

Section 9



NONCOMMISSIONED OFFICER EVALUATION REPORT AND NCOER COUNSELING AND SUPPORT FORM

Key Points

- 1 NCOER Preparation
- 2 Counseling Preparation
- 3 Performance Counseling

It is not the critic who counts, nor the man who points out how the strong man stumbled, or where the doer of deeds could have done better. The credit belongs to the man who is actually in the arena; whose face is marred by dust and sweat and blood; who strives valiantly; who errs and comes short again and again; who knows the great enthusiasms, the great devotions, and spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement; and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who know neither victory nor defeat.

Theodore Roosevelt

The Man in the Arena

Introduction

As a junior officer, you will learn much from your noncommissioned officers (NCOs). You will be expected not only to master the skills they help you learn but also to mentor these NCOs as you lead your unit. To assist you in that task, you should understand the Noncommissioned Officer Evaluation Reporting System (NCOERS) and how it can help you make the most of your NCOs' potential by bringing all the experience and skills they possess to the missions assigned to you and your platoon. The counseling process of the **Noncommissioned Officer Evaluation Report (NCOER)** will focus the attention of your enlisted leadership and enhance mission success. The NCOER will document that success and formally recognize your NCOs' achievements. NCOERs are the most important documents in an NCO's file. They have a direct and significant impact on the promotion selection process.

NCOER Preparation

As a platoon leader, you will immediately be responsible for rating and counseling NCOs. The purpose of rating NCOs is to contribute to increased Army-wide performance and better professional development. The emphasis is on performance counseling. You will use DA Form 2166-8-1 (NCOER Counseling and Support Form) to prepare for, conduct, and record results of performance counseling with your NCO. Its use is mandatory for counseling all NCOs, CPL through CSM. The purpose of the counseling and support form is to improve performance counseling by providing structure and discipline to the process.

The process is as follows:

Noncommissioned Officer Evaluation Report (NCOER)

DA Form 2166-8, on which rating officials record evaluations of how well the rated NCO met his or her duty requirements and adhered to Army NCO standards

The minimum authorized period for an NCOER is 90 rated days.

NCO performance is documented by the rater, senior rater, and reviewer.

1. Within the first 30 days of the rating period, you will conduct the first counseling session with your NCO. You should communicate the performance standards you expect and let your NCO know what you expect during the rating period. Show the NCO the rating chain and a complete duty description, discuss the meaning of the values and responsibilities contained on the NCOER, and explain the standards for success and the standard for an excellence rating. Before your NCO departs the counseling session, record key points that were discussed and obtain the NCO's initials on DA Form 2166–8–1.
2. Conduct follow-up counseling sessions at least quarterly for Active Army and Active Guard and Reserve NCOs and at least semiannually for Reserve Component NCOs performing inactive duty training. These counseling sessions differ from the first counseling session in that the primary focus is on documenting and explaining to your NCO how well he or she is performing the duties and responsibilities discussed in the initial counseling. Update the duty description and discuss what the NCO did well and what he or she could have done better. Base your evaluations on observed actions and demonstrated behavior and results. The guide for this discussion is the standards for success and excellence established in the initial counseling session. Before ending this counseling session, record key points you discussed and obtain your NCO's initials on DA Form 2166–8–1.
3. Maintain one DA Form 2166–8–1 for each NCO you rate until after the NCOER for that period has been approved and submitted to the proper office. For corporals who do not receive a recorded NCOER, maintain the counseling and support form for one year. There is no regulatory requirement to keep the DA Form 2166–8–1 beyond this time. It may be appropriate in some cases, however, to keep it for possible future use to support administrative or personnel actions.

See Figure 9.1 for a sample of this form.

Counseling Preparation

Before conducting a counseling session, you should get a copy of the NCO Counseling Checklist/Record, DA Form 2166-8-1. Read it; use it; keep it. You should also review the relevant section on NCO Values and Responsibilities in FM 6-22. The little bit of extra time you spend writing or reviewing the duty description before counseling will pay off. If you have a hard time understanding it, your NCO will also have trouble, so keep it clear and concise.

During the first counseling session, you as the rater show the rated NCO the rating chain and a complete duty description, discuss the meaning of the values and responsibilities contained on the NCOER, explain the standards for success, record the key points you discuss, and ask the rated NCO to initial the NCOER Counseling and Support Form.

In later counseling sessions, you update the duty description and discuss what the NCO did well and what he or she could do better—based on actions you observed, the NCO's demonstrated behavior, and results. You record the key points you both discussed and have your NCO initial the form.

Remember that the initial and subsequent counseling, which use the mandatory NCOER Counseling and Support Form, coupled with a “working copy” of the NCOER, is a useful tool for rating officials. With this information, you will not have to scramble for bullet comments at the end of a rating period. If you conduct the counseling properly, you are writing bullets each quarter, which makes completing the evaluation a much easier task. The other advantage of proper counseling and using the forms is that this reduces the possibility of generating an unjust, unfair, or administratively incorrect evaluation.

