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Personnel

**MISAWA AIR BASE QUARTERLY AND
ANNUAL AWARDS PROGRAM**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements AFI 36-2805, Special Trophies and Awards, and establishes procedures for selecting the Misawa Air Base (MAB) and 35th Fighter Wing (FW) Quarterly, Annual, 12 Outstanding Airmen of the Year (12 OAY) and USAF First Sergeant of the Year Award winners. This instruction prescribes the use of 35 FW Forms 42a and 42b, Misawa Air Base Awards Score sheets. This instruction applies to all MAB Air Force associate and 35 FW units.

SUMMARY OF REVISIONS

This document is substantially revised and must be completely reviewed.

This instruction was reaccomplished to update board requirements and scoring procedures.

1. Objective.

1.1. To recognize outstanding professionalism, technical competence, and self-improvement areas. Recognition will be given to those individuals who have made a significant contribution to the mission, base, and community.

2. Award Categories.

2.1. Airman (Amn). Enlisted members in the rank of airman basic (AB), airman (Amn), airman first class (A1C) and senior airman (SrA).

2.2. Noncommissioned Officer (NCO). Enlisted members in the rank of staff sergeant (SSgt) and technical sergeant (TSgt).

2.3. Senior NCO (SNCO). Enlisted members in the rank of master sergeant (MSgt) and senior master sergeant (SMSgt).

- 2.4. USAF First Sergeant of the Year. Nominees must serve in the position of First Sergeant and have the 8F000 AFSC, First Sergeant, in the rank of MSgt through CMSgt. This is an annual award only.
- 2.5. Company Grade Officer (CGO). Commissioned officers in the grade of second lieutenant, first lieutenant, and captain.
- 2.6. US Civilian. Civil Service employees in the pay grade of Wage Grade (WG), Wage Supervisor (WS), Wage Leader (WL), General Services (GS), NAF Leader, NAF Supervisor (NS), Crafts Trade and Child Care (CC).
- 2.7. Japanese National. Any local national employee employed on the behalf of the US government. Eligible Japanese Nationals can either be supported by the Indirect Hire Agreement or the Master Labor Contract.
- 2.8. Twelve Outstanding Airman of The Year.
- 2.9. Flight Commander of the Year. Any officer serving as a flight commander.

3. Eligibility Criteria for Quarterly Awards

- 3.1. Individuals with an unfavorable information file established during the last 12 months are ineligible for any quarterly nomination.
- 3.2. Individuals in the weight management program, regardless of phase, are ineligible to participate in this program.

4. Eligibility Criteria for Annual Awards - (Records Only)

- 4.1. If individuals are promoted during the award period, they will compete in the category of award that corresponds to the grade they held for the majority of the award period (i.e., if a SrA is promoted to SSgt in May, he or she will compete in the NCO category for the annual competition).
- 4.2. Individuals do not have to be a quarterly winner to be submitted for the annual award.
- 4.3. Nominees for the First Sergeant category must have held the 8F000 AFSC for at least six months of the award period in order to be eligible.

5. Nomination Procedures

- 5.1. Amn, NCO, SNCO, CGO, Civilian, and Japanese National of the Quarter – Annual, 12 OAY (Amn, NCO and SNCO categories only) and USAF First Sergeant of the Year:
 - 5.1.1. The four award periods are based upon a calendar year (1 Jan through 31 Dec). The award periods are as follows: 1st quarter, 1 Jan through 31 Mar; 2d quarter, 1 Apr through 30 Jun; 3d quarter, 1 Jul through 30 Sep; 4th quarter, 1 Oct through 31 Dec.
 - 5.1.2. All quarterly and annual packages flow from individual squadron or agency, through the group or staff agency boards, to the wing board.
 - 5.1.3. Groups and staff agencies may submit one nominee per category for the quarterly and annual awards. Wing-level nominees must compete through the squadron, group and staff agency board selection process.

5.1.4. Prepare nomination cover letter as shown in [Attachment 1](#), signed by the group commander or commander designee. The 35 FW/CV will sign nomination cover letter for wing staff agencies.

5.1.5. Submit specific accomplishments for the award period on AF Form 1206, Nomination for Award. Use all three categories ([Attachment 3](#)). Each category must be addressed or the nominee receives a zero for the omitted area. Submit packages in accordance with [Attachment 8](#), How to Submit Packages.

Specific requirements and instructions for accomplishing AF Form 1206 for the Awards Program are provided at [Attachment 3](#).

