

USAREC Pamphlet 623-2

Personnel Evaluation

Noncommis- sioned Officer Evaluation Report Prepa- ration Guide

**Headquarters
United States Army Recruiting Command
1307 3rd Avenue
Fort Knox, Kentucky 40121-2725
10 September 2013**

UNCLASSIFIED

Introduction
by
USAREC Command Sergeant Major

Noncommissioned officers (NCOs) assigned to the United States Army Recruiting Command (USAREC) are charged with providing the strength for an all-volunteer Army. This is arguably one of the most challenging missions expected of Soldiers within the ranks of our Army. As such, these professionals should expect to receive Noncommissioned Officer Evaluation Reports (NCOERs) that provide an accurate and well-written narrative, based on the “Whole Soldier Concept”, of the NCO’s duty performance and potential during the specified rating period.

The purpose of this guide is to convey to USAREC leaders the absolute importance of providing sound counseling to Soldiers in USAREC. As a result of these professional development efforts from those personnel in the Soldier’s rating chain, the rated Soldier should be the recipient of a quality NCOER that accurately reflects a Soldier’s duty performance and potential addressed within the documented rating period.

This guide contains detailed guidance and recommendations regarding the composition of the NCOER Counseling and Support Form and the NCOER. It is intended to reinforce official Army doctrine mentioned throughout this publication. You will find key points to consider when writing an NCOER, such as recommendations related to duty descriptions, bullet comments, etcetera. Promotion board panel members depend on inclusive and quantifiable NCOER ratings focusing on the total Soldier in order to select the best qualified NCOs for promotion. USAREC leaders must ensure they take the necessary time to prepare reports for our recruiting force that effectively address all areas listed on the NCOER and include far more information than just recruiting production data! For instance, this guide provides standardized duty descriptions, from Detailed Recruiter to Brigade CSM, which are to be used throughout the Command with only minor adjustments. Leaders should only use the principal duty titles of Center Commander, Assistant Center Commander, and Recruiter for NCOs within recruiting centers. Leaders should list Engagement Team NCO, Recruiting Support Team NCO, or Future Soldiers Leader (FSL) in the Appointed Duty block on an NCOER for a Recruiter. Additionally, this guide provides NCOER bullet examples (excellence and success) for Detailed Recruiters, Center Commanders and First Sergeants. There are several other areas of concern which are also addressed in order to provide sufficient guidance regarding a well-written NCOER.

Department of the Army (DA) centralized promotion board panel members confirm there are recurring deficiencies contained in USAREC NCOERs. These stated flaws include, but are not limited to, such issues as: using USAREC acronyms and jargon in bullet comments with which board members are not familiar; annotating an “Excellence” rating on the reverse side of the NCOER without writing measurable or quantifiable bullets to support such a rating; recycling NCOERS or using the same comments year after year with only the dates changing, just to name a few. These shortcomings warrant correction in order to ensure our Soldiers are given NCOERs that correctly reflect both performance and potential as stated above; these deficiencies are addressed in more detail in chapter 3 of this NCOER Preparation Guide. In addition to this regulation updates and information concerning MOS 79R and professional development are published on the Army Career Tracker web site at <https://actnow.army.mil>. Committed professionals within this Command have diligently worked together to develop this guide which should address these and other areas of concern regarding a well-written NCOER.

Again, as leaders we must ensure we take the time to adequately quantify and reflect the duty performance of our NCOs who take on the challenge of providing the strength for an all-volunteer Army – the greatest fighting force in the world. They deserve nothing less!

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Personnel Evaluation

Noncommissioned Officer Evaluation Report Preparation Guide

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History. This publishes a revised USAREC Pam 623-2.

Summary. This pamphlet provides a simplified, easy-to-read guide for preparing and conducting the Noncommissioned Officer Evaluation Report and the Counseling and

Support Form. The intent of this guide is not to replace the governing publications (AR 623-3 and DA Pam 623-3). Rather, this guide will serve as a useful teaching tool for noncommissioned officers and officers in the command. Users will still become familiar and comply with the provisions of AR 623-3 and DA Pam 623-3.

