ACTIVELY PROMOTES HARMONY.
				<input checked="" type="checkbox"/>	
<b>3. JUDGMENT</b> (Consider his ability to grasp a situation, think clearly, and develop correct and logical conclusions.)					
UNKNOWN <input type="checkbox"/>	HIS DECISIONS OR RECOMMENDATIONS ARE WRONG MORE THAN RIGHT.	IS PRONE TO NEGLECT OR MISINTERPRET FACTS. COMMITS OCCASIONAL ERRORS IN JUDGMENT.	JUDGMENT IS USUALLY SOUND AND REASONABLE.	HIS JUDGMENT RESULTS FROM SOUND EVALUATION OF ALL THE FACTORS INVOLVED.	OUTSTANDINGLY SOUND AND LOGICAL THINKER WITH AN EXCEPTIONAL GRASP OF THE SITUATION INVOLVED.
				<input checked="" type="checkbox"/>	
<b>4. MANAGEMENT OF PERSONNEL AND MATERIEL RESOURCES</b> (Consider his ability to economically utilize personnel and materiel under his control)					
UNKNOWN <input type="checkbox"/>	DISPLAYS NO INTEREST IN CONSERVATION OF MATERIEL OR ECONOMICAL USE OF MANPOWER.	REQUIRES CONSTANT REMINDING OF THE NEED FOR ECONOMY.	KEEPS FREQUENT CHECK ON EFFICIENCY OF HIS OPERATIONS.	GIVES ECONOMY OF OPERATION CAREFUL AND CONSTANT ATTENTION.	EXCEPTIONALLY SUCCESSFUL IN EXERCISING ECONOMY.
			<input checked="" type="checkbox"/>		
<b>5. LEADERSHIP</b> (Consider his ability in organizing and obtaining the cooperation of others and in directing their efforts effectively.)					
UNKNOWN <input type="checkbox"/>	FAILS TO COMMAND. UNABLE TO EXERT CONTROL.	MANAGES IN SOME INSTANCES TO OBTAIN EFFECTIVE COOPERATION.	CAPABLE LEADER. DEVELOPS ADEQUATE COOPERATION AND TEAMWORK UNDER NORMAL CIRCUMSTANCES.	A CONSISTENTLY GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES. IS EFFECTIVE UNDER DIFFICULT CIRCUMSTANCES.	OUTSTANDING SKILL IN DIRECTING OTHERS RESULTS IN A VERY EFFECTIVE UNIT. INSPIRES CONFIDENCE EVEN UNDER VERY DIFFICULT CIRCUMSTANCES.
				<input checked="" type="checkbox"/>	
<b>6. GROWTH POTENTIAL</b> (Consider his capacity, from the standpoint of long-range development, to handle jobs of increased scope and responsibility; learning ability, personality, self-improvement efforts, and special abilities.)					
UNKNOWN <input type="checkbox"/>	DEFINITELY LIMITED.	PRESENT JOB IS TAXING HIS CAPABILITIES.	DEMONSTRATES PROMISE FOR FURTHER GROWTH AT MODERATE RATE.	VERY PROMISING GROWTH POTENTIAL.	EXCEPTIONAL GROWTH POTENTIAL.
				<input checked="" type="checkbox"/>	

IV. COMMENTS OF REPORTING OFFICIAL (Add any comments which will increase the objectivity of the rating. Include strengths or weaknesses not covered elsewhere in this report. Be factual and specific. Include herein suggested assignments or type of duty for which the officer is especially qualified. Whenever this officer is rated unsatisfactory or outstanding in section V below, factual information illustrating typical performance which justifies the rating must be included. Specific comment should be made on promotion fitness when it is believed the officer reported on is particularly well qualified for promotion. Any comments concerning promotion fitness will specify whether reference is to temporary or permanent promotion.)