5.1.6. All nomination packages must include seven copies of the completed AF Form 1206 for quarterly and annual submissions.

5.1.7. Forward packages to the 35th Fighter Wing Command Section (35 FW/CCEA) in building 504. The board schedule and package suspense dates are at [Attachment 2](#).

5.1.8. 35 FW/CCEA will ensure board members receive complete nomination packages at least 1 duty day before the board to pre-score the nomination packages. Scoring will be recorded on 35 FW Forms 42a and 42b, Misawa Air Base Awards Score Sheets. Instructions for completing both forms are at [Attachment 4](#) and [Attachment 5](#). Include copies of relevant attachments in accordance with [Attachment 8](#).

6. Uniform Requirements

6.1. Uniform requirement for boards is service dress for nominees and board members. Uniform requirement for the quarterly luncheon is service dress for nominees and participants; duty uniform for all other attendees. Uniform requirements for the annual banquet is semi-formal or mess dress for all military attendees. Uniform requirement for annual 35 FW Special Trophies and Awards ceremony will be service dress for nominees and duty uniform for attendees.

7. Board Composition and Scoring

7.1. **Enlisted Categories** : The Amn board will consist of TSgts; NCO board will consist of MSgt/SMSGts; and the SNCO board will consist of SMSgt/CMSGts. Quarterly boards will consist of a representative from each group, wing agency, and the 373 IG per category. Each board president will be the member with the most time in grade per category. The annual board will consist of the FW/CCC, and all group and tenant unit superintendents. Group and tenant unit superintendents and the wing agency POC will provide name, rank, duty section, phone number and date of rank of board members, in each category, to FW/CCEA one week prior to package suspense date according to [Attachment 2](#).

7.1.1. The board president conducts and controls the board. The president will provide a board greeter. Board members report to the president 30 minutes before the first nominee meets the board. This time will be used to finalize board procedures, review proposed questions and be administered the Oath in [Attachment 9](#). Board members must read and score the AF 1206 prior to board start time.

7.1.2. The board president will introduce each board member to the nominee. To help the nominee relax, the president will first ask a question at the beginning of the board appearance. Typically this would request a short biographical sketch, including background, goals and interests.

7.1.3. Questions will come from PFE Vol I (and/or Vol II for SNCOs) and one question will be current events. PFE chapters are in **Attachment 10**, How to meet a Recognition Board. Current event questions will come from the following sources: Air Force Times, Northern Light and Stars and Stripes (within 2 weeks of board). The board president will ask an opinion question that will be scored by all board members. Opinion questions will address issues concerning the United States Government, Department of Defense, United States Air Force or Misawa Air Base.

7.1.4. Nominees who are unable to appear before the board due to TDY, leave, or hospitalization will be considered based on their written nomination package and will receive the average of the board scores given to other competing nominees in their respective categories. All annual awards are records only.

7.2. USAF First Sergeant of the Year – (Records Only).

7.2.1. Nomination Procedures: Group commanders may submit one 8F000 nominee per group. Nominee must serve in the position of 8F000, First Sergeant, for at least 6 months in order to be eligible. Forward First Sergeant of the Year nominations to the 35 FW/CCEA. Squadron commanders will notify the group commanders in writing of negative submissions from their unit. Submit packages in accordance with **Attachment 8**, How to Submit Packages.

7.3. Officer and Civilian Categories.

7.3.1. CGO Category: The quarterly board will consist of a representative from each FW group and the 373 IG. The board president will be the 35 FW Vice Commander (35 FW/CV) or designee. Board members will be Lt Cols, preferably deputy group commanders. The annual awards board (records only) will consist of the board president, 35 FW/CV, and a representative in the rank of Colonel from each FW group and the 373 IG. Exceptions are made by the board president only.

7.3.2. A winner will be identified using the Misawa Air Base Awards Score Sheet. Board members will independently score each nominee in two phases as follows:

7.3.2.1. Whole-Person Factors Score: The selection board will be provided a copy of the AF Form 1206 and consider the whole-person factors with emphasis on achievements during the quarter. Factors include: nominee's performance of primary and additional duties, level of responsibilities, self-improvement efforts and off-duty involvement in community affairs.

7.3.2.2. Professional Qualities Score: The selection board will conduct a face-to-face board with the nominees. Immediately following each session, board members will independently score the nominee on the following: Air Force general knowledge, leadership, and world events.