NCOER COUNSELING AND SUPPORT FORM				FOR OFFICIAL USE ONLY (FOUO) SEE PRIVACY ACT STATEMENT IN AR 623-3	
For use of this Form, see AR 623-3, the proponent agency is DCS, G-1					
PART I - ADMINISTRATIVE DATA					
a. NAME (Last, First, Middle Initial)	b. SSN	c. RANK	d. DATE OF RANK	e. PMOSC	
BUCK, GEORGE G.	999-99-9999	MSG	19990501	92Y52SG10	
f. UNIT, ORG., STATION, ZIP CODE OR APO	STATUS CODE	i. RATED NCO'S APO EMAIL ADDRESS (.gov or .mil)		m. UIC	n. CMD CODE
HHC, SP TRPS BN, 13th COSCOM, Ft. Hood, TX		george.g.buck007@us.army.mil		W6ED24	UZ
					o. PSB CODE
					UA01
PART II - AUTHENTICATION					
a. NAME OF RATER (Last, First, Middle Initial)	SSN	INITIAL	LATER	LATER	LATER
SCOTT, THOMAS D.	123-45-6789				
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT				RATER'S APO EMAIL ADDRESS (.gov or .mil)	
LTC, AC, Army Contracting Agency, BN Commander				thomas.d.scott123@us.army.mil	
b. NAME OF SENIOR RATER (Last, First, Middle Initial)	SSN	INITIAL	LATER	LATER	LATER
JONES, WILLIAM A.	234-56-7890				
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT				SENIOR RATER'S APO EMAIL ADDRESS (.gov or .mil)	
GS15, Army Contracting Agency, Acting Director				bill.jones100@us.army.mil	
c. NAME OF REVIEWER (Last, First, Middle Initial)	SSN	INITIAL	LATER	LATER	LATER
SMITH, VIRGINIA	456-78-9123				
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT				REVIEWER'S APO EMAIL ADDRESS (.gov or .mil)	
COL, AG, Army Contracting Agency, BDE Commander				virginia.smith58@us.army.mil	
d. RATED NCO'S INITIALS		INITIAL	LATER	LATER	LATER
PART III - DUTY DESCRIPTION (Rater)					
a. PRINCIPAL DUTY TITLE			b. DUTY MOSC		
Contracting Command NCOIC			92Y50G1		
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars)					
(SEE DA PAM AR 623-3, PARA 3-1)					
d. AREAS OF SPECIAL EMPHASIS					
(SEE DA PAM AR 623-3, PARA 3-1)					
e. APPOINTED DUTIES					
(SEE DA PAM AR 623-3, PARA 3-1)					
f. PHYSICAL FITNESS & MILITARY BEARING					
APFT PASS		APFT DATE	20031215	HEIGHT/WEIGHT	70 168 Yes
a. ARMY VALUES: PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)					
LOYALTY, DUTY, RESPECT/EO/EEO, SELFLESS-SERVICE, HONOR, INTEGRITY, PERSONAL					
TASK/ACTIONS:			PERFORMANCE SUMMARY:		
(SEE DA PAM AR 623-3, PARA 3-1)			(SEE DA PAM AR 623-3, PARA 3-1)		

Figure 9.1a Sample DA Form 2166-8-1 NCOER Counseling and Support Form

RATED NCO'S NAME (Last, First, Middle Initial) BUCK, GEORGE G.		SSN 999-99-9999
b. COMPETENCE: <ul style="list-style-type: none"> o Duty proficiency; MOS competency o Sound judgment o Accomplishing tasks to the fullest capacity; committed to excellence o Technical & tactical; knowledge, skills, and abilities o Seeking self-improvement always learning 		
TASK/ACTIONS: (SEE DA PAM AR 623-3, PARA 3-1)	PERFORMANCE SUMMARY: (SEE DA PAM AR 623-3, PARA 3-1)	
c. PHYSICAL FITNESS & MILITARY BEARING: <ul style="list-style-type: none"> o Mental and physical toughness o Displaying confidence and enthusiasm; looks like a soldier o Endurance and stamina to go the distance 		
TASK/ACTIONS: (SEE DA PAM AR 623-3, PARA 3-1)	PERFORMANCE SUMMARY: (SEE DA PAM AR 623-3, PARA 3-1)	
d. LEADERSHIP: <ul style="list-style-type: none"> o Mission first o Instilling the spirit to achieve and win o Genuine concern for soldiers o Setting the example: Be, Know, Do 		
TASK/ACTIONS: (SEE DA PAM AR 623-3, PARA 3-1)	PERFORMANCE SUMMARY: (SEE DA PAM AR 623-3, PARA 3-1)	
e. TRAINING: <ul style="list-style-type: none"> o Individual and learn o Teaching soldiers how; common tasks; duty-related skills o Mission focused; performance oriented o Sharing knowledge and experience to fight, survive and win 		
TASK/ACTIONS: (SEE DA PAM AR 623-3, PARA 3-1)	PERFORMANCE SUMMARY: (SEE DA PAM AR 623-3, PARA 3-1)	
f. RESPONSIBILITY & ACCOUNTABILITY: <ul style="list-style-type: none"> o Care and maintenance of equipment/facilities o Conservation of supplies and funds o Responsible for good, bad, right & wrong o Soldier and equipment safety o Encouraging soldiers to learn and grow 		
TASK/ACTIONS: (SEE DA PAM AR 623-3, PARA 3-1)	PERFORMANCE SUMMARY: (SEE DA PAM AR 623-3, PARA 3-1)	

Figure 9.1b Sample DA Form 2166-8-1 NCOER Counseling and Support Form (continued)

Performance Counseling

All NCOs must undergo face-to-face performance counseling. You counsel the rated NCO to improve his or her performance and help him or her develop professionally. In performance counseling, you develop and communicate performance standards to the NCO at the beginning of the rating period (within the first 30 days) and discuss with the NCO progress toward meeting these standards at least quarterly during the rating period.

In performance counseling you use DA Form 2166-8-1, which includes feedback on performance, including appearance, conduct, mission accomplishment, and the way NCOs carry out their duties. Honest feedback lets NCOs know how they are performing.

The goal of these counseling sessions is to help all NCOs succeed and meet Army standards. The best counseling sessions always look forward. They do not dwell on the past and what the NCO has done, but rather on the future and what the NCO can do better. Don't wait until the end of the rating period to counsel. By then, it's too late, since there is insufficient time for the rated NCO to make improvements in the quarter before the evaluation.

Raters and other members of the chain of command will periodically check to ensure that counseling is occurring. Expect senior raters to require you to submit the **NCOER counseling** packet along with the NCOER you are submitting to the senior rater and reviewer.

Four Steps of Performance Counseling

You can use four basic counseling steps to organize the counseling session:

1. *Open the session.* State your purpose for the counseling session. This typically depends on the period you are covering, i.e., initial or quarterly/semiannually. It's important that you put NCOs at ease and encourage their participation.
2. *Discuss the issues outlined in your preparation.* Work with the NCO so that you jointly develop an understanding of the situation. Line up your facts and your observations over the period to support any points you make. You should also link the issues you're discussing to the unit's goals and mission.
3. *Develop an action plan.* Identify specific actions or requirements that will guide the NCO's behavior. The plan must parallel the unit's goals, or METL. However, you should allow your NCO to provide input to any suspense or timeline to ensure that the standard you set is realistic and achievable. If your NCO is having ongoing problems in areas of performance or discipline, refer your NCO to the appropriate agency to help the NCO take corrective actions.
4. *Close the counseling session.* Leave yourself enough time to properly sum up the session, highlighting the key areas you want the NCO to focus on. Review the action plan for achieving the desired improvements and double-check to make sure the NCO understands and accepts the course of action you have outlined. Be sure to review the working copy of the NCOER with your NCO, so he or she has a clear picture of where he or she stands in terms of success, excellence, or needing improvement.