Applicability. This pamphlet applies to all Army noncommissioned officers, officers, and civilian personnel, as well as members of other services, who rate and senior rate U.S. Army Recruiting Command noncommissioned officers.

Proponent and exception authority. The proponent for this pamphlet is the As-

sistant Chief of Staff, Recruiting and Retention School-Forward. The proponent has the authority to approve exceptions to this pamphlet that are consistent with controlling law and regulation.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC, ATTN: RCPER-PDD, 1307 3rd Avenue, Fort Knox, KY 40121-2725.

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Glossary

Chapter 1 Introduction

1-1. Purpose

This publication serves as a simplified, easy-to-read guide for preparing Noncommissioned Officer Evaluation Report (NCOER) Counseling and Support Forms (DA Form 2166-8-1) and NCOERs in U.S. Army Recruiting Command (USAREC). The guide supports the Army's governing publications on NCOERs and NCOER Counseling, AR 623-3 (Evaluation Reporting System) and DA Pam 623-3 (Evaluation Reporting System). It further stands as a useful tool for USAREC noncommissioned officers (NCOs), officers and DA civilians to use while fulfilling their duties as raters, senior raters or reviewers in the USAREC NCOER processing cycle. This publication provides guidance that will ultimately result in USAREC NCOs receiving well-written NCOERs which are easily translated by the rest of the Army. Users must become familiar and comply with the provisions of this guide and the Army publications listed above in order to ensure strict compliance with regulatory guidelines when preparing NCOERs in USAREC. For the purposes of this guide, all references to the words "him" or "he" are considered to be gender neutral.

1-2. References

For required publications and referenced forms see appendix A.

1-3. Explanation of abbreviations

Abbreviations and special terms used in this pamphlet are explained in the glossary.

Chapter 2 NCOER Counseling and Support Form Preparation in USAREC

2-1. Purpose and process - DA Form 2166-8-1

a. Purpose. The primary purpose of this form is to assist with the fair and objective evaluation and professional development of Army noncommissioned officers. The form is used to build a developmental plan based on the tasks that support the major performance objective listed on the NCOER Counseling and Support Form.

b. Process. In order to write a comprehensive and justified NCOER, rating chain officials must first ensure that timely and proper counseling takes place in support of the rated NCO. Raters will maintain a working copy of the NCOER Counseling and Support Form, DA Form 2166-8-1, for every Soldier they rate. They will use this form when preparing, conducting, and recording results of performance counseling with rated NCOs. AR 623-3 and DA Pam 623-3 serve as the principle Army publications governing the use of this form. The intent of this form is for the rater to clearly articulate to the rated NCO what actions are necessary to achieve success in the performance of his duties and also how to exceed the standard and attain the desired excellence ratings on the NCOER. The form allows for initial and follow-up counseling to be digitally signed and dated and also allows for additional pages so there are no additional forms or documentation required. If conducted properly, quarterly counseling, using the DA Form 2166-8-1, greatly assists the rater with the composition of the rated Soldier's NCOER, DA Form 2166-8.

Note: Additional instructions regarding proper quarterly counseling procedures can be found in DA Pam 623-3, paragraph 3-1. USAREC Pam paragraph 2-2 below addresses the information necessary to correctly complete each section of the NCOER Counseling and Support Form, DA Form 2166-8-1.

2-2. Part I - Administrative Data, DA Form 2166-8-1

Part I of DA Form 2166-8-1 is for administrative data, which includes identifying the rated NCO, assigned unit, primary military occupational specialty code (PMOSC), etcetera (see table 2-1).

Table 2-1

NCOER Counseling Form, Part I - Administrative Data

NCOER Counseling Form, Part Ia: Name

Action required: Enter rated NCO's name (*Last, First, Middle Initial, Suffix*) in all capital letters.