**FACTS AND SPECIFIC ACHIEVEMENTS ILLUSTRATING TYPICAL PERFORMANCE:**

Lt Harrison is a quiet, gentlemanly young officer who possesses the initiative and ability to qualify him as an aircraft commander. Typical of his performance is the manner in which he displayed quick thinking and professional ability in assisting in landing the aircraft. During a routine mission with a pod aircraft, the pilot experienced difficulty in getting the aircraft into a landing attitude and bounced severely. After applying throttles, two engines went into a stall condition, and without hesitation Lt Harrison went to the assistance of the aircraft commander. He helped to bring the plane under control and safely back to the runway. There is not doubt that without his rapid thinking and action the aircraft could possibly have received extensive damage. Another example is the professional manner in which he conducted himself in regards to his recent standardization checks. He passed all categories commendably by diligently applying himself in the flight planning phase and in adequate preparation for the entire mission. He has never shown any hesitation in assuming responsibilities and has worked energetically to assure the results thereof all of which have reflected credibly upon himself and the Air Force.

**STRENGTHS:**

This officer's strength lies in his willingness to work and improve himself professionally. His demeanor, maturity, knowledge and appearance portray him as an excellent example of the Air Force Officer. He has a constant program of self-improvement underway by continually utilizing the benefits of extension courses. His ability to think clearly and express himself orally is well above average.

(SEE ATTACHMENT)

**V. OVERALL EVALUATION**

Compare this officer with other officers of the same grade. Remember that extremes of ability are rare. Be objective and impersonal. Think of the officer's performance over the entire rating period. Place an (X) in the appropriate box.

UNSATISFACTORY	AN ACCEPTABLE OFFICER	A DEPENDABLE AND TYPICALLY EFFECTIVE OFFICER.	A VERY FINE OFFICER OF GREAT VALUE TO THE SERVICE.	ONE OF THE VERY FEW OUTSTANDING OFFICERS I KNOW.
			X	

**VI. CERTIFICATE OF REPORTING OFFICIAL**

I CERTIFY that I was the officer's immediate supervisor in the chain of command for the period of supervision shown in section I, and that I have personally prepared this report and have delegated no part of my responsibility.

TYPED NAME, MILITARY OR CIVILIAN GRADE, AFSN, AND ORGANIZATION <b>HOWARD W. PETERSON</b> <b>Captain, AO 832 875</b> <b>63d Bomb Sq, M (SAC)</b>	DUTY TITLE <b>B-47 Aircraft Commander</b>	SIGNATURE <i>Howard W. Peterson</i> PARENT SERVICE OR CIVILIAN <b>USAF</b>
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**VII. REVIEW OF INDORSING OFFICIAL**

Compare the overall evaluation to the written comments. Unsatisfactory or Outstanding ratings must be justified by facts and not broad generalities. Add any comment which will increase the objectivity of the rating. Disagreements with ratings in section III or V must be substantiated.

☒ I AGREE ☐ I DO NOT AGREE WITH THE REPORTING OFFICIAL'S EVALUATION, AND HAVE INDICATED BY INITIALING THE APPROPRIATE BOX OR BOXES AND/OR PRESENT THE FOLLOWING COMMENTS

**I observe this officer in the performance of his duties several times each week.**

TYPED NAME, MILITARY OR CIVILIAN GRADE, AFSN, AND ORGANIZATION <b>ROBERT R. DUNLAP</b> <b>Lt Colonel, 8407A</b> <b>63d Bomb Sq, M (SAC)</b>	DUTY TITLE <b>SQUADRON COMMANDER</b>	SIGNATURE <i>Robert R. Dunlap</i> PARENT SERVICE OR CIVILIAN <b>USAF</b>	DATE AND <b>28 Nov 57</b>
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ATTACHMENT TO AF FORM 77, USAF OFFICER'S EFFECTIVENESS REPORT, pertaining to 1/Lt Marshall G. Harrison, AO 3 O4O 294, for the period from 25 Nov 56 to 24 Nov 57.

PART IV, COMMENTS OF REPORTING OFFICIAL, Cont'd:

WEAKNESSES:

Not applicable.

SUGGESTED ASSIGNMENTS:

I recommend that this officer be allowed to remain in his present assignment to increase his background of knowledge in the strategic air operations. He will, with additional experience, be qualified for squadron level staff duty.

FLYING PROFICIENCY:

Lt Harrison is very well qualified as a B-47 co-pilot and maintains an active interest in improving his proficiency. He definitely has great value in furthering the mission of the Strategic Air Command.

CIVIC RESPONSIBILITIES:

Not applicable.