NCOER counseling

a meeting between the rater and the rated NCO during which the rater uses DA Form 2166-9-1 to inform the NCO about his or her duties and expected performance standards

DA Form 2166-8 (NCO Evaluation Report)

Use DA Form 2166-8 (NCO Evaluation Report (NCOER)) to provide DA with performance and potential assessments of each rated NCO. The form ensures sound personnel management decisions. It also helps an NCO develop his or her full potential. See Figure 9.2 for a sample of this form.

NCO EVALUATION REPORT										FOR OFFICIAL USE ONLY (FOUO) SEE PRIVACY ACT STATEMENT IN AR 623-3.			
+ For use of this form, see AR 623-3: the proponent agency is DCS, G-1.										+			
PART I - ADMINISTRATIVE DATA													
a. NAME (Last, First, Middle initial) BUCK, GEORGE G					b. SSN 999-99-9999		c. RANK MSG		d. DATE OF RANK 19990501		e. PMOSC 92Y52SG10		
f.1. UNIT ORG STATION ZIP CODE OR APO HHC, Special Troops Battalion, 13th COSCOM, Ft. Hood, TX 76544 FORSCOM							f.2. STATUS CODE 02		g. REASON FOR SUBMISSION Annual				
h. PERIOD COVERED			i. RATED MONTHS		j. NON-RATED CODES		k. NO. OF ENCL		l. RATED NCO'S AKO EMAIL ADDRESS (.gov or .mil)		m. UIC	n. CMD CODE	o. PSB CODE
FROM		THRU						george.g.buck007@us.army.mil		W6ED24	UJZ	UA01	
Year Month Day		Year Month Day		12									
20030701		20040630											
PART II - AUTHENTICATION													
a. NAME OF RATER (Last, First, Middle initial) SCOTT, THOMAS D					b. SSN 123-45-6789			c. DATE					
RANK LTC		PMOSC/BRANCH AC		ORGANIZATION Army Contracting Agency			DUTY ASSIGNMENT BN Commander		RATER'S AKO EMAIL ADDRESS (.gov or .mil) thomas.d.scott123@us.army.mil				
b. NAME OF SENIOR RATER (Last, First, Middle initial) JONES, WILLIAM A					c. SSN 234-56-7890			d. DATE					
RANK GS15		PMOSC/BRANCH		ORGANIZATION Army Contracting Agency			DUTY ASSIGNMENT Acting Director		SENIOR RATER'S AKO EMAIL ADDRESS (.gov or .mil) bill.jones100@us.army.mil				
c. NAME OF REVIEWER (Last, First, Middle initial) SMITH, VIRGINIA					e. SSN 456-78-9123			f. DATE					
RANK COL		PMOSC/BRANCH AG		ORGANIZATION Army Contracting Agency			DUTY ASSIGNMENT BDE Commander		REVIEWER'S AKO EMAIL ADDRESS (.gov or .mil) virginia.smith58@us.army.mil				
d. <input checked="" type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL. (See attached comments)													
e. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating officials in Part II, the duty description to include the counseling dates in Part III, and the APFT and height/weight entries in Part IVc are correct. I have seen the completed report. I am aware of the appeals process of AR 623-3.										f. DATE			
PART III - DUTY DESCRIPTION (Rater)													
a. PRINCIPAL DUTY TITLE Contracting Command NCOIC						b. DUTY MOSC 92Y50G1							
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars)													
(SEE DA PAM 623-3, PARA 3-6)													
d. AREAS OF SPECIAL EMPHASIS													
(SEE DA PAM 623-3, PARA 3-6)													
e. APPOINTED DUTIES													
(SEE DA PAM 623-3, PARA 3-6)													
f. COUNSELING DATES				INITIAL 20030730		LATER 20031015		LATER 20040101		LATER 20040419			
PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)													
a. ARMY VALUES. Check either "YES" or "NO". Comments are mandatory for "No" entries, optional for "Yes" entries.										YES	NO		
V A L U E S		Loyalty Duty Respect Selfless-Service Honor Integrity Personal Courage		1. LOYALTY: Bears true faith and allegiance to the U. S. Constitution, the Army, the unit, and other soldiers.						X			
				2. DUTY: Fulfills their obligations.						X			
				3. RESPECT/EQ/EEO: Treats people as they should be treated.						X			
				4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.						X			
				5. HONOR: Lives up to all the Army values.						X			
				6. INTEGRITY: Does what is right - legally and morally.						X			
				7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).						X			
Bullet comments													
(SEE DA PAM 623-3, PARA 3-7)													

