



Hennessy Travelers Association Handbook

HENNESSY TRAVELER HANDBOOK

Introduction

In an effort to prepare for your journey, this document will review a number of subjects which you should know prior to leaving. There are a number of items that will help you prepare before going. Please understand that any instructions that are given to you from your military hosts take precedent over what is provided here. This is intended only as a guide for you.



General Information

The Services Organization

The term “Services” in the Air Force is equally equivalent with our Hospitality career field in the private sector. The Services organization at any Air Force installation or base supplies everything that a community needs for morale, welfare, and recreation for both the troops and families. You’ll learn that they do everything from Food Service, Fitness, Recreation, Entertainment, and Lodging to Mortuary Service and Grief Counseling.

Documentation



As a Hennessy Traveler you are expected to hold a valid U.S. Passport in your possession. If you do not already have a current passport, you should begin the process as soon as possible as it can take several months to have one issued. The Military will usually assist you if you will be entering a country requiring a visa and this will be discussed with you well ahead of time.

Civilian Military Rank

While you are traveling with the military on your tour, you will be issued “Temporary Duty Orders” (TDO). **You must carry a copy of your orders on your person at all times on and off base.** Your orders will indicate that you hold a temporary high level officer rank and you will be treated as a “DV” (Distinguished Visitor) at the facilities that you visit. This is an honor that has been bestowed upon you. Do not take advantage of your position or use it in an unprofessional manner. If you have any questions, please discuss it with your teams Officer in Charge.

Travel Format

You will find that the military has worked hard to arrange your Team’s travel schedule. They are aware of the costs you will face and the amount of time you are away from your home and occupation. Once you leave on your tour, you will be away from anywhere from 4 to 6 weeks. You will normally travel by commercial carrier in the coach section. Occasionally you might be placed on a Military Airlift Command (MAC) flight. It is also possible that you might be required to use a helicopter or fixed wing aircraft to reach a specific site.

Specific to NRA Travelers

Each NRA Traveler is requested to take or have taken at least one or two action shots of the NRA Traveler with AF enlisted personnel & the base Foodservice staff with identifying captions of those in the picture and the particular base. This should be directed to the attention of **lwarlick@dineout.org** and may be used for inclusion in the NRA’s *Washington Report* publication.

Health & Medical

Insurance – Medical Care

You will need to make sure that your health insurance is current and that you have the proper insurance ID cards in your possession. The majority of the bases have excellent medical facilities on or near the base. Please inform the Air Force Foodservice Headquarters in San Antonio and the organization you are representing of any condition that might affect your ability to perform your Traveler responsibilities.

Medicine

You should bring an adequate supply of any medicine and vitamins that you use for the entire trip. You should have a current copy of any prescriptions with you as well. Medications should travel with you in your carry-on luggage. In the event that you should lose your medications, most military facilities can arrange for replacement. Most bases carry over the counter medications.



Immunization

Ordinarily, you will not need any specific immunizations prior to your trip. If the military determines that a special immunization will be required, they will advise you of it in advance and it may actually be provided by a military facility. You should have all your personal shots current including a Tetanus inoculation.

Physical Requirements

Your tour will be physically demanding. You will be inspecting four meal periods/day: Midnight Meal (designated the first meal period) Breakfast, Lunch and Dinner. In addition to these meals, you may also have to inspect a Flight Kitchen. Those Travelers inspecting Multi-Unit bases will be inspecting the same at various locations on each base. If you have any physical or medical issues that could restrict your ability to completely support the team mission, you should discuss those situations with the Hennessy Military Liaison Committee before travel is scheduled for you.

You should be prepared for the following:

- **Very Long Days** – You may be inspecting as many as four meal periods in one long day starting at 5:00 am and ending at 1:00 am. Further more, you and your team will spend hours over the course of the day meeting with different departments, reviewing observations and working on the scoring process.
- **Standing for Prolonged Periods** – Much of your day is spent on your feet at the facility observing the operations and interacting with the personnel.
- **Long Airline Flights** – If your travel includes bases overseas, it is conceivable that you could experience flights in excess of 10 hours. These are often in conjunction with additional connecting flights that with layovers or delays can lead to travel days in excess of 20 hours.
- **Sleep** – Your sleep and rest periods will be short and irregular. Efforts are made to fit in time for “power naps” and the airline flights are great opportunities to rest and recuperate. It is highly advisable that you begin your trip as rested as possible and do your best to take advantage of all possible sleep time during the trip.