PROMOTION FITNESS:

This officer has recently been promoted to the temporary rank of 1st Lt and should be considered for promotion along with his contemporaries as qualified beyond a doubt.

OTHER COMMENTS:

This officer is filling the authorized unit manning document grade of First Lieutenant.

*Howard W. Peterson*  
HOWARD W. PETERSON  
Captain, USAF  
Aircraft Commander

I. (Pilot)						IDENTIFICATION DATA					
LAST NAME—FIRST NAME—MIDDLE INITIAL <b>HARRISON, MARSHALL G.</b>				GRADE <b>1st Lt</b>		PERM AF GRADE <b>2nd Lt</b>		AFSN <b>AO 3 040 294</b>		PAFSC <b>1234B</b>	
DATE OF REPORT <b>24 NOV 56</b>				PERIOD: FROM <b>28 Jul 56</b>						TO <b>24 Nov 56</b>	
ORGANIZATION (Including major command) <b>63d Bn Sq, 45d Bn Wg, M. (SAC) Davis-Monthan AFB, Arizona</b>				NO. OF DAYS UNDER REPT OFF SUPV <b>120</b>		REASON FOR REPORT <b>"No report rendered 1 yr"</b>					
II. DUTY ASSIGNMENT (Give the position title and AFSC of duty assignment during period concerned and describe specific duties. Include any additional duties.)  <b>PILOT B-47 - SQUADRON LEVEL - 1234B. Pilots medium bombardment aircraft to accomplish strategic bombardment, refueling, training, and other assigned missions. Plans mission, obtains briefing information regarding type of mission, objectives, weather, intelligence data and special instructions pertaining to flight. Insures that aircraft is pre-flighted, inspected, loaded, equipped, and manned for mission. Conducts and supervises training of crew personnel in flying and emergency procedures.</b>  <b>PRIC &amp; ADDITIONAL DUTIES: None.</b>											
III. OFFICER PERFORMANCE FACTORS											
Rate each factor below by selecting phrase most closely describing officer's actual performance on the job. Place single "X" in whatever box best indicates your evaluation. Check unknown box whenever you have insufficient knowledge						on which to base evaluation. Avoid "halo effect." Do not allow your evaluation of one factor to influence you on another. The end result should be a profile of the officer's relative abilities in terms of the separate factors.					
1. JOB KNOWLEDGE (Consider the requirements of his job and compare them to his knowledge. Does he have specialized knowledge?)											
UNKNOWN	SERIOUS GAPS IN HIS KNOWLEDGE OF FUNDAMENTALS OF HIS JOB.	HAS A SATISFACTORY KNOWLEDGE OF ROUTINE PHASES OF HIS JOB.	IS WELL INFORMED ON ALL PHASES OF HIS JOB.	HAS EXCELLENT KNOWLEDGE OF ALL PHASES OF HIS JOB.	HAS EXCEPTIONAL UNDERSTANDING OF HIS JOB. EXTREMELY WELL INFORMED.						
2. COOPERATION (Consider ability and willingness to work in harmony for and with others.)											
UNKNOWN	INCLINED TO CREATE FRICTION. DOES NOT GET ALONG WELL.	SOMETIMES INDIFFERENT TO OTHERS. COOPERATES TO A FAIR DEGREE.	GETS ALONG WELL WITH MOST PEOPLE.	WORKS IN HARMONY WITH OTHERS. A VERY GOOD TEAM WORKER.	EXTREMELY SUCCESSFUL IN WORKING WITH OTHERS. ACTIVELY PROMOTES HARMONY.						
3. JUDGMENT (Consider his ability to grasp a situation, think clearly, and develop correct and logical conclusions.)											
UNKNOWN	HIS DECISIONS OR RECOMMENDATIONS ARE WRONG MORE THAN RIGHT.	IS PRONE TO NEGLECT OR MISINTERPRET FACTS. COMMITS OCCASIONAL ERRORS IN JUDGMENT.	JUDGMENT IS USUALLY SOUND AND REASONABLE.	HIS JUDGMENT RESULTS FROM SOUND EVALUATION OF ALL THE FACTORS INVOLVED.	OUTSTANDINGLY SOUND AND LOGICAL THINKER WITH AN EXCEPTIONAL GRASP OF THE SITUATION INVOLVED.						
4. MANAGEMENT OF PERSONNEL AND MATERIEL RESOURCES (Consider his ability to economically utilize personnel and materiel under his control.)											
UNKNOWN	DISPLAYS NO INTEREST IN CONSERVATION OF MATERIEL OR ECONOMICAL USE OF MANPOWER.	REQUIRES CONSTANT REMINDING OF THE NEED FOR ECONOMY.	KEEPS FREQUENT CHECK ON EFFICIENCY OF HIS OPERATIONS.	GIVES ECONOMY OF OPERATION CAREFUL AND CONSTANT ATTENTION.	EXCEPTIONALLY SUCCESSFUL IN EXERCISING ECONOMY.						
5. LEADERSHIP (Consider his ability in organizing and obtaining the cooperation of others and in directing their efforts effectively.)											
UNKNOWN	FAILS TO COMMAND. UNABLE TO EXERT CONTROL.	MANAGES IN SOME INSTANCES TO OBTAIN EFFECTIVE COOPERATION.	CAPABLE LEADER. DEVELOPS ADEQUATE COOPERATION AND TEAMWORK UNDER NORMAL CIRCUMSTANCES.	A CONSISTENTLY GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES. IS EFFECTIVE UNDER DIFFICULT CIRCUMSTANCES.	OUTSTANDING SKILL IN DIRECTING OTHERS RESULTS IN A VERY EFFECTIVE UNIT. INSPIRES CONFIDENCE EVEN UNDER VERY DIFFICULT CIRCUMSTANCES.						
6. GROWTH POTENTIAL (Consider his capacity to handle jobs of increased scope and greater responsibility; ability to learn rapidly, personality, self-improvement efforts, special abilities, training and record of past accomplishment.)											
UNKNOWN	DEFINITELY LIMITED.	PRESENT JOB IS TAXING HIS CAPABILITIES. REQUIRES FURTHER TRAINING.	DEMONSTRATES PROMISE FOR FURTHER GROWTH AT MODERATE RATE.	VERY PROMISING PROMOTIONAL MATERIAL.	CAPABLE OF INCREASED RESPONSIBILITY AND EXCEPTIONALLY RAPID ADVANCEMENT.						