Figure 9.2a Sample 2166-8 NCOER

RATED NCO'S NAME (Last, First, Middle initial) + BUCK, GEORGE G		SSN 999-99-9999	THRU DATE 20040630 +
PART IV (Rater) - VALUES/NCO RESPONSIBILITIES <small>Bullet comments are mandatory. Substantive bullet comments are required for "EXCELLENCE" or "NEEDS IMPROVEMENT."</small>			
b. COMPETENCE o Duty proficiency: MOS competency o Technical & tactical; knowledge, skills, and abilities o Sound judgment o Seeking self-improvement; always learning o Accomplishing tasks to the fullest capacity; committed to excellence EXCELLENCE (Exceeds std) SUCCESS (Meets std) NEEDS IMPROVEMENT (Some) (Much) X		(SEE DA PAM 623-3, PARA 3-7)	
c. PHYSICAL FITNESS & MILITARY BEARING o Mental and physical toughness o Endurance and stamina to go the distance o Displaying confidence and enthusiasm; looks like a soldier EXCELLENCE (Exceeds std) SUCCESS (Meets std) NEEDS IMPROVEMENT (Some) (Much) X		APFT PASS 20031215	HEIGHT/WEIGHT 70 / 168 Yes
d. LEADERSHIP o Mission first o Genuine concern for soldiers o Instilling the spirit to achieve and win o Setting the example; Be, Know, Do EXCELLENCE (Exceeds std) SUCCESS (Meets std) NEEDS IMPROVEMENT (Some) (Much) X		(SEE DA PAM 623-3, PARA 3-7)	
e. TRAINING o Individual and team o Mission focused; performance oriented o Teaching soldiers how; common tasks, duty-related skills o Sharing knowledge and experience to fight, survive and win EXCELLENCE (Exceeds std) SUCCESS (Meets std) NEEDS IMPROVEMENT (Some) (Much) X		(SEE DA PAM 623-3, PARA 3-7)	
f. RESPONSIBILITY & ACCOUNTABILITY o Care and maintenance of equipment/facilities o Soldier and equipment safety o Conservation of supplies and funds o Encouraging soldiers to learn and grow o Responsible for good, bad, right & wrong EXCELLENCE (Exceeds std) SUCCESS (Meets std) NEEDS IMPROVEMENT (Some) (Much) X		(SEE DA PAM 623-3, PARA 3-7)	
PART V - OVERALL PERFORMANCE AND POTENTIAL			
a. RATER. Overall potential for promotion and/or service in positions of greater responsibility. AMONG THE BEST FULLY CAPABLE MARGINAL X		e. SENIOR RATER BULLET COMMENTS (SEE DA PAM 623-3, PARA 3-8)	
b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade. (SEE DA PAM 623-3, PARA 3-8)			
c. SENIOR RATER. Overall performance X 1 2 3 4 5 Successful Fair Poor		d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility. X 1 2 3 4 5 Superior Fair Poor	

Figure 9.2b Sample 2166-8 NCOER (continued)

Mandatory forms used in the evaluation process are available online at <http://www.usapa.army.mil> “Search Forms.” Specific instructions for preparation and submission of evaluation forms are addressed in Chapter 3 of DA Pam 623–3 as follows.

Part I, Administrative Data

Part I is for administrative data, which includes identifying the rated NCO, the period of the report, and the reason for submitting the report. See Table 9.1 for Part I (Administrative Data) instructions for the NCOER.

TABLE 9.1A

Instructions, Part I (Administrative Data), NCOER

NCOER Part : Ia: Name

Action Required: Enter rated NCO's name (LAST, FIRST, MI, SUFFIX) ALL CAPS

Reference: None

NCOER Part : Ib: Social Security Number

Action Required: Enter rated NCO's SSN (9 digit XXX–XX–XXX)

Reference: None

NCOER Part : Ic: Rank

Action Required: Enter the three-letter abbreviation for the NCO's military rank, not pay grade (for example, SSG, SFC). If the rated NCO is frocked to 1SG, SGM, or CSM, enter the rank, date of rank, and PMOSC held prior to the frocking action. In addition to the NCO's rank in Part Ic, enter the appropriate frocked rank in parentheses immediately following the rank entry. The entries are SFC (1SG), MSG(SGM), or MSG(CSM). If the rated NCO was reduced to corporal/specialist or below enter the reduced rank. Reduction to another NCO grade does not require a report.

Reference: AR 600–20

NCOER Part : Id: Date of Rank

Action Required: Enter the rated NCO's date of rank (YYYYMMDD). If the rated NCO is frocked enter the date of rank for the rank held prior to the frocking action. If the rated NCO was reduced to corporal/specialist or below enter the effective date of the reduction.

Reference: None

NCOER Part : Ie: PMOS

Action Required: Enter up to nine digits of the primary military occupational specialty (MOS) code (for example, 19E30, 42A5MA3, and 18Z5PW9LA). If an NCO does not possess an additional skill identifier or language identifier, only a five digit MOS is entered. An alpha or numeric entry may be used to denote the last digit of the skill level (O or 0).

Reference: None

NCOER Part : If: Unit, Org, Station, Zip Code or APO, MACOM, and 1f.2 Status Code

Action Required: — Rated NCO's Unit, Organization, Station, Zip Code or APO, and MACOM.

— Enter data in order listed on form.

— USAR must include the appropriate Major USA Reserve Command/ USAR General Officer Command.

— If USAR or ARNG NCO, enter the status code/complete name in 1f.2 as follows:

IRR: Individual Ready Reserve

IMA: Individual Mobilization Augmentee

DIMA: Drilling Individual Mobilization Augmentee

TPU: Troop Program Unit

EAD: Extended Active Duty

AGR: Active Guard Reserve

MOB: Mobilized Soldier

TTAD: Temporary Tour Active Duty

ADSW: Active Duty for Special Works

M-DAY: Man-Day NG Traditional Soldiers

Reference: None

TABLE 9.1B

Instructions, Part I (Administrative Data), NCOER (continued)

NCOER Part : Ig: Reason for Submission

Action Required: Enter the appropriate report code in the left-hand portion of the block and the type of report title in the right-hand portion of the block.

Reference: Table 3–6

NCOER Part : Ih: Period Covered

Action Required: — Period Covered is the period extending from the day after the "Thru" date of the last report to the date of the event causing the report to be written. The rating period is that period within the "Period Covered" during which the rated NCO serves in the same position under the same rater who is writing the report. The "Period Covered" and the rating period always end on the same date (the "Thru" date of the report). The beginning date of the rating period may not be the same as that of that of the "Period Covered" (the "From" date). For example, an NCO departs on PCS on 1 July and is given a change-of-rater report with a "Thru" date of 30 June. After 5 days in travel and 20 days on leave, the NCO reports for duty on 26 July. On 1 November the NCO changes duty and is given a change-of-rater report. The "Period Covered" on this report would be 1 July ("From") to 31 Oct ("Thru"); however, the rating period would be from 26 July to 31 October. The "Thru" date on change of rater reports will be the day before the change. For rated NCO signing out on transition leave, the "Thru" date will be the date prior to the date that transition leave begins. Use 4-digit year format (that is, 19971015).