7.3.3. Board members will tally each nominee's total score and provide the president with a rank order listing of the nominees. The board president will break all ties.

7.3.4. Nominees who are unable to appear before the board due to TDY, leave, or hospitalization will be considered based on the written nomination package and will receive the average of the professional qualities scores awarded to other competing nominees.

7.3.5. Refer to paragraph **7.3.1.** for the composition of the board for the civilian category. Quarterly and annual civilian nominations will meet records-only boards. Board members will independently score each nominee in the categories of Leadership and Job Performance in Primary Duty, Significant Self-Improvement and Base/Community Involvement.

7.4. Flight Commander of the Year – (Records Only).

7.4.1. Nomination Procedures: Group commanders may submit one nominee per group. Nominees must serve in the position of Flight Commander for at least 6 months in order to be eligible. Forward nominations to 35 FW/CCEA. Complete AF Form 1206 in accordance with [Attachment 3](#). (EXCEPTIONS: No categories. Limit to 15 lines.) Submit packages in accordance with [Attachment 8](#).

8. Recognition

8.1. Quarterly and annual award winners will be announced at a luncheon and dinner, respectively as outlined in [Attachment 2](#). Nominees are required to attend.

8.2. 12 OAY and USAF First Sergeant of the Year Nominees: Individuals selected as the 35 FW annual winners will compete at the 5 AF level in their respective categories. Refer to [Attachment 8](#) for package requirements. Flight Commander of the Year will be recognized at the 35 FW Annual Special Trophies and awards ceremony.

9. Responsibilities

9.1. 35 FW/CCEA: Will distribute board times and procure awards.

9.2. Misawa First Sergeants' Council: Will be responsible for making all arrangements and coordinating the awards ceremony and banquet with 35 FW/CCEA as outlined in [Attachment 2](#).

10. Commander's Special Emphasis

10.1. The 35 FW Commander and Command Chief Master Sergeant will recognize outstanding performance on an individual basis targeting special emphasis issues of the commander.

10.2. The form of recognition can be in the form of a letter of recognition, CC salutes coin, or other means deemed appropriate by the commander.

LOYD S. UTTERBACK, Brig Gen, USAF
Commander

Attachment 1**SAMPLE NOMINATION LETTER**

DEPARTMENT OF THE AIR FORCE
PACIFIC AIR FORCES

MEMORANDUM FOR 35 FW/CC

FROM: 35 OG/CC

SUBJECT: Quarterly/Annual Award Nominations

The following individuals are nominated for the quarterly/annual award board for the period (1 Jan through 31 Mar). I certify that each individual does not have an Unfavorable Information File and is not entered in the Weight Management Program.

<u>CATEGORY</u>	<u>RANK/NAME</u>	<u>ORGANIZATION</u>
AIRMAN	A1C Jane R. Doe	35 OSS
NCO	TSgt Rus Brown	13 FS
SNCO	SMSgt Hilman Todd	13 FS
CGO	Capt Will C. Smith, Jr.	14 FS
US Civilian	Charlene P. Wells	35 OSS
Japanese National	Bobby Greene	35 OSS

JONATHAN N. HUGHES, Col, USAF
Commander, (Group, etc.)

Attachment:
Nomination Packages

NOTES:

1. Use 12 pitch, Times New Roman font only.
2. Computer-generated letterhead may be used.

Attachment 2

BOARD SCHEDULE

NOMINATION PACKAGES DUE TO FW/CCEA NLT COB ON:	BOARD DATES:		RECOGNITION LUNCHEON (BANQUET FOR ANNUAL)		
1st Quarter, 16 Apr 02	19 Apr 02		25 Apr 02		
2d Quarter, 16 Jul 02	18 Jul 02		24 Jul 02		
3d Quarter, 15 Oct 02	17 Oct 02		24 Oct 02		
4th Quarter, 14 Jan 03	16 Jan 03		23 Jan 03		
Annual/12 OAY, 21 Jan 03	23 Jan 03		31 Jan 03 (Tohoku at 1800)		
Flt/CC of the Yr, 21 Jan 03	23 Jan 03		7 Feb 03 (Tohoku at 1500)		
Board Member Names Submitted by:	1st Qtr 9 Apr 02	2d Qtr 9 Jul 02	3d Qtr 8 Oct 02	4th Qtr 7 Jan 03	

Attachment 3

INSTRUCTIONS FOR COMPLETING AF FORM 1206, NOMINATION FOR AWARD

A3.1. Use bullet format with 12 pitch, Times New Roman font only. Do not use punctuation and special fonts. Bullets will start on the line below the category.