**IV. COMMENTS OF REPORTING OFFICER** (Add any comments which will increase the objectivity of the rating. Include strengths or weaknesses not covered elsewhere in this report. Be factual and specific. Include herein suggested assignments or type of duty for which the officer is especially qualified. Whenever the officer is rated unsatisfactory or outstanding in Section V below, one or more actual incidents illustrating typical performances which justify the rating must be included. Specific comment will be made on promotion fitness when it is believed the officer reported on is particularly well qualified for promotion and should be promoted in advance of his contemporaries.)

Lt. Harrison is an upstanding above average junior officer. He has shown by his diligence and performance of duty to be very dependable and effective. He is very prompt and punctual in his work.

Lt. Harrison shows a keen interest in his flying specialty and displays an attitude indicative of his love of flying. He has shown a marked progress in proficiency and endeavors to improve himself in his profession. He is, at present, enrolled in an extension course in order to better qualify himself as a progressive Air Force Officer.

Lt. Harrison has also stated his desire to become a regular officer. He has displayed by his performance of duty that he has the necessary qualifications, both as a leader and pilot.

Lt. Harrison should be allowed to remain in his present type of duty in order that he may better qualify himself in his flying specialty, then be given the opportunity to attend schools to enhance his command and staff potentialities in the future.

A typical example of this officer's performance of duty is the way he has taken the initiative in the pre-flight and flight planning stages. (Cont'd)

V. OVERALL EVALUATION									
Compare this officer with other officers of the same grade. Remember that extremes of ability are rare. Be objective and impersonal. Think of the officer's performance over the entire rating period. Place an (X) in the appropriate box.									
UNSATISFACTORY	AN ACCEPTABLE OFFICER		A DEPENDABLE AND TYPICALLY EFFECTIVE OFFICER.		A VERY FINE OFFICER OF GREAT VALUE TO THE SERVICE.		ONE OF THE VERY FEW OUTSTANDING OFFICERS I KNOW.		