- Reports rendered in the following situations: 1. Active Army. An NCO's first report period begins on the effective date of promotion to sergeant, reversion to NCO status after serving as a commissioned or warrant officer for 12 months or more, reentry on active duty after a break in service of 12 months or more, or the date of the ABCMR memorandum that approves reinstatement of a promotion.; 2. ARNGUS. The initial report period will begin on the effective date of promotion to sergeant or the effective date assigned/attached to a unit, whichever occurs later; 3. USAR–AGR. An NCO's first report period begins on the effective date of promotion to sergeant or the effective date ordered to AGR status, whichever occurs later; 4. USAR TPU. The first report period will begin on the effective date of promotion to sergeant or the effective month assigned/attached to a troop program unit (TPU), whichever occurs later; 5. IRR, IMA, or ING.
- Based on AR 623–3, paragraphs 4–10 and 5–18 report periods will begin with the day that the NCO performs annual training (AT), active duty for training (ADT), active duty for special work (ADSW), full-time National Guard duty (FTNGD), temporary tour of active duty (TTAD), or period of extended active duty (EAD).

Reference: None

NCOER Part : Ii: Number of Months

Action Required: The number of rated months is computed by dividing the basic rating period by 30. Do not use the "Period Covered" by the report, subtract all nonrated time. If 15 or more days are left after dividing by 30, they will be counted as a whole month. (For example, 130 days is 4 months and 10 days and is entered as 4 months; 140 days is 4 months and 20 days and is entered as 5 months.)

Reference: None

NCOER Part : Ij: Non-rated codes

Action Required: Enter the appropriate codes from table 3–7. If there were no non-rated periods, leave blank. Entries in Parts Ij are not required for ARNGUS, IRR, and IMA Soldiers not on active duty.

Reference: Table 3–7

NCOER Part : Ik: Number of Enclosures

Action Required: Enter number of enclosures. If there are no enclosures, enter 0 or leave blank.

- Non concurrence memo
- 30 Day waiver
- Relief for cause for non Army rating officials

Reference: AR 623–3, figures 2–1, 3–2, and 3–3;

NCOER Part : Il: Rated NCO's AKO e-mail address

Action Required: Rated NCO's AKO e-mail address

Reference: None

NCOER Part : Im: Unit Identification Code (UIC)

Action Required: Enter the rated NCO's UIC

Reference: None

NCOER Part : In: Command Code

Action Required: Enter rated NCO's Command Code (Two digits)

Reference: AR 680–29

NCOER Part : Io: PSB code

Action Required: Enter four character alphanumeric PSB code of the rated NCO's servicing Administrative Office; or for ARNG officers, two digit STATE MILPO CODE.

Reference: AR 680–29

Part II, Authentication

Part II is for authentication by the rated NCO and rating officials after they have completed their portions of the form at the end of the rating period. Each individual in the rating chain may sign and date the NCOER up to 14 days prior to the "thru" date of the report. However, the report cannot be forwarded to HQDA until the thru date of the report. See Table 9.2 for Part II (Authentication) instructions for the NCOER. The following rules apply:

- The reviewer's signature and date cannot be before the rater's or senior rater's
- The senior rater's signature and date cannot be before the rater's
- The rated Soldier may not sign or date the report before the rater, senior rater, or reviewer.

TABLE 9.2

Instructions, Part II (Authentication), NCOER

NCOER Part : IIa - Rater

Action Required: First Line: LAST, FIRST, MI, SUFFIX - ALL CAPS/SSN (9 digit XXX-XX-XXXX)/Signature/Validation

Second line: Rank, PMOS, Branch, Organization, Duty Assignment/AKO e-mail address

All grade entries will be the current (as of the "Thru" date). Rating officials who have been frocked to a higher grade and are serving in an authorized position for which he or she has been frocked will enter the frocked grade. - For rating officials who are members of other services, in addition to their rank, enter their branch of service (that is, USN, USAF, USMC). For example, a US Navy Captain would be entered as CAPT in the rank block and USN in the branch block. Civil service raters will enter the pay grade GS (number). Members of the Senior Executive Service, "SES" will be entered in lieu of a grade.

Reference: None

NCOER Part : IIb - Senior Rater

Action Required: First Line: LAST, FIRST, MI, SUFFIX - ALL CAPS/SSN (9 digit XXX-XX-XXXX)/Signature/Validation

Second line: Rank, PMOS, Branch, Organization, Duty Assignment/AKO e-mail address

All grade entries will be the current (as of the "Thru" date). Rating officials who have been frocked to a higher grade and are serving in an authorized position for which he or she has been frocked will enter the frocked grade. - For rating officials who are members of other services, in addition to their rank, enter their branch of service (that is, USN, USAF, USMC). For example, a U.S. Navy Captain would be entered as CAPT in the rank block and USN in the branch block. Civil service raters will enter the pay grade GS (number). Members of the Senior Executive Service, "SES" will be entered in lieu of a grade.

Reference: None

NCOER Part : IIc - Reviewer

Action Required: First Line: LAST, FIRST, MI, SUFFIX - ALL CAPS/SSN (9 digit XXX-XX-XXXX)/Signature/Validation

Second line: Rank, PMOS, Branch, Organization, Duty Assignment/AKO e-mail address

Reference: None

NCOER Part : II d - Reviewer concur/non-concur

Action Required: Reviewer's concur/non-concur with Rater's and Senior Rater's evaluation:

- The reviewer has overall responsibility for ensuring the timely submission of an accurate DA Form 2166-8 in accordance with controls established by the commander.

- Reviewer places a typewritten or handwritten (in black ink) "X" in the appropriate block, indicating concurrence or non-concurrence. NOTE: Non-concurrence enclosure is mandatory (see para 3-6). Enclosures will not be used to add an additional concurrence to the report. The reviewer will ensure the rated NCO is provided a copy of the non-concurrence enclosure.

Second line: None

Reference: None

NCOER Part : IIe - Rated NCO's signature

Action Required: The rated NCO's signature verifies the following: They seen the completed report, the administrative data (Part I) is correct (except Part I k through o), the rating officials are proper (Part II), the duty description is accurate (Part III) and includes the counseling dates, the APFT and height/weight entries are correct (Part IVc), and that the rated NCO is aware of the appeals process. It is important that rated NCOs and rating officials clearly understand that the rated NCO's signature does not constitute agreement or disagreement with the evaluations of the rater and/or senior rater. NOTE: If the rated Soldier is unavailable, unable, or fails to sign the DA Form 2166-8 for any reason, the senior rater will either resolve the problem or explain why in DA Form 2166-8, Part Ve and the rated Soldier's signature is left blank. The report will not be delayed because it lacks the rated Soldier's signature.