A3.2. Award.

A3.2.1. Quarterly Awards. There are no restrictions to the number of lines per category, but the total cannot exceed 20 lines (excluding categories).

A3.2.2. Annual, 12 OAY and USAF First Sergeant of the Year. Use no more than both sides of the AF Form 1206 for all categories.

A3.3. Categories.

A3.3.1. **Leadership and Job Performance In Primary Duty (25 points):** Describe significant leadership accomplishments and how well the member performed assigned primary and additional duties. Define the scope and level of responsibilities and the impact on the mission and unit.

A3.3.2. **Significant Self-Improvement (15):** Show how the member developed or improved skills related to primary duties; e.g., formal training, Career Development Course enrollment or completion, On-the-Job Training, certificates, off-duty education related to primary duties, and so forth.

A3.3.3. **Base/Community Involvement (10):** Define the scope and impact of the member's positive leadership and involvement in both the military and civilian community. Include leadership, membership, or participation in unit advisory councils, professional military organizations, associations, and events.

Attachment 4**INSTRUCTIONS FOR COMPLETING 35 FW FORM 42A,
MISAWA AIR BASE AWARDS SCORE SHEET
(ENLISTED)**

A4.1. Each board member will score nominees' AF Form 1206, questions, and personal appearance/military bearing using the Misawa Air Base Awards Score Sheet.

A4.2. Block I. Award category (i.e., Amn, NCO, SNCO, USAF First Sergeant of the Year).

A4.2.1. Block II. Award nominees.

A4.2.2. Block III. Insert points given by board member to nominee for Leadership and Job Performance in Primary Duty.

A4.2.3. Block IV. Insert points given by board member to nominee for Significant Self-Improvement.

A4.2.4. Block V. Insert points given by board member to nominee for Base/Community Involvement.

A4.2.5. Block VI - IX. Insert points given by board member to nominee for fact-based questions.

A4.2.6. Block X. Insert points given by board member to nominee for current event question.

A4.2.7. Block XI. Insert points given by board member to nominee for opinion question asked by board president. (All board members will score this question.)

A4.2.8. Block XII. Insert points given by board member to nominee for Personal Appearance/Military Bearing.

A4.2.9. Block XIII. Insert total points given by board member to nominee.

A4.2.10. Block XIV. Space is provided for comments. Board member will print his/her name in the bottom of this block.

A4.2.11. Block XV. Board member's signature.

A4.2.12. Block XVI. Rank and unit.

Attachment 5**INSTRUCTIONS FOR COMPLETING 35 FW FORM 42B,
MISAWA AIR BASE AWARDS SCORE SHEET
(CGO AND CIVILIAN)**

A5.1. Each board member will score nominees' AF Form 1206, questions, and personal appearance/military bearing using the Misawa Air Base Awards Score Sheet.

A5.2. Block I. Award category (i.e., CGO, US Civ).

A5.2.1. Block II: Award nominees.

A5.2.2. Block III. Insert points given by board member to nominee for Leadership and Job Performance in Primary Duty.

A5.2.3. Block IV. Insert points given by board member to nominee for Significant Self-Improvement.

A5.2.4. Block V. Insert points given by board member to nominee for Base/Community Involvement.

A5.2.5. Block VI. Insert points given by board member to nominee for Air Force General Knowledge.

A5.2.6. Block VII. Insert points given by board member to nominee for Leadership.

A5.2.7. Block VIII. Insert points given by board member to nominee for World Events.

A5.2.8. Block IX. Insert points given by board member to nominee for Personal Appearance/Military Bearing.

A5.2.9. Block X. Insert total points given by board member to nominee.

A5.2.10. Block XI. Space is provided for comments. Board member will print his/her name in the bottom of this block.

A5.2.11. Block XII. Board member's signature.

A5.2.12. Block XIII. Rank and unit.