VI. CERTIFICATE OF REPORTING OFFICER		
I CERTIFY THAT ALL ENTRIES HEREON ARE TRUE AND IMPARTIAL TO THE BEST OF MY KNOWLEDGE AND BELIEF. (Referral by the reporting officer is mandatory when there is a rating in one of the three small boxes on the left for any factor in Section III or an unsatisfactory rating in Section V.)		
TYPED NAME, GRADE, AFSN, AND ORGANIZATION <b>HOWARD W. PETERSON</b> <b>Captain, A0832875</b> <b>63d Bn Sq. M.</b>	DUTY TITLE <b>Aircraft Commander</b>	SIGNATURE <i>Howard W. Peterson</i>
STATUS WITH RESPECT TO OFFICER REPORTED ON <b>Co-Pilot on the Combat Crew I command</b>		PARENT SERVICE OR CIVILIAN <b>USAF</b>

VII. REVIEW OF INDORSING OFFICER			
Compare the overall evaluation to the written comments. Unsatisfactory or Outstanding ratings must be justified by actual incidents and not broad generalities. Add any comment which will increase the objectivity of the rating.			
<input checked="" type="checkbox"/> I AGREE WITH COMMENTS <input type="checkbox"/> I DO NOT AGREE WITH THE REPORTING OFFICER'S EVALUATION, AND HAVE INDICATED BY INITIALING THE APPROPRIATE BOX OR BOXES AND/OR PRESENT THE FOLLOWING COMMENTS			
TYPED NAME, GRADE, AFSN, AND ORGANIZATION <b>HAROLD R. BROWN</b> <b>Lt Col, USAF, 7 872A</b> <b>63d Bomb Squadron, M</b>		DUTY TITLE <b>Squadron Commander</b>	SIGNATURE <i>Harold R. Brown</i> PARENT SERVICE OR CIVILIAN <b>USAF</b>
			DATE IND <b>30 NOV 66</b>

ATTACHMENT TO AF FORM 77, USAF OFFICERS PERFORMANCE REPORT, pertaining to 2nd Lt Marshall G. Harrison, AO 3 040 294, from the period 20 Jul 56 to 24 Nov 56.

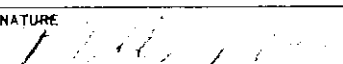
PART IV Can't

He has taken it upon himself to call his Aircraft Commander in many instances to better inform the latter of numerous schedule changes.

Lt Harrison has displayed excellent self control both on and off duty and uses moderation in all things. His appearance is excellent at all times.

The authorized grade for the primary duty assignment is Captain.

