

# **Exhibit 2**

JUN 01 2004

# FIELD GRADE OFFICER PERFORMANCE REPORT (MAJ thru COL)

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

1. NAME (Last, First, Middle Initial) ALMY, MICHAEL D.	2. SSN REDACTED6374	3. GRADE MAJ	4. DAFSC 33S3
5. PERIOD OF REPORT From: 10 May 2003 Thru: 09 May 2004	6. NO. DAYS SUPERVISION 252	7. REASON FOR REPORT Annual	
8. ORGANIZATION, COMMAND, LOCATION 606th Air Control Squadron (USAFE), Spangdahlem Air Base, Germany			9. PAS CODE ST0DFL7X

## II. UNIT MISSION DESCRIPTION

Combat-ready air control squadron employing the TPS-75 radar and \$170M modular control equipment (MCE), providing key battle management systems to NATO and US commanders and combatant command authorities. Responsible for all aspects of theater battle management to include air surveillance, air weapons control, data links, airspace management and theater air defense. Ensures the professional development of 285 personnel.

## III. JOB DESCRIPTION

### 1. DUTY TITLE:

Maintenance Operations Officer

### 2. KEY DUTIES, TASKS, AND RESPONSIBILITIES:

Leads 180 officer, enlisted and civilian personnel from communications, electronic repair, civil engineering, logistics plans, transportation and supply career fields who maintain and deploy mobile command and control systems for an Air Control Squadron (ACS) in support of national and NATO worldwide contingencies and exercises. Directs maintenance action for two TPS-75 radar systems, six MCE systems, multiple satellite comm platforms, 211 M-series vehicles, power production and fuel handling equipment worth \$168M. Plans and executes training in preparation for air, road, rail, or sea mobility deployments in support of combat operations.

## IV. IMPACT ON MISSION ACCOMPLISHMENT

- Inspires others to succeed; 4 of 4 sqd annual award winners, 3 quarterly winners/1 annual group winner in 03
- Orchestrated three multi-faceted ACS training deployments at new training sites in both Germany and Holland; identified and achieved critical mission trng events--addressed every aspect of ACS employment in Europe
- Live control events, remote radar ops and NATO data link integration all sqd firsts from the field in USAFE
- Key player in complete revision of sqd's deployment guide; skyrocketed efficiency for mobilization timeline, incorporated review process to always ensure currency--certain template for the AF's entire ACS community
- Linchpin to sqd's success; superb management key to sustained 99% mission readiness rate for all equipment
- Incorporated Operation IRAQI FREEDOM (OIF) lessons learned into sqd's combat preparation; developed convoy and perimeter defense scenarios critical to force protection of 270 personnel in hostile environments

## V. PERFORMANCE FACTORS

DOES NOT MEET STANDARDS      MEETS STANDARDS

### 1. Job Knowledge

Has knowledge required to perform duties effectively.  
Strives to improve knowledge.  
Applies knowledge to handle nonroutine situations.

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☒

### 2. Leadership Skills

Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork.  
Displays initiative. Self-confident. Has respect and confidence of subordinates.  
Fair and consistent in evaluation of subordinates.

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☒

### 3. Professional Qualities

Exhibits loyalty, discipline, dedication, integrity, honesty, and officership.  
Adheres to Air Force standards. Accepts personal responsibility.  
Is fair and objective.

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### 4. Organizational Skills

Plans, coordinates, schedules, and uses resources effectively.  
Schedules work for self and others equitably and effectively.  
Anticipates and solves problems. Meets suspenses.

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### 5. Judgment and Decisions

Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.

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### 6. Communication Skills

Listens, speaks, and writes effectively.

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- Outstanding leader of my largest directorate; immediate impact on morale/mission--maintenance never stronger
- Orchestrated sqd's first TRC-170 tropospheric microwave link training in over 5 years--successfully trained 10 personnel in hundreds of critical tasks and secured scarce training site for future tactical comm exercises
- USAFE's tactical comm authority; represented command at AF Comm Career Field Utilization and Training Workshop--drafted first Career Field Education and Training Plan for comm officers--key to future AF success
- Provided detailed functional expertise for critical Warfighter Integration and Air Operations Center courses
- Complete leader; nominated Batman AB, Turkey deployment team to claim USAFE honors as General Edwin W. Rawlings Team Award winner--heart/effort assured recognition of their unprecedented OIF achievements
- Superb leader ready for command; simply incredible results in every endeavor--must for IDE now then sqd CC

Last performance feedback was accomplished on: 18 Dec 2003 (Consistent with the direction in AFI 36-2406. If not accomplished, state the reason.)

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION

SCOTT A. FISCHER, Lt Col, USAF  
606th Air Control Squadron (USAFE)  
Spangdahlem Air Base, Germany

DUTY TITLE

Commander

DATE

16 May 04

SSN 0570

SIGNATURE

VII. ADDITIONAL RATER OVERALL ASSESSMENT



CONCUR

NONCONCUR

- 52d Fighter Wing Maintenance Effectiveness Award says it all; leads the charge for 180 warriors in 25 AFSCs
- Head and shoulders above his peers; winner of both the 2003 52 FW Communications and Information Award and Lt Gen Marquez Award for maintenance superiority; selected as #1 of 3 52 FW field grade comm officers
- Deployed superstar; engineered unprecedented mission results during local deployments in Germany/Holland
- Top-shelf comm officer and outstanding leader; impact player ready for command--a must select for IDE next

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION

CHRIS R. CHAMBLISS, Colonel, USAF  
52d Operations Group (USAFE)  
Spangdahlem Air Base, Germany

DUTY TITLE

Commander

DATE

12 May 04

SSN 4300

SIGNATURE

VIII. REVIEWER



CONCUR

NONCONCUR

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION

THOMAS A. GROZNIK, Colonel, USAF  
52d Fighter Wing (USAFE)  
Spangdahlem Air Base, Germany

DUTY TITLE

Commander

DATE

23 May 04

SSN 9413

SIGNATURE

#### 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 PME, advanced education, previous or anticipated promotion recommendations on AF Form 709, OER indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. All evaluators enter only 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 VI may include recommendations for assignment.

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

Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and uninflated, mark the form "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 "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.

IX. ACQUISITION OR FUNCTIONAL EXAMINER/AIR FORCE ADVISOR

(Indicate review by marking the appropriate box(es) if applicable.)

ACQUISITION  
EXAMINER

FUNCTIONAL  
EXAMINER

AIR FORCE ADVISOR

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION

SIGNATURE

DATE