Second line: None

Reference: None

Part III, Duty Description

In Part III you provide for the duty description of the rated NCO. It is your responsibility to ensure the duty description information is factually correct. You must enter this information and the rated NCO must verify it. See Table 9.3 for Part III (Duty Description) instructions for the NCOER. The duty description:

- is an outline of the normal requirements of the specific duty position
- should show the type of work required rather than frequently changing tasks
- is essential to performance counseling and evaluation—it is used during the first counseling session to tell the rated NCO what the duties are and what needs to be emphasized
- may be updated during the rating period
- is used at the end of the rating period to record what was important about the duties.

TABLE 9.3

Instructions, Part III (Duty Description), NCOER

NCOER Part : IIIa: Principal Duty Title

Action Required: Enter Principal Duty Title (match with unit force management document or principal duty title that most accurately reflects actual duties performed.)

Reference: None

NCOER Part : IIIb: Duty MOSC

Action Required: Enter Duty MOS (five/seven/nine). Enter the enlisted DMOS (at least five characters but no more than nine). In cases where the rated NCO is filling an officer position, enter the enlisted MOS that best matches the officer position.

Reference: None

NCOER Part : IIIc: Daily Duties and Scope

Action Required: These must include a series of phrases, starting with action words and separated by semicolons and ending in a period. This portion should address the most important routine duties and responsibilities. Ideally, this should include the number of people supervised, equipment, facilities, and dollars involved and any other routine duties and responsibilities critical to mission accomplishment. Readiness NCO or training NCO. For ARNGUS AGR Soldiers assigned as readiness NCO or training NCO, enter both the NCO's TOE or TDA assignment and the full-time support titles such as Chief or Firing Battery/Readiness NCO. Include a mix of both the position duties and the full-time support duties in Part IIIc, d, and e.

Reference: None

NCOER Part : IIId: Areas of Special Emphasis

Action Required: Enter areas of special emphasis/appointed duties. These must include a list of tasks/duties separated by semicolons and ending with a period. This portion is most likely to change during the rating period. It should include the most important items that applied at any time during the rating period. ARNGUS AGR Soldiers assigned as readiness NCO or training NCO, enter both the NCO's TOE or TDA assignment and the full-time support titles such as Chief or Firing Battery/Readiness NCO. Include a mix of both the position duties and the full-time support duties in Part IIIc, d, and e.

Reference: None

NCOER Part : IIIe: Appointed Duties

Action Required: Include duties appointed that are not normally included in the duty description. Readiness NCO or training NCO. For ARNGUS AGR Soldiers assigned as readiness NCO or training NCO, enter both the NCO's TOE or TDA assignment and the full-time support titles such as Chief or Firing Battery/Readiness NCO. Include a mix of both the position duties and the full-time support duties in Part III, d, and e.

Reference: None.

NCOER Part : IIIf: Counseling Dates

Action Required: Enter the actual dates of the counseling obtained from the DA Form 2166-8-1 (YYYYMMDD). When counseling dates are omitted, the senior rater will enter a statement in part Ve, explaining why counseling was not accomplished. The absence of counseling will not be used as the sole basis for an appeal. However, the lack of counseling may be used to help support other claims made in an appeal.

Reference: None.

Part IV, Army Values/Noncommissioned Responsibilities

You must complete the Army Values/NCO Responsibilities section, including the Army Physical Fitness Test (APFT) performance entry and the height and weight entry in Part IVc. Part IVa contains a listing of the Army Values that define professionalism for the Army NCO. They apply across all grades, positions, and MOS. These Army Values are needed to maintain public trust and confidence, and they support the qualities of leadership and management that make for an effective NCO Corps. These values are listed on the DA Form 2166–8 to emphasize and reinforce professionalism. They will be considered in the evaluation of the performance of all NCOs. See Table 9.4 for Part IV (Army Values/Noncommissioned Responsibilities) instructions for the NCOER.

- *Values and NCO requirements/responsibilities.* Values and NCO requirements/responsibilities are the sole focus for evaluation of performance in Part IV of the NCOER. Box marks (typewritten or handwritten X) and bullet comments (rules below) are used throughout the evaluation.
- *Bullet comments.* Bullet comments are mandatory regardless of ratings given. Narrative rules for Part IV, bullet comments will:
 - be short, concise, to the point—bullets will not be longer than two lines, preferably one; and no more than one bullet to a line
 - start with action words (verbs) or possessive pronouns (his or her); you may use the personal pronouns he or she; you should use the past tense when addressing the NCO's performance and/or contributions
 - be double-spaced between bullets
 - be preceded by a small letter 'o' to designate the start of the comment—each bullet comment must start with a small letter unless it's a proper noun that is usually capitalized
 - be a specific example that can be used only once; therefore, the rater must decide under which responsibility the bullet fits best (or is most applicable).

TABLE 9.4A

Instructions, Part IV (Army Values/Noncommissioned Responsibilities), NCOER

NCOER Part : IVa: Army Values

Action Required: The rater will check either a 'yes' or 'no' in the values block (all check marks must be consistent, that is, they all must be either typewritten, handwritten, or entered with a computer). Mandatory specific bullet comments are required for all 'no' entries. Base each entry on whether the rated NCO 'meets' or 'does not meet' the standard for each particular value. Quantitative and substantiated bullet comments are used to explain any area where rated NCO is particularly strong or needs improvement. A list of the values and their definitions can be found in Specific Bullet Comments para 3-6 (above); FM 6–22.