*James H. Carson*  
JAMES H. CARSON  
Captain, A 632875  
63d Bn, Sq, H

TRAINING REPORT		PERIOD OF REPORT (When used in lieu of AF 77) <b>28 October 1955 to 27 July 1956</b>	
TO:		FROM: Commander USAF Advanced Flying School (MBom) McConnell AFB, Wichita, Kansas	
I. PERSONAL HISTORY DATA			
LAST NAME—FIRST NAME—MIDDLE INITIAL <b>Harrison, Marshall G.</b>		GRADE <b>2nd Lt</b>	SERVICE NO. <b>AO3040294</b>
DEPARTMENT OF SERVICE <b>Department of the Air Force</b>			
PARENT ORGANIZATION AND STATION (TDY students only) <b>43rd BW, Davis-Monthan AFB, Ariz.</b>			
INCLUSIVE DATES OF COURSE		NAME OR TITLE OF COURSE	
FROM <b>23 Apr 56</b>	TO <b>26 Jul 56</b>	<b>Advanced Flying (Medium Bombardment Jet B-47) Course Number 123100B</b>	
NAME AND LOCATION OF SCHOOL OR INSTITUTION <b>USAF Advanced Flying School (Medium Bombardment Jet B-47), Wichita, Kansas</b>			
II. ELEMENTS OF COURSE			
SUBJECT OR PHASE		COURSE HOURS	COMPLETED
B-47 Aircraft Systems		<b>56</b>	<b>56</b>
B-47 Performance Characteristics		<b>35</b>	<b>35</b>
High Altitude Weather		<b>13</b>	<b>13</b>
High Altitude Jet Instrument Procedures		<b>16</b>	<b>16</b>
K-Systems Familiarization		<b>1</b>	<b>1</b>
Physiological Indoctrination		<b>3</b>	<b>3</b>
Gunnery		<b>1</b>	<b>1</b>
Flying and Public Relations		<b>2</b>	<b>2</b>
Gunnery Trainer (Co-Pilots only)		<b>2</b>	<b>2</b>
Ultrasonic Trainer (Aircraft Commanders only)			
Celestial Navigation		<b>73</b>	<b>73</b>
ABC Weapons		<b>96</b>	<b>96</b>
Aircraft Instrument Qualifications			
III. WORD DESCRIPTION OF THE STUDENT			
<p>(Grades or class standings will NOT be included; neither will the student be evaluated in comparison with fellow students. Comments will be limited to a description of the student's attitude, initiative, resourcefulness, cooperation, judgment and quality of class participation. Comments may be compiled from evaluations made by other students and/or instructors.)</p> <p><b>This student's attitude toward the training program was one of very definite receptiveness. He was very cooperative with the instructors and used his own initiative to further himself in a learning situation. His class participation was that of the normal student. He reflected the possession of good judgment and resourcefulness in all his actions at this station.</b></p>			
IV. SPECIAL NOTATIONS			
AFSC AWARDED (If applicable) <b>1231B</b>	AERONAUTICAL RATING AWARDED (If applicable) <b>None</b>	DEGREE AWARDED (Civilian institutions only) <b>None</b>	
TITLE OF THESIS (Civilian institutions only) <b>None</b>			
COURSE SUCCESSFULLY COMPLETED <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO (If no, state reason)			
V. AUTHENTICATION			
DATE <b>9 Oct 56</b>	TYPED NAME, GRADE AND TITLE OF REPORTING OFFICER <b>PHILLIP R. HENRY, 2nd Lt., USAF Sch Sec</b>		SIGNATURE 

BR

<b>I. Pilot</b>		<b>IDENTIFICATION DATA</b>			
LAST NAME—FIRST NAME—MIDDLE INITIAL <b>HARRISON, MARSHALL G</b>		GRADE <b>2nd Lt</b>	PERM AF GRADE <b>2nd Lt</b>	AFSN <b>AO 3 040 234</b>	PAFSC <b>12310</b>
DATE OF REPORT <b>30 Sep 55</b>		PERIOD: FROM <b>16 May 55</b> TO <b>27 Oct 55</b>			
ORGANIZATION (Including major command) <b>43D ARSFS, 43D ARSFS G M, (SAC), Davis-Wonthan AFB, Arizona</b>		NO. OF DAYS UNDER REPT OFF SUPV <b>60</b>	REASON FOR REPORT <b>Initial report</b>		

**II. DUTY ASSIGNMENT** (Give the position title and AFSC of duty assignment during period concerned and describe specific duties. Include any additional duties.) **Pilot KC-97 (non-ready crew) - Squadron Level - DAFSC 12310**

Obtains briefing information regarding type of mission, objective, weather and intelligence data, and other special instructions pertaining to flight. Insures that aircraft is pre-flighted, inspected, loaded, equipped and manned for mission. Operates aircraft controls and equipment to taxi, take-off, land and maintains aircraft in flight. Prepares flight logs, forms, and maintenance reports.

Prior & Additional Duties: 53 Days - Stu Off, B-29 Trans Tng - 3500PM, Hense AFB, Tex  
19 Days - Pilot KC-97 - 43D ARSFS, Davis-Wonthan AFB, Ariz.