Attachment 6
SAMPLE BIOGRAPHY

SENIOR AIRMAN JOHN J. DOE

123-45-6789

AFSC: 3M031

Senior Airman John J. Doe is a Services Apprentice assigned to Ford's Dining Facility as a shift leader, Jones Air Force Base, Michigan. He is 25 years old. Airman Doe was born in Lexington, Kentucky, on 1 August 1975. He attended Central High School, graduating as class salutatorian in May 1993. He served as student body president and was a member of the math and science clubs. After graduating from high school, Airman Doe was locally employed. He served as a church council officer for the Good Shepherd Church in Covington, Kentucky. He subsequently enlisted in the Air Force in 1995 and arrived at Lackland AFB, Texas, in October 1995 for basic training. Upon graduation, he received a direct-duty assignment to the First Services Squadron, Jones AFB, Michigan, arriving in December 1995. Since arriving at Jones AFB, he has served in a variety of positions, including storeroom clerk and his current assignment. Airman Doe is an active member of the Big Brothers Association and assisted in his unit's Thanksgiving dinner to feed the homeless this past year. His military awards include the National Defense Service Medal and the Air Force Training Ribbon. He attends Superior College in Newcomb, Michigan, and is working toward a Bachelor's Degree in Business Administration.

NOTES:

1. Use 12 pitch, Times New Roman font only, with 1" margins.
2. Single-space the narrative portion of the biography.
3. Double-space between name, SSN and AFSC.

Attachment 7**SAMPLE STATEMENT OF INTENT****DEPARTMENT OF THE AIR FORCE
PACIFIC AIR FORCES**

1 Mar 02

STATEMENT OF INTENT

I have not applied for a commissioning program and, if selected as a 12 OAY, will not apply for a commissioning program at any time during my tenure as one of the 200~~X~~ 12 OAY.

If selected as a 12 OAY, I agree to serve in the capacity as an enlisted ambassador representing and assisting the Air Force in enlisted recruiting and retention efforts and matters. I understand I may be called upon by my MAJCOM Commander or MAJCOM/CCC to travel to any events or venues deemed appropriate which may positively impact upon Air Force recruiting and retention.

I attest that the facts I have provided for this nomination are true and correct to the best of my knowledge.

JOHN J. DOE, SrA, USAF
Shift Leader, 123 SVS

NOTES:

1. Use 12 pitch, Times New Roman font only.
2. Not needed for USAF First Sergeant of the Year package.
3. Computer generated letterhead may be used.

Attachment 8

HOW TO SUBMIT PACKAGES

(Asterisk (*) denotes 35 FW nominations only)

ITEM	QUARTERLY	ANNUAL / 12 OAY/ USAF 1st Sgt of the Year	Enlisted	Officer	Flight CC of the Year	Civilian / Japanese National
AF Form 1206 (12-pitch Times New Roman Only) (submit as a *.fpk file)	See Attachment 3 7 copies	Two Pages 7 copies			15 Lines Only	
Records Review RIP	N/A	Original, include on disk	*	*	N/A	N/A
Biography (1 single-spaced typed-written page) See Attachment 6	N/A	Original, include on disk	*	*	N/A	*
Statement of Intent (Not needed for USAF First Sergeant of the Year) See Attachment 7	N/A	Original, include on disk	*	N/A	N/A	N/A
8x10 photo (waist up)	N/A	*	*	*	N/A	*
5x7 photo (head & shoulder)	N/A	*	*	*	N/A	*
5 AF OAY Script & Visual... Obtain 35 FW Form 124	N/A	Original, include on disk	*	*	N/A	*
3.5" floppy disk or Zip (100MB)	N/A	Create a separate electronic folder for each category	A L L	I N F O	ON ONE DISK	

Attachment 9**BOARD MEMBER OATH**

Oath to the board president/members: "I SOLEMNLY AFFIRM THAT I WILL PERFORM THE DUTIES IMPOSED UPON ME WITHOUT PREJUDICE OR PARTIALITY, HAVING IN VIEW BOTH THE SPECIAL FITNESS OF THE AIRMEN AND THE EFFICIENCY OF THE UNITED STATES AIR FORCE."

Attachment 10

HOW TO MEET A RECOGNITION BOARD

A10.1. Congratulations on your nomination to compete in the board process. Being nominated, in itself, is an honor. The competition is keen because you will find yourself going head-to-head with some of the best from the unit through the wing-level. Your supervisor nominated you because you are the best--and that's what we expect you to give the board; your best effort! This will require preparation and this guide will start you in the right direction.

A10.2. This guide contains information and procedures to follow when preparing to meet your board. It can be a valuable tool and with assistance from your supervisors and peers, will help make you the best prepared person possible.

A10.3. As soon as you have been notified of your nomination, review the squadron, parent wing, and host base directives governing board processes. Don't wait until the week before the board to begin.