Financial Information

Personal Funds

You are responsible for all costs associated with your travel. The military will provide for your air fare. You will be reimbursed for your lodging and a daily food allocation within 90 days after your tour. Therefore you must have sufficient means to cover your ongoing lodging, meals, sundries, etc.

Lodging

In most instances you will always be in Distinguished Visitor Quarters (DVQ) rooms, staying on base in some of the best military “hotel” accommodations, availability permitting to mission needs. These operations are run by the same Air Force Services “troops” that are also supporting the Air Force Food Service Operations that you will be evaluating. You will be responsible for settling these accounts before you move on to your next destination. **Be sure to keep all your lodging receipts.** If your trip requires lodging in a commercial facility, you will be charged at the “government rate”.

Meals

During your evaluations, you can have breakfast, lunch and dinner in the dining facility at the same price as the military personnel. Meals are at food cost plus a small mark-up to offset costs. Normally you can get breakfast for a couple of dollars, lunch for around \$5.00 and a full dinner for +/- \$12.00. As professionals in the hospitality business, you will be pleasantly surprised at how well our troops fed with quality and variety.

Shopping & Misc. Expenses

While traveling on your TDO, you will have the opportunity to shop at most base facilities such as the BX (Base Exchange) and PX (Post Exchange) where you can find just about anything you would need during your trip including getting a haircut. These operations are usually priced below their civilian counterparts. Also, while on base, you will usually have access to the Officer’s Club for food and beverage. Almost everything that you can possibly imagine is on most bases. The recreation and fitness facilities are available to you. Your fellow AF Travelers are experienced in moving around the world. If needed, they can assist you in connecting with FedEx, US Postal Services and most personal needs that may arise. NOTE: Your whirlwind schedule will not allow for leisurely shopping. If you see something you want – get it when you see it!

Cash & Credit Cards

Your out of pocket expenses can be as low as \$500.00 or as high as your personal eating, shopping and entertaining habits dictate. You will have opportunities to dine and shop off base. You will also have opportunities to socialize with your team and base representatives. On breaks you may wish to treat your Military Travelers to a meal off base. These costs can be reimbursed by your Traveler Association organization. You will have access to the base banking facilities. You will also have access to ATM machines on and off base (Be sure to know your Pin Numbers). Often in overseas locations, the ATM’s will provide the local currency. You can also use the currency exchange kiosk at the airports.



It is strongly recommended that you use credit cards as much as possible in order to reduce the amount of cash that you carry.

Military Funding

The military will reimburse you for your lodging and travel directly associated with the evaluation process along with a daily food allowance at the end of the trip. The military will provide you with electronic air tickets, including airfare from your home airport to the orientation location. You will also be reimbursed for any conveyance such as a bus or train between site visits. Most bases will supply the Team with transportation for their use while at the base. **It is important that you keep all your travel and lodging receipts.**

Remuneration:

Your Military Team Leader will help you maintain your travel record on a daily basis and will ensure that it is complete and in his/her possession for immediate submittal for reimbursement at the conclusion of the trip.

What to Pack - Dress Code

The Less the Better

Your goal should be one carry-on and one checked bag. The time of year and your itinerary will affect your travel wardrobe. Do not hesitate to seek advice from former Travelers.

For Travel between Bases

At orientation you will be able to purchase denim Hennessy Traveler Shirt. It is recommended you do so. These are very comfortable and durable. They also allow the team to present a unified and identifiable look for the welcoming committees upon arrival at the various airports.

“Ice-Breaker”

The Ice-Breaker is the informal welcoming reception. Dress is casual. Teams can either opt for the denim Traveler shirt or sport coat with opened neck shirt for men – slacks/ skirt and blouse/sweater for women.

Base Orientation

This precedes the evaluation process and is a formal presentation by the base command of their base’s military mission and the outstanding qualities of their Food Services Team. Dress for this is business attire – Jacket and tie for men and the appropriate business dress for women.