Reference: None

NCOER Counseling Form, Part Ib: social security number (SSN)

Action required: Enter rated NCO's SSN (9 digit XXX-XX-XXXX).

Reference: None

Table 2-1**Part I - Administrative Data (continued)**

NCOER Counseling Form, 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 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 Counseling Form, 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 Counseling Form, Part Ie: PMOSC

Action required: Enter up to nine digits of the PMOSC (for example, 19D34, 79R40V7, or 18Z5PW9LA). If an NCO does not possess an additional skill identifier or language identifier, only a five-digit military occupational specialty (MOS) is entered. An alpha or numeric entry may be used to denote the last digit of the skill level (O or O).

NCOER Counseling Form, Part If: Unit, Org, Station, ZIP Code or APO, MACOM, and Status Code

Action required: Enter the rated NCO's unit, organization, station, ZIP Code or APO, and MACOM.

-- Enter data in order listed on form.

-- If U.S. Army Reserve (USAR) Soldier, enter the status code/complete name in Status Code block as follows: AGR: Active Guard Reserve

NCOER Counseling Form, Part II: Rated NCO's Army Knowledge Online (AKO) e-mail address

Action required: Enter rated NCO's AKO e-mail address.

Reference: None

NCOER Counseling Form, Part Im: Unit Identification Code (UIC)

Action required: Enter the rated NCO's UIC.

Reference: None

NCOER Counseling Form, Part In: Command Code

Action required: Enter rated NCO's command code (two digits). USAREC's command code is TA.

Reference: DA Pam 623-3, table 3-8

NCOER Counseling Form, Part Io: PSB Code

Action required: Enter four-character alphanumeric PSB code of the rated NCO's servicing administrative office. USAREC's PSB codes vary by location and brigade but are the same for Regular Army (RA) and USAR. USAREC's PSB codes are as follows:

- (1) Headquarters, U.S. Army Recruiting Command (HQ USAREC) = RCHC
- (2) 1st Recruiting Brigade = RCMD
- (3) 2d Recruiting Brigade = RCGA
- (4) 3d Recruiting Brigade = RCKY
- (5) 5th Recruiting Brigade = RCTX
- (6) 6th Recruiting Brigade = RCNV
- (7) Medical Recruiting Brigade (MRB) = RCMR

Reference: None

2-3. Part II - Authentication

Part II of DA Form 2166-8-1 is for authentication by the rated NCO and rating officials after they have completed their portions of the form at the end of the counseling sessions. See table 2-2 for authentication instructions.

Table 2-2**NCOER Counseling Form, Part II - Authentication**

NCOER Counseling Form, Part Iia: Rater

Action required: First line: Enter name of rater (*last, first, middle initial*) in all capitals; enter SSN (nine digit XXX-XX-XXXX).

Second line: Enter rank, PMOS (NCOs), Branch (officers), organization, and duty assignment (position); and rater's AKO e-mail address.

Reference: None

NCOER Counseling Form, Part Iib: Senior Rater

Action required: First line: Enter name of senior rater (*last, first, middle initial*) in all capitals; enter SSN (nine digit XXX-XX-XXXX).

Second line: Enter rank, PMOSC (NCOs), Branch (officers), organization, and duty assignment (position); and senior rater's AKO e-mail address.

Reference: None

NCOER Counseling Form, Part Iic: Reviewer

Action required: First line: Enter name of reviewer (*last, first, middle initial*) in all capitals; enter SSN (nine digit XXX-XX-XXXX).

Second line: Enter rank, PMOSC (NCOs), Branch (officers), organization, and duty assignment (position); and reviewer's AKO e-mail address.