Reference: Specific Bullet Comments para 3–6 (above); FM 6–22

NCOER Part : IVb-f: Values/NCO Responsibilities

Action Required: *Excellence.* Exceeds standards; demonstrated by specific examples and measurable results; special and unusual; achieved by only a few; clearly better than most others. Examples:

- received physical fitness badge
- qualified entire squad as expert with M–16 and M–60
- awarded the Expert Infantryman Badge

Success. Meets all standards. Majority of ratings are in this category; fully competitive for schooling and promotion. The goal of counseling is to bring all NCOs to this level. Examples:

- shares experiences readily, constantly teach Soldiers
- constantly seeking to improve, completed three sub-courses during rating period
- coached and played on company softball team
- established comprehensive cross-training program for his section
- their platoon had only one tank on deadline report (for 10 days) during last 11 months

TABLE 9.4B

Instructions, Part IV (Army Values/Noncommissioned Responsibilities), NCOER (continued)

Needs improvement. Missed meeting some standard(s). Examples:

- was often unaware of whereabouts of subordinates
- had the highest deadline rate in the company due to apathy
- unprepared to conduct formal training on three occasions

Reference: Specific Bullet Comments para 3–7 (above)

NCOER Part : IVc: APFT

Action Required: — The rater will enter one of the following APFT entries: “PASS” or “FAIL” and the date (YYYYMMDD) of the APFT results. APFT refers to both the PT test for NCOs without profiles consisting of pushups, sit-ups, and the two-mile run; and the alternate PT test as prescribed by health care personnel for NCOs with permanent profiles who have been cleared to take the alternate PT test. If no APFT is taken due to profile, the entry will be: “PROFILE” and the year and month the profile was awarded within a 12 month period. These entries will reflect the NCO’s status on the date of the most recent record APFT administered by the unit within the 12-month period prior to the last rated day of supervision. Active Army NCOs take the record APFT twice per year, thus the 12 month period is the exception (that, deployed Soldiers unable to test twice per year). Sample entries are “PASS 20050105”, “FAIL 20050105”, or “PROFILE 20050105” NCOs who have a permanent profile and are cleared to take the alternate PT test, do not need the statement “profile does, or does not hinder duty performance.” The APFT is considered valid as long as it consists of one of the aerobic events (run, walk, bike, swim). “Received APFT badge” may be entered as a bullet comment to justify “excellence.” The APFT badge is awarded for scores of 270 and above with at least 90 in each of the three events. Numerical scores will be used to justify “needs improvement” ratings that are based solely on the APFT. It is optional to enter the APFT score for success ratings.

— Rater specific bullet examples are mandatory in Part IVc for the following:

- The rater will explain an APFT entry of “FAIL” or “PROFILE.” Comments on “FAIL” entries will address reasons for failure and note any progress toward meeting physical fitness standards (see AR 350–1). Comments on “PROFILE” (both permanent and temporary) will describe the rated NCO’s ability to perform assigned duties. Note, however, that if a NCO has appeared before a MOS Medical Retention Board (MMRB) and been determined fit for duty and deployable, rating officials may not state that the profile hinders duty performance.
- If the APFT has not been taken within twelve months of the THRU date of the report, and Soldier is not on any profile, the APFT data entry will be left blank. The rater will explain the absence of an APFT entry in Part IVc.
- An APFT entry is not required for Soldiers 60 years of age or older and pregnant NCOs who are exempt from the APFT in accordance with AR 40–501. Pregnant NCOs who have not taken the APFT within the last 12 months due to pregnancy, convalescent leave, and temporary profile, the rater will enter the following statement in part IVc: Exempt from APFT requirement in accordance with AR 40–501. NOTE: When using the electronic version, the APFT and HT/WT statement will be combined.
- As directed by the HQDA proponent for Army Physical Fitness Program (APFT), Deputy Chief of Staff G–3, deployed units unable to administer the APFT due to mission or conditions will annotate NCOERs with the following statement: “Soldier unable to take the APFT during this period due to deployment for combat operations/contingency operations”. NOTE: This does not exclude weight requirements.
- Personnel who meet Army minimum standards for APFT, but fail to meet unit standards, will not be given a rating of “needs improvement” for physical fitness and military bearing if such rating is based solely on the failure to meet unit standards.

Reference: AR 350–1; AR 40–501; AR 600–9

NCOER Part : IVc: Height/Weight

Action Required: — Enter the rated NCO’s verified height and weight (in inches and pounds) as of the unit’s last record weigh-in and an entry of “YES” or “NO” to indicate compliance or noncompliance with the provisions of AR 600–9. If there is no record weigh-in during the period covered by the report, the rater will enter the NCO’s height and weight as of the THRU date of the NCOER (no supplemental weigh-in is required). The data will be typed in Part IVc. Example entries are “72/180 YES”, or “68/205 NO”. Note: The rater enters “YES” for those NCOs who meet the weight for height screening table or are in compliance with the body fat standards of AR 600–9. The statement “within body fat standards of AR 600–9” will not be used on evaluation reports.

— Rater specific bullet examples are mandatory in Part IVc for the following:

- To explain the absence of the height and weight data.
- To explain any entry of “NO”, indicating noncompliance with the standards of AR 600–9. These comments will indicate the reason for noncompliance. Medical conditions may be cited for noncompliance; however, the ‘NO’ entry is still required because medical waivers to weight control standards are not permitted for evaluation report purposes. The progress or lack of progress in a weight control program will be indicated.
- Unless a valid Profile for the current rating period is in effect, the HT/WT standards of AR 600–9 apply at all times, even when the noncommissioned officer is deployed for combat or contingency operations. This entry will not be left blank.
- Pregnant NCOs, the entire entry is left blank. The rater will enter the following bullet in Part IVc: “Exempt from weight control standards of AR 600–9.” NOTE: When using the electronic version, the APFT and HT/WT statement will be combined. Additionally, rating officials will not use the word “pregnant”, or refer to an NCO’s pregnancy in any manner when completing an NCOER.

Reference: Specific Bullet Comments paragraph 3–7 (above); AR 600–9.

Part V, Overall Performance and Potential

The rating for overall performance and potential of the NCO consists of, and includes, rater box marks for promotion/service potential; rater-specific positions recommendation; senior rater overall performance and potential; and senior rater choice of alternatives for future performance. See Table 9.5 for Part V (Overall Performance and Potential) instructions for the NCOER.

TABLE 9.5A

Instructions, Part V (Overall Performance and Potential), NCOER

NCOER Part : Va: Rater - Overall Potential

Action Required: Rater places a computer generated, typewritten or handwritten (in black ink) “X” in the appropriate box. NCOs receiving one or more “needs improvement” rating in Part IVb-f cannot receive a rating of “among the best.” The following definitions will be used when completing Part Va:

- Among the best. NCOs who demonstrated a very good, solid performance and a strong recommendation for promotion and/or service in positions of greater responsibility.
- Fully capable. NCOs who have demonstrated a good performance and strong recommendation for promotion should sufficient allocations be available.
- Marginal. NCOs who demonstrated poor performance and should not be promoted at this time.