Evaluations

At your Hennessy Traveler orientation, you will be given your own monogrammed Hennessy Traveler Chef Coat. You must be in either business attire or your Hennessy Chef’s Coat when you arrive for your evaluation and you must be in your Hennessy Chef’s Coat when you are on the floor and conducting your evaluations. You should have a pair of comfortable, safety soled shoes and a two pair of durable wash and wear slacks for inspection wear. The “Black & White”



look is always professional: White Hennessy Chef's Coat, black slacks or skirt and black safety soled shoes. Dress shirt with tie for men.

Name Tags

You will be issued name tags at your Hennessy Orientation. You should wear these on your denim travel shirt and at all base functions. You do not have to wear them on your Hennessy Chef's Coat as it is already monogrammed.

The Out-Brief

The Out-Brief is the closing ceremony where your team will recognize outstanding individuals and thank the base command and the Food Services staff for their hospitality. This is explained in detail further on. Your team has the option of wearing your Hennessy Chef's Coat or jacket and tie for men – business attire for women.

Head Covers

You are always to be “covered” when evaluating the kitchens and service areas as both a practical and sanitation matter. You will be issued a Food Services ball cap at your Hennessy Traveler orientation for this purpose. If you are given a hat unique to the base that you are evaluating, you may wear that one for your inspections. **Please note** that protocol requires you to remove you hat upon entering any building other than entering directly into a food service area.

Off Duty Wear

During off hours and when you are relaxing, you are free to wear what is comfortable and appropriate. The bases have excellent exercise facilities that you are welcomed to use. There will also be opportunities for off base sightseeing when your schedule permits.

Laundry & Dry Cleaning

You will have a washer/dryer in your room or in your lodging complex at either low or no cost. Detergent will be available at a nominal cost. Irons and ironing boards are available in all rooms. **Hint:** Take a Clorox Bleach Stick along for your chef coat. While most bases have dry cleaning facilities – be sure to plan your time accordingly so that your clothes are ready when you need them.

Shed As You Go

You should only take as much luggage as you can handle. You will travel through numerous airports, on & off vans – through security, customs, etc. You will also receive small gifts and mementos from every base. The wise Traveler ships these items along with any clothes no longer needed back home. The base personnel will help you with these shipping arrangements. It is recommended that you pack and ship these items yourself. In the event that you must ask the base personnel to ship them on your behalf – please be sure to reimburse them for the shipping expenses.



Evaluation Training



Before you start your Hennessey Tour you will attend a two day orientation program conducted by the Air Force Food Services agency staff. It is at this meeting that you will first meet the members of your traveling team. This session will give you an opportunity to develop a thorough understanding of what will be required of you during your trip. You will review the evaluation and scoring process and formulate your teams operating structure for the tour. Any questions that you may have should be brought forth at this time.

Evaluation Security

AT NO TIME ARE YOU TO DISCUSS WITH ANYONE, OTHER THAN THE MEMBERS OF YOUR TEAM, THE RESULTS AND OR CIRCUMSTANCES SURROUNDING THE EVALUATION OF ANY FACILITY THAT YOUR TEAM VISITS.

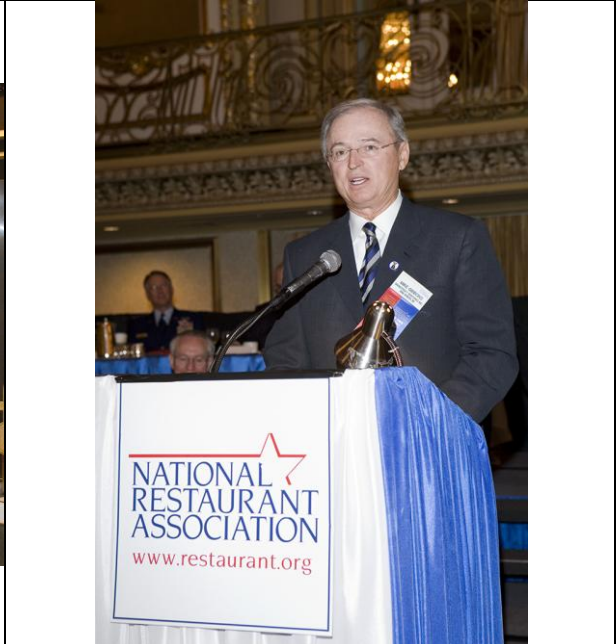
You should know that the bases being evaluated are going to want to know how well they performed. No matter what the rank of the individual asking – you must guard this information very closely. Any work sheets, notes, briefcases, etc. regarding the evaluation must be kept secure.