A10.4. Start to study AFP 36-2241 early. You will be expected to answer questions from the following areas:

AIRMAN/NCO CATEGORIES

Chapter 3	Air Force History
Chapter 4	Enlisted Heritage
Chapter 7	Military Customs and Courtesies
Chapter 9	Standards of Appearance
Chapter 11	NCO Supervisory Responsibilities

SENIOR NCO CATEGORY: SNCOs will be questioned on areas identified for the AMN and NCO categories, in addition to the following areas from PFE Vol II:

Chapter 3	Senior Noncommissioned Officer Program
Chapter 5	Protocol for Special Events
Chapter 7	Legal Issues

A10.5. Don't wait to get started; there's a great deal of information and you need as much time as possible. Most NCOs will be able to help supply you with some sample questions. The board members will be able to tell who took the time to prepare. It will be obvious and reflect in the board results.

A10.6. You will be evaluated by the board using the "whole person" concept. In addition to the above questions, you will be evaluated on the areas of the AF Form 1206 and the following:

Personal Appearance

Military Bearing

Communicative Skills

A10.7. Another area the board evaluates you under is the AF Form 1206. Although this document is not within your control, make sure your supervisor has any and all information that may be useful in one of the following categories:

Leadership and Job Performance

Significant Self-Improvement

Base/Community Involvement

A10.8. Board Day. This is the **BIG** day. There are some things you can do to make it an enjoyable experience ... no matter how nervous you get. If you aren't familiar with the board location, try to get a look at the room the day prior--anything to make you more comfortable. Hand carry your uniform to work--change into it just prior to the board. It will assure you don't have any wrinkles from riding in the car. Have several people check you out. Arrive at least 15 minutes early--it will give you that opportunity to put the butterflies in formation. Visit restroom for one last look at appearance.

A10.8.1. Knock once. When asked to enter, take the most direct route to center yourself on the board president; usually next to a chair centered on the board. If you have to enter the board through a closed door, close it behind you without showing your back to the board. Report to the president (no salute if enlisted president). Any reporting statement will do as long as it is done with the highest order of military bearing. The board president will normally ask you to have a seat and will introduce himself/herself and the other board members. Acknowledge each board member with salutation and make eye contact ... helps get rid of the lumps in your throat.

A10.8.2. The president will then most likely ask you to tell the board about yourself. This is your chance to brag. Be careful to stay in that fine line between being confident and being cocky. Talk about successes. Talk about goals (long and short). Talk about accomplishments (sometimes you will clarify a point on your 1206 for more points). Talk about community involvement.

A10.8.3. During this time, the board is considering scores in several areas. Now the questions start coming. Each member generally will ask one each. Don't be afraid to say that you are unsure and ask to go back to the question later. You may feel you are under a great deal of pressure and the extra time may allow that elusive answer to surface. Board Presidents are notorious for asking questions like, "If you were the Wing Commander and could do one thing to make this base better, what would it be?" Be ready with an answer for this type of hypothetical question. The good answers are passed on to senior leadership and won't hurt your board score either.

A10.9. Poise and Self-Expression. Look in control ... you aren't expected to be a public speaker; but poise will help. Don't lose your bearing if you make a mistake ... how you handle mistakes is often as important as the answers themselves. Think a few seconds before you speak (the pause is only long to you). This area is being evaluated from the time you enter until the door closes behind you. Always face the board and make eye contact with the person you are speaking to. When the president tells you to have a seat and relax ... maintain your bearing.

A10.10. Appearance. Shine! The board will x-ray you for dress and appearance. Wear the correct uniform combination. Check shirt pocket top to ensure pocket is not wavy. The board looks at: Lengths of skirts/trousers, haircut, ribbons and nametag placement, and shoe shine. So consider the following:

Get a haircut whether you need one or not the day prior.

Trim all strings from stripes, seams, belts, etc..

Consider having a board-only set of ribbons.

Polish your shoes and, if needed, apply edge dressing the night before.

Check for lint.

Shirt garters will help maintain trim appearance.

A10.11. Military Bearing. Professional demeanor is a must. Sit/stand tall, don't slouch.

Sit at attention with your legs together (ladies may cross the ankles) with your hands resting comfortably on legs--don't be stiff. Answer questions with "Ma'am or Sir." Thank the board for the opportunity for meeting the board when dismissed.

NOTE: The best of luck--whatever the outcome you are already a **winner**. Be sure to share your lessons learned with other future nominees.