Reference: None

NCOER Counseling Form, Part Iid: Rated NCO

Action required: Rated NCOs electronic Signature/Validation

Reference: None

2-4. Part III - Duty Description, DA Form 2166-8-1

a. Part III of DA Form 2166-8-1 addresses the duty description information of the rated NCO. It is the responsibility of the rating officials to ensure the duty description information is factually correct. This information is entered by the rater and verified with the rated NCO. The duty description:

(1) Is an outline of the normal requirements of the specific duty position.
(2) Should show type of work required rather than frequently changing tasks.
(3) 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.

(4) May be updated during the rating period.

(5) Is used at the end of the rating period to record what was important about the duties.

b. See table 2-3 for instructions governing the proper completion of Part III - Duty Description.

c. Table 2-3-1 provides standardized daily duties and scope narratives for most of the NCO positions in USAREC.

d. Table 2-3-2 provides a list of areas of special emphasis that are common in USAREC for a variety of different duty positions. This list is not all inclusive as there are certainly many other areas of special emphasis that are important to USAREC leaders. When determining these areas for your rated NCO, do not limit yourself to the examples provided in this guide. Be creative!

e. Table 2-3-3 provides a list of USAREC appointed duties that are common throughout the command. This list should not be considered all inclusive. When determining these duties for your rated NCO, do not limit yourself to the examples provided in this guide. Be creative!

f. Leaders should use the Principle Duty Title of “Recruiter” for Soldiers performing as Engagement Team NCOs, Recruiting Support Team NCOs, or future Soldier Leader. Leaders should list these roles as Appointed Duties (see table 2-3-2).

Table 2-3

Part III - Duty Description

NCOER Counseling Form, 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 Counseling Form, Part IIIb: Duty MOSC

Action required: Enter duty military occupational specialty code (MOSC). Enter the enlisted duty MOSC (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

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. For USAREC leadership positions, it is imperative that the number of people supervised by the rated NCO is clearly articulated within the first two sentences of this section of the NCOER. Include a mix of both the position duties and the full-time support duties in Part IIIc, d, and e.

Note: Table 2-3-1 contains examples of standardized USAREC Daily Duties and Scope narratives pertaining to various USAREC duty positions.

Reference: None

NCOER Counseling Form, Part IIId: Areas of Special Emphasis

Action required: Enter areas of special emphasis. These areas must be separated by semicolons and end with a period. At the beginning of the rating period, it is critical that the rater clearly identify specific areas of special emphasis on which the rated Soldier will focus during the rated period. Per DA Pam 623-3, these areas should include the most important items that applied at any time during the rating period. These areas can be updated during the rating period based on changes in mission priorities or command guidance. It is also very important to ensure that when the NCOER is prepared, all Areas of Special Emphasis be further addressed with specific bullet comments in parts IVb-f.

Reference: None

NCOER Counseling Form, Part IIIe: Appointed Duties

Action required: Include appointed duties that are not normally included in the duty description. These duties must be separated by a semicolons and end with a period. USAREC NCOs at all levels perform numerous duties above and beyond what is typically captured in the daily duties and scope portion of their NCOER. It is the rater's responsibility to ensure that all of the appointed duties are clearly established and articulated to the rated NCO during the initial counseling session; these duties must also be clearly annotated on the NCOER. Once established, the rater should review these duties with the rated NCO during subsequent counseling sessions and let the rated NCO know how he is performing in those duties. When the NCOER is completed, there should be a specific bullet that addresses how the rated NCO has performed in his appointed duties during the course of the rating period. Example: if an appointed duty is Assistant Center Commander, the rater should specifically address how the rated NCO performed as the Assistant Center Commander.

Reference: None.

NCOER Counseling Form, Part IIIf: Physical Fitness & Military Bearing

Action required: The rater will enter one of the following Army physical fitness test (APFT) entries: “PASS” or “FAIL” and the date

Table 2-3**Part III - Duty Description (continued)**

(YYYYMMDD) of the APFT results. APFT refers to both the physical training (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. 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.