The announcement of the winning base is always the responsibility of the military service and you should not discuss this at all **UNTIL AFTER** the military has announced the winners.



Interaction and Recognition

During your tour you must be very positive in your interaction with the military personnel whom you will be evaluating. Be assured that these folks have been preparing for your visit for months and have put an enormous amount of work into the competition. At almost every stop, Air Force leaders in both the Services division as well as senior members of the base will want your professional opinion of their operations. They will press you for any small bit of information. Keep your comments general but positive. Publicly thank and praise their entire Food Services team. Your comments and demeanor will be scrutinized for the slightest indication of their performance. Any comments with the military must be race and gender neutral. Remember, you are evaluating the best of the best.



Business Cards – You are representing your organization. The NRA will provide its Travelers with business cards if needed. Be sure to check that you have an adequate supply and notify the NRA at least 6 weeks in advance if replenishment is needed. You are going to meet so many folks that are going to want to follow up with you ... and you may want to keep in touch with them. It is a good idea to keep a log in your journal of the cards you hand out.

One of the great opportunities that this experience will provide is the chance to interact with some of the finest young people you will ever meet. They will want to know all about you. How you got into your profession. How you handle the many challenges in today's business environment. Your visit will be brief – but in that short amount of time, you can have an impact by being positive and encouraging them towards their goals. Your comments will mean more than you realize.

One of the most rewarding experiences of your tour will be the Out-Brief. This is the closing ceremony where you speak and recognize outstanding individuals and thank the base command and Food Services team for their hospitality. Having a scripted monologue to thank and praise their performance and hospitality will help organize your thoughts. Compare your presentation with your teammates to prevent overlap. Personalizing your comments to include those that you met while at the base provides that “human” touch. It is also where you announce the Hennessy Traveler from that base who will compete with the other base Traveler winners for the overall recognition at the Hennessy Awards ceremony held annually in Chicago.

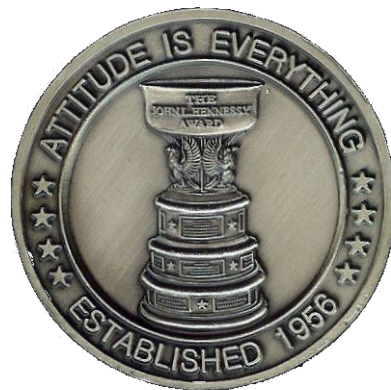
Tour Protocol

Mementos & Gifts Protocol

As previously mentioned, you will receive souvenirs and mementos from many of the bases you visit. You are not to provide any gifts or mementos in return.

“The Coin”

The military bases have a tradition of giving to VIP guests a “Coin” unique to that base or their mission. You will receive several of these coins during your travels. You can purchase attractive display racks for these coins from several internet sites when you return home.



Base “Patches”

You may be given souvenir uniform patches representing units from the bases you visit. Don’t be shy to ask for them. Just ask your AF teammate for help.

Special Interest Request

Often the base you are visiting will have some special interest tours of their specialty on the agenda for your visit. Do your homework and research the bases before your tour. Make note of what you would like to see on your visits and ask your AF Teammates for help in communicating your request to the proper personnel. Some previous Travelers have had some memorable moments in flight simulators and missile launch training rooms. Nothing is guaranteed, but it never hurts to ask.

Days Off

Normally you will get two days “off” during your tour. The exact dates will be determined before hand to best accommodate your inspection mission. These days off are often used by the visiting base to showcase the highlights of the city or region where the base is located. It is also a great opportunity for you to treat your AF teammates and base guides to an off base dinner.