Reference: None

NCOER Part : Vb: Rater - 3 Future assignments

Action Required: Rater lists up to three (at least two) different future duty positions (job title) in which the rated NCO could best serve the Army at the current or next grade. When the rated NCO is being reduced to a lower grade, raters may enter duty positions of the lower grade.

Reference: None

NCOER Part : Vc: Senior Rater - Overall performance

Action Required: Senior rater evaluates overall performance by placing one computer generated, typewritten or handwritten (in black ink) “X” in the appropriate box. (Box marks should be consistent throughout the report, either all typewritten or all handwritten.) The senior rater’s box marks are independent of the rater’s. There is no specific box mark ratings required of the senior rater based on box marks made by the rater. The following definitions will be used when completing Part Vc:

- Successful/superior. A “1” rating represents the cream of the crop and is a recommendation for immediate promotion. A “2” rating represents a very good, solid performance and is a strong recommendation for promotion. A “3” rating also represents a good performance and, should sufficient allocations be available, is a recommendation for promotion.
- Fair. Represents NCOs who may require additional training/observation and should not be promoted at this time.
- Poor. Represents NCOs who are weak or deficient and, in the opinion of the senior rater, need significant improvement or training in one or more areas. Do not promote and consider for DA imposed bar to reenlistment under the Qualitative Management Program (QMP).

Reference: None

NCOER Part : Vd: Senior Rater - Overall potential for promotion and/or service in positions of greater responsibility

Action Required: Senior rater evaluates overall potential by placing one computer generated, typewritten or handwritten (in black ink) “X” in the appropriate box. (Box marks should be consistent throughout the report, either all typewritten or all handwritten.) The senior rater’s box marks are independent of the rater’s. There is no specific box mark ratings required of the senior rater based on box marks made by the rater. The following definitions will be used when completing Part Vd:

- Successful/superior. A “1” rating represents the cream of the crop and is a recommendation for immediate promotion. A “2” rating represents a very good, solid performance and is a strong recommendation for promotion. A “3” rating also represents a good performance and, should sufficient allocations be available, is a recommendation for promotion.
- Fair. A “4” rating represents NCOs who may require additional training/observation and should not be promoted at this time.
- Poor. A “5” rating represents NCOs who are weak or deficient and, in the opinion of the senior rater, need significant improvement or training in one or more areas. Do not promote and consider for DA imposed bar to reenlistment under the Qualitative Management Program (QMP).

Reference: None

TABLE 9.5B

Instructions, Part V (Overall Performance and Potential)), NCOER (continued)

NCOER Part : Ve: Senior Rater bullet comments

Action Required: When the senior rater does not meet minimum time requirements for evaluation of the rated NCO, they will enter the following statement in Part Ve: “Senior rater does not meet minimum qualifications. “ Parts Vc and Vd will not be completed. Otherwise, bullet comments are mandatory.

- The senior rater must address marginal ratings given in Part Va. and fair or poor ratings in Part Vc.
- Bullet comments should focus on potential, and address performance, and/or the evaluation rendered by rater. If the senior rater meets the minimum time qualifications for evaluation, they must make bullet comments on potential and performance.

Reference: None

TABLE 9.6

Codes and Reasons for Submission

Codes	Reason	Entered on Report
01	First (Does not apply to Active Army, see AR 623–3)	“First”
02	Annual report	“Annual”
03	Change of Rater	“Change of Rater”
05	Relief for cause	“Relief for cause”
06	Depart Temporary Duty, Temporary Change of Station, Special Duty	“Depart TDY”
07	60 day Option report	“60 day opt”
08	Senior Rater Option	“SR–Option”
09	Complete the Record	“Complete Rec”
10	Extended annual	“Ext annual”
12	Relief from ADT, ADSW, AT, TTAD or CO–TTAD (applies to Reserve Components only)	“REFRAD”: Only used for USAR and NGB reports.

TABLE 9.7

Reason Codes for Nonrated Time

Codes	Reason
A	AWOL/Desertion/unsatisfactory participant based on AR 135–91
C	Confinement in military or civilian detention facility, assignment to military personnel control facility or assignment to correctional training facility
D	Temporary disability retirement list (TDRL)
E	Leave in excess of 30 days
F	Under arrest
I	In transit between duty stations, including leave, permissive temporary duty (PTDY), and temporary duty (TDY)
M	Missing in Action
P	Patient (including convalescent leave)
Q	Lack of rater qualification
R	New recruiter program
S	Student at military or civilian school
T	On TDY/Special Duty (SD)/Temporary Change of Station (TCS) less than 90 calendar days
W	Prisoner of War
X	Inactive National Guard or Standby Reserve (inactive list)
Z	None of the above



CONCLUSION

As a rater, you conduct face-to-face performance counseling with a rated NCO to improve or maintain the NCO's performance and professional development. Through counseling, you develop and communicate performance standards to the rated NCO at the beginning of the rating period. You should also conduct additional performance counseling during the rating period. This provides the rated NCO with feedback regarding his or her progress in meeting the goals you both established at the beginning of the rating period. The goal of performance counseling is to help all NCOs succeed and to meet or exceed established standards.

The NCOER will capture the successes, or failures, of an individual NCO and provide the Army with an assessment of performance and potential. This ensures that the Army keeps and promotes the best, the brightest, and the most deserving.

Learning Assessment

1. List the three individuals responsible for documenting an NCO's performance.
2. Compare and contrast the roles and responsibilities of the rater, senior rater, and reviewer.
3. Describe the four steps in a performance counseling session.
4. Explain the purpose of performance counseling as it relates to the NCO's NCOER.
5. Explain why the NCOER is critical to an NCO's career.

Key Words

Noncommissioned Officer Evaluation Report (NCOER)
NCOER counseling

References

Army Regulation 623-3, *Evaluation Reporting System*. 13 August 2007.
Department of the Army Pamphlet 623-3, *Evaluation Reporting System*. 13 August 2007.
Field Manual 6-22, *Army Leadership: Competent, Confident, and Agile*. 12 October 2006.