Table 2-3-1**Daily duties and scope (standardized USAREC narratives)**

Duty: Recruiter (includes RA and USAR Recruiters)

NCOER Counseling Form, Principal duty title: Recruiter

Daily duties and scope: Serves as the Army's ambassador within the community; recruits, determines applicant enlistment eligibility, counsels applicants on enlistment programs and options, prepares enlistment applications, and processes qualified applicants to enlist in the Army and Army Reserve; accounts for and prepares Future Soldiers for initial entry training; implements and conducts Army awareness programs throughout an area covering ____ square miles with a population of ____; maintains a network of influencers to include parents, educators, and community officials in ____ high schools and ____ colleges; responsible for \$____ worth of Government equipment.

Duty: Special Operations Recruiting Battalion Recruiter

NCOER Counseling Form, Principal duty title: Special Operations Recruiter

Daily duties and scope: Plans and executes a global Army Special Operations Forces (ARSOF) recruiting campaign for qualified in-service Special Forces officer and enlisted volunteers; executes installation level advertising and marketing programs tailored to a specific market; utilizes state-of-the-art multimedia and information systems to conduct individual and large group presentations on career opportunities within ARSOF; leads, trains, and counsels future candidates through the processing cycle to ensure candidates are mentally and physically prepared for the rigors of training; responsible for Government equipment valued at \$_____.

Duty: Overseas Recruiter

NCOER Counseling Form, Principal duty title: Recruiter

Daily duties and scope: Represents the U.S. Army Recruiting Command in the unique overseas environment of Europe, Guam, Korea, Japan; executes recruiting responsibilities and guidance counselor functions on a daily basis; responsible for prospecting, contracting, interviewing, and processing qualified applicants for Army and Army Reserve enlistments; ensures accurate and timely permanent change of station orders and coordinates travel for departing Future Soldiers; conducts promotional activities; maintains a working relationship with the military communities and educational institutions throughout Europe, or area of operation, U.S. Embassies and Consulates, as well as NATO Headquarters.

Duty: Health Care Recruiter (includes RA and USAR Health Care Recruiters)

NCOER Counseling Form, Principal duty title: Health Care Recruiter

Daily duties and scope: Conducts recruiting operations in an area covering ____ square miles in order to procure qualified health care professionals for the Army and Army Reserve; contacts, interviews, and counsels health care specialists on the benefits of service as a commissioned officer; coordinates recruiting activities in ____ colleges and ____ hospital programs; responsible for Government equipment valued at \$____; attends national, state, and local medical conventions promoting a positive image of the Army Medical Department; trains, mentors, and accounts for all Future Officers.

Duty: On-Campus Recruiter

NCOER Counseling Form, Principal duty title: On-Campus Recruiter

Daily duties and scope: Conduct Army operations on a major university comprised of _____ students and _____ faculty members; helps the Army meet its yearly recruiting objectives by managing the prospecting and processing of applicants for Army and Army Reserve enlistments; trains, motivates, and enforces standards for all attached personnel, which includes ROTC cadets; responsible for the care and maintenance of all assigned equipment and one GSA vehicle valued at \$____; maintains a positive relationship with local community leaders and the faculty at _____; assists the ROTC commander as needed.

Duty: Chaplain Recruiter

NCOER Counseling Form, Principal duty title: Chaplain Recruiter

Daily duties and scope: Conducts recruiting operations in an area covering ____ square miles in order to procure qualified chaplains and chaplain candidates for the U.S. Army; contacts, interviews, and counsels clergypersons and seminary and college students on the benefits of service as a commissioned officer; coordinates recruiting activities in ____ colleges and ____ seminaries; responsible for Government equipment valued at \$____; attends national, state, and local denominational/faith-based conferences promoting a positive image of the Army Chaplains Corps; trains, mentors, and accounts for all chaplain candidates residing in their area; responsible for meeting all assigned team recruiting objectives.