Hennessy “Coin” Protocol

The NRA is the lead civilian sponsor of the Hennessy Award. During the NRA Hennessy briefing, the NRA Travelers will be given a quantity of Hennessy Coins. These are to remain in the sole possession of the NRA Traveler. The Hennessy Coin is the most exclusive, prestigious and valued coin presented by the Travelers. The Hennessy Coin is to be presented solely by the NRA Traveler at the Out Briefing ceremony to the one Food Service individual from each base designated as “The Hennessy Traveler”. At each base, the NRA Traveler may present one additional Hennessy Coin personally and privately to an individual that has gone above and beyond the norm in accommodating the Hennessy Team.

Sponsorship “Coin” Protocol

The **Hennessy Travelers Association** recognizes that the Travelers representing participating industry sponsors may have their own “Association Coins”. The **HTA** encourages participating associations to follow the selective guidelines similar to the HTA in awarding their coins.



Communications

You should not have any problem keeping in touch with anybody anywhere. Between what you are able to take along on your trip and what is available to you on the military bases – the latest in technology and communication services is easily accessible.

Cell Phones

Within the USA: Verify with your provider that your cell phone plan will work in all the domestic regions in which you will be traveling.

International Cell Phones: International cell phones are valuable when in a foreign location for more than 72 hours. Carriers like Verizon have expanded their services into some international calling markets. Check with your carrier on your international capability. Another option is to rent an international cell phone specific to the countries you will be visiting. There are numerous companies that will provide this service. Check you B2B yellow pages or Google “international cell phone rental” for multiple options.

Internet Access

It is recommended that you take your laptop with you. It is a great way to keep your journal, store your team’s digital photo’s and access the internet.

You should be able to connect it the internet at all of the US bases. Internet access is usually available at stations in the lobby of the main building of the DVQ – either through their own computer stations or via their Wi-Fi service. Some bases have Wi-Fi service available in their main dining halls. Be sue your computer has a wireless card. Wireless router cards are useful at the airports and are a good backup.

Mail Service

All bases have a U.S. Post Office where stamps can be purchased and your letters, post cards and packages can be mailed.

FedEx

FedEx service is available at all bases.

Blogs, My Space, etc.

These personal internet diary sites are very popular. Just be cautioned that if you decide to share your Hennessy experience on line – remember that to various degrees, the whole world has access to what you write and exhibit. Never forget that you are representing your industry, your association and with your mission – The men and women of our outstanding military Food Services.



Digital Camera's

You can never take enough pictures! A compact – pocket size Digital Camera is a must. You can purchase a good compact digital camera for under \$400. This is an experience of a lifetime and you will want to record it for friends and family. Your association will also want photos of your trip. Be sure your camera batteries are charged and that you have a spare one. A 2 GB memory card and a scan disk USSB drive are recommended. When full – transfer it to your laptop. Memory cards and batteries can be purchased on the base. **Note:** You may be invited into some secure and sensitive areas where the taking of photos is prohibited. Don't wait to be told – when in doubt – ask.



Post Tour Responsibilities

Hennessy Reception & Award Breakfast -Chicago

All Travelers are expected to attend the AF Awards Briefing late Friday afternoon and the NRA Board's Welcome Reception for AF Distinguished guest and select quota winning base representatives. Travelers are expected to greet and welcome the AF Hennessy Travelers. Put them at ease and introduce them to your association's members and dignitaries.

As representatives of the lead sponsoring organization, NRA Travelers have a responsible role during the Hennessy Awards Breakfast. NRA Travelers will speak briefly, recognizing their Hennessy Teammates their nominee bases.

All Travelers are expected to promote attendance at the Hennessy Reception and the Hennessy Awards Breakfast among the board and membership of their respective sponsoring organization

HTA Photos

The Hennessy Travelers Association request that you send representative photos of your tour for posting on the HTA web site.

HTA Board Meeting & Hennessy Travelers Association Award of Excellence



Review & Recommendations

It is very important that upon your return, while everything is still fresh in your memory that you take the time to critique your trip and make note of any changes or recommendations for improvement. This includes any corrections or additions to this handbook. Please send this information to the HTA Secretary.



John L. Hennessy Award Challenge Coins

The John L. Hennessy coin has evolved as have both the Hennessy trophies and the annual awards. Starting in 1994, the first minting was intended to be limited solely to the “organization”. However; quickly upon their discovery as a token of the John L. Hennessy Award – they went like hotcakes. The front contained the newly created Air Force Food Service logo and the back contained the John L. Hennessy trophy in relief. That original mold was intentionally destroyed – making the first minting of the Hennessy coin a true collector’s coin. That original production was just 250 coins. (Note to Jim: how can I get one?)