<b>III. OFFICER PERFORMANCE FACTORS</b>					
Rate each factor below by selecting phrase most closely describing officer's actual performance on the job. Place single "X" in whatever box best indicates your evaluation. Check unknown box whenever you have insufficient knowledge			on which to base evaluation. Avoid "halo effect." Do not allow your evaluation of one factor to influence you on another. The end result should be a profile of the officer's relative abilities in terms of the separate factors.		
<b>1. JOB KNOWLEDGE</b> (Consider the requirements of his job and compare them to his knowledge. Does he have specialized knowledge?)					
UNKNOWN <input type="checkbox"/>	SERIOUS GAPS IN HIS KNOWLEDGE OF FUNDAMENTALS OF HIS JOB.	HAS A SATISFACTORY KNOWLEDGE OF ROUTINE PHASES OF HIS JOB.	IS WELL INFORMED ON ALL PHASES OF HIS JOB.	HAS EXCELLENT KNOWLEDGE OF ALL PHASES OF HIS JOB.	HAS EXCEPTIONAL UNDERSTANDING OF HIS JOB. EXTREMELY WELL INFORMED.
		<input checked="" type="checkbox"/>			
<b>2. COOPERATION</b> (Consider ability and willingness to work in harmony for and with others.)					
UNKNOWN <input type="checkbox"/>	INCLINED TO CREATE FRICTION. DOES NOT GET ALONG WELL.	SOMETIMES INDIFFERENT TO OTHERS. COOPERATES TO A FAIR DEGREE.	GETS ALONG WELL WITH MOST PEOPLE.	WORKS IN HARMONY WITH OTHERS. A VERY GOOD TEAM WORKER.	EXTREMELY SUCCESSFUL IN WORKING WITH OTHERS. ACTIVELY PROMOTES HARMONY.
				<input checked="" type="checkbox"/>	
<b>3. JUDGMENT</b> (Consider his ability to grasp a situation, think clearly, and develop correct and logical conclusions.)					
UNKNOWN <input type="checkbox"/>	HIS DECISIONS OR RECOMMENDATIONS ARE WRONG MORE THAN RIGHT.	IS PRONE TO NEGLECT OR MISINTERPRET FACTS. COMMITTS OCCASIONAL ERRORS IN JUDGMENT.	JUDGMENT IS USUALLY SOUND AND REASONABLE.	HIS JUDGMENT RESULTS FROM SOUND EVALUATION OF ALL THE FACTORS INVOLVED.	OUTSTANDINGLY SOUND AND LOGICAL THINKER WITH AN EXCEPTIONAL GRASP OF THE SITUATION INVOLVED.
			<input checked="" type="checkbox"/>		
<b>4. MANAGEMENT OF PERSONNEL AND MATERIEL RESOURCES</b> (Consider his ability to economically utilize personnel and materiel under his control.)					
UNKNOWN <input checked="" type="checkbox"/>	DISPLAYS NO INTEREST IN CONSERVATION OF MATERIEL OR ECONOMICAL USE OF MANPOWER.	REQUIRES CONSTANT REMINDING OF THE NEED FOR ECONOMY.	KEEPS FREQUENT CHECK ON EFFICIENCY OF HIS OPERATIONS.	GIVES ECONOMY OF OPERATION CAREFUL AND CONSTANT ATTENTION.	EXCEPTIONALLY SUCCESSFUL IN EXERCISING ECONOMY.
<b>5. LEADERSHIP</b> (Consider his ability in organizing and obtaining the cooperation of others and in directing their efforts effectively.)					
UNKNOWN <input type="checkbox"/>	FAILS TO COMMAND. UNABLE TO EXERT CONTROL.	MANAGES IN SOME INSTANCES TO OBTAIN EFFECTIVE COOPERATION.	CAPABLE LEADER. DEVELOPS ADEQUATE COOPERATION AND TEAMWORK UNDER NORMAL CIRCUMSTANCES.	A CONSISTENTLY GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES. IS EFFECTIVE UNDER DIFFICULT CIRCUMSTANCES.	OUTSTANDING SKILL IN DIRECTING OTHERS RESULTS IN A VERY EFFECTIVE UNIT. INSPIRES CONFIDENCE EVEN UNDER VERY DIFFICULT CIRCUMSTANCES.
			<input checked="" type="checkbox"/>		
<b>6. GROWTH POTENTIAL</b> (Consider his capacity to handle jobs of increased scope and greater responsibility; ability to learn rapidly, personality, self-improvement efforts, special abilities, training and record of past accomplishment.)					
UNKNOWN <input type="checkbox"/>	DEFINITELY LIMITED.	PRESENT JOB IS TAXING HIS CAPABILITIES. REQUIRES FURTHER TRAINING.	DEMONSTRATES PROMISE FOR FURTHER GROWTH AT MODERATE RATE.	VERY PROMISING PROMOTIONAL MATERIAL.	CAPABLE OF INCREASED RESPONSIBILITY AND EXCEPTIONALLY RAPID ADVANCEMENT.
			<input checked="" type="checkbox"/>		

IV. COMMENTS OF REPORTING OFFICER (Add any comments which will increase the objectivity of the rating. Include strengths or weaknesses not covered elsewhere in this report. Be factual and specific. Include herein suggested assignments or type of duty for which the officer is especially qualified. Whenever the officer is rated unsatisfactory or outstanding in Section V below, one or more actual incidents illustrating typical performances which justify the rating must be included. Specific comment will be made on promotion fitness when it is believed the officer reported on is particularly well qualified for promotion and should be promoted in advance of his contemporaries.)

Lt Harrison is a quiet reserved officer who promises to show rapid improvement when given the opportunity. He is a young officer and seems to be lacking in confidence, however, he shows a desire to learn. Presently he is going through a 51-19 checkout as co-pilot and will no doubt be a good one when placed on combat-ready status. I recommend that he be retained in this squadron for at least one year as co-pilot in order to become more familiar with the aircraft. I know of no breach of conduct as regards his financial and moral responsibility and his military bearing and appearance is better than average.

A typical example of his performance of duty was recently brought to my attention by an instructor pilot. The instructor pilot was called on to make out many forms after station time and in his absence Lt Harrison conducted a thorough preflight both interior and exterior. He did this so efficiently that there was no question as to its completeness or thoroughness.

I consider him equal to his contemporaries and his progression in commensurate with his experience. His flying proficiency is average for his experience.

Lt Harrison desires to remain on flying status and is of value to the Air Force in this capacity.

The authorized grade for his primary duty assignment, as reflected in the manning document, is Lieutenant.

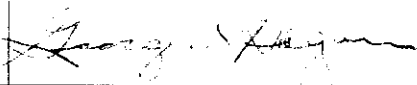
#### V. OVERALL EVALUATION

Compare this officer with other officers of the same grade. Remember that extremes of ability are rare. Be objective and impersonal. Think of the officer's performance over the entire rating period. Place an (X) in the appropriate box.

UNSATISFACTORY	AN ACCEPTABLE OFFICER	A DEPENDABLE AND TYPICALLY EFFECTIVE OFFICER.	A VERY FINE OFFICER OF GREAT VALUE TO THE SERVICE.	ONE OF THE VERY FEW OUTSTANDING OFFICERS I KNOW.
		<input checked="" type="checkbox"/>		

#### VI. CERTIFICATE OF REPORTING OFFICER

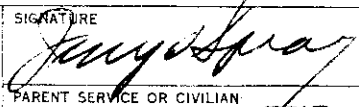
I CERTIFY THAT ALL ENTRIES HEREON ARE TRUE AND IMPARTIAL TO THE BEST OF MY KNOWLEDGE AND BELIEF. (Referral by the reporting officer is mandatory when there is a rating in one of the three small boxes on the left for any factor in Section III or an unsatisfactory rating in Section V.)

TYPED NAME, GRADE, AFSN, AND ORGANIZATION <b>GEORGE W. HAGAN</b> <b>Major, USAF, AO735576</b> <b>43rd Air Refueling Squad</b>		DUTY TITLE <b>Squadron Operations Officer</b>	SIGNATURE 
STATUS WITH RESPECT TO OFFICER REPORTED ON <b>Spare Pilot in the squadron where I am Sq Operations Off.</b>			PARENT SERVICE OR CIVILIAN <b>USAF</b>

#### VII. REVIEW OF INDORSING OFFICER

Compare the overall evaluation to the written comments. Unsatisfactory or Outstanding ratings must be justified by actual incidents and not broad generalities. Add any comment which will increase the objectivity of the rating.

☒ I AGREE WITH THE REPORTING OFFICER'S EVALUATION, AND HAVE INDICATED BY INITIALING THE APPROPRIATE BOX OR BOXES AND/OR PRESENT THE FOLLOWING COMMENTS

TYPED NAME, GRADE, AFSN, AND ORGANIZATION <b>JERRY O. SPRAY</b> <b>Lt Col, USAF, AO523558</b> <b>43d Air Refueling Squad</b>		DUTY TITLE <b>Squadron Commander</b>	SIGNATURE 	DATE IND <b>30 Oct 55</b>
			PARENT SERVICE OR CIVILIAN <b>USAF</b>	