A second minting of a larger Hennessy coin was produced in 1996. The John L. Hennessy trophies both changed and had a second larger lower base added to them. The back of the coin commemorates the new trophy and the front also contained the colorful Air Force logo. This time however, these coins were made available to the general public to support a new scholarship imitative created and funded in part by the sale of these sought after Hennessy Coins. Their popularity lasted for over 4 years with 6 mintings creating 1,500 coins.

In 2000, the Hennessy trophy again grew with a third trophy base. To commemorate the growth of the trophy and the HTA...and mark the new millennium, the coin again was re-minted. The minting lasted through the end of 2005 with a total of 8 mintings creating 2,750 coins.

In honor of the 50th anniversary of the John L. Hennessy awards, a commemorative and larger coin was designed and released in 2006. This new look was also cast in “sanding silver” to bring out the likeness of the sterling silver John L. Hennessy trophies. The coin was also enlarged to denote the accomplishments of the Hennessy Awards and those that have “served” as competitors, winners and Travelers over the last 50 years. The new coin is now in its second minting, having only created 1,000 coins.



The History of “Coining”

During World War I, American volunteers from all parts of the country filled the newly formed flying squadrons. Some were wealthy scions attending colleges such as Yale and Harvard who quit in midterm to join the war. In one squadron, a wealthy Lieutenant ordered medallions struck in solid bronze carrying the squadron emblem for every member of this squadron. He himself carried his medallion in a small leather sack around his neck.

Shortly after acquiring the medallions, this pilot’s aircraft was severely damaged by ground fire. He was forced to land behind enemy lines and was immediately captured by a German patrol. In order to discourage his escape, the Germans took all his personal identification except for the small leather pouch around his neck. In the meantime, he was taken to a small French town near the front. Taking advantage of a bombardment that night, he donned civilian clothes and escaped. However, he was without personal identification.

He succeeded in avoiding German patrols and reached the front lines. With great difficulty, he crossed no-man’s land. Eventually, he stumbled into a French outpost. Unfortunately, the French in this sector of the front had been plagued by saboteurs. They sometimes masqueraded as civilians. Not recognizing the young pilot’s American accent, the French thought him to be a saboteur and made ready to execute him. Just in time, he remembered his leather pouch containing the medallion. He showed it to his would be executioners. His French captors recognized the squadron insignia and delayed long enough for him to confirm his identity. Instead of shooting him they gave him a bottle of wine!

Back at his squadron, it became a tradition to ensure that all members carried their medallion or “Coin” at all times. This was accomplished through a challenge in the following manner: a “Challenger” would ask to see the coin. If the one “Challenged” could not produce the coin – he was required to purchase a drink of choice for the member that challenged him. If the one challenged, produced his coin – then the challenging member was required to buy the drinks. This tradition continued throughout the war and for many years after while surviving members of the squadron were still alive.

Today, the “Fraternity of the Coin” lives on through the many military, fraternal organizations and associations of the world. Some coins are minted in limited editions making them more meaningful and rare. It is up to the respective organizations to maintain control, keep records of the minting and the prestigious awarding of their coins.

“Coining” continues to grow. They have traveled into battle, around the globe, to the bottom of the oceans, to the highest mountain peaks, and have circled our great planet in space. They have been permanently welded in the keels of great ships, left at great monuments and have remained in the pockets of those that have journeyed beyond.



“Coin Check” Rules

1. The Challenge is initiated by drawing your coin, holding it in the air by whatever means possible and state, scream or shout or otherwise verbally acknowledge that you are initiating a “Coin Check”. Another, but less vocal method is to firmly place it on the bar, table, or floor (this should produce an audible noise which can be easily heard by those being challenged, but try not to leave a permanent imprint). If you accidentally drop your coin and it makes an audible sound upon impact, then you just “accidentally” initiated a coin check.
 - **Suffocation** – Do not leave your coin in the wrapper or plastic that it came in.
 - **Abuse of the Organizational Object** – Be careful not to damage your coin.
 - **Control** – When making the challenge, always keep your coin safely within your immediate possession and control.
2. Individuals challenged must respond by showing their Coin with their own unit’s logo to challenger within a reasonable amount of time.
 - If an organization has formally presented a coin to an “outsider” of the organization - it is the honorary tradition of meeting that the outsider always carries the coin when in the company of the awarding organization.
3. If you are challenged and are unable to properly respond, it is customary to buy a round of beverages for those that did respond to the challenge.
 - If the challenge is met with an “all accounted for” by everyone responding with their coin, the challenge is a loss and the Challenger then hosts by sponsoring a round of beverages to those assembled.
4. Coin Checks are permitted anywhere at anytime.
5. Failure to buy a round is a despicable crime and will require that you turn-in your Coin to the issuing agency.
6. **Exceptions** – There are no exceptions to the rules! They apply to those clothed or unclothed. At the time of the challenge, you are permitted one step and an arms reach to locate your coin. If you still cannot reach it – **SORRY ABOUT THAT!**

A COIN IS A COIN















| Scoring Guide | |
|----------------------|---|
| SCORE | <i>NORMATIVE BEHAVIOR</i> |
| 0% | <p>No system in place; anecdotal information</p> <p>No results or poor results</p> |
| 10-30% | <p>Early stages of developing and good implementing good systems</p> <p>Early stages of transition from reacting to proactive problem solving</p> <p>Major gaps existing in execution</p> <p>Results show only early stages of developing trends</p> <p>Little substantiation</p> |
| 40-60% | <p>Sound systematic approach is in place and responsive to the purpose of the item evaluated</p> <p>Fact-based improvement process in place—less emphasis on reacting</p> <p>In early stages of execution or no major gaps in execution</p> <p>Improvement trends and/or good performance levels reported in key areas—no adverse trends or poor performance</p> <p>Some trends and/or current performance levels—shows areas of strength and/or good to very good performance levels when compared to benchmarks.</p> |
| 70-90% | <p>Sound systematic approach responsive to the overall purpose of the item being evaluated</p> <p>Fact based improvement process is a key management tool; clear evidence of refinement and improved integration as a result of improvement cycles and analysis</p> <p>Approach is well deployed (almost fully implemented) with no major gaps</p> <p>Current performance is good to excellent in most areas of importance—sustained trends</p> <p>Many improvement trends when evaluated against relevant comparisons/benchmarks</p> |
| 100% | <p>Fully responsive to all requirements of the item</p> <p>Very strong fact based improvement process (backed by excellent analysis)</p> <p>Fully executed system without and significant gaps or weaknesses</p> <p>Excellent performance in most areas of importance</p> <p>Excellent improvement trends</p> <p>Strong evidence of industry and benchmark leadership demonstrated.</p> |





Rank & Grades of the United States Air Force -- Enlisted

| | | | | | |
|--|--|--|--|---|---|
|  <p>E-1 Airman Basic</p> |  <p>E-2 Airman</p> |  <p>E-3 Airman 1st Class</p> |  <p>E-4 Senior Airman</p> |  <p>E-5 Staff Sergeant</p> |  <p>E-6 Technical Sergeant</p> |
|  <p>E-7 Master Sergeant</p> |  <p>E-7 aster Sergeant 1st Sergeant</p> |  <p>E-8 Senior Master Sergeant</p> |  <p>E-8 Senior Master Sergeant 1st Sergeant</p> |  <p>E-9 Chief Master Sergeant</p> |  <p>E-9 Chief Master Sergeant 1st Sergeant</p> |



Rank & Grades of the United States Air Force -- Officers

| | | | | | |
|--|---|--|---|--|--|
|  <p>E-9 Command Chief Master Sergeant</p> |  <p>E-9 Chief Master Sergeant of the United States Air Force</p> |  <p>O-1 Second Lieutenant</p> |  <p>O-2 First Lieutenant</p> |  <p>O-3 Captain</p> |  <p>O-4 Major</p> |
|  <p>O-5 Lieutenant Colonel</p> |  <p>O-6 colonel</p> |  <p>O-7 Brigadier General</p> |  <p>O-8 Major General</p> |  <p>O-9 Lieutenant General</p> |  <p>O-10 General</p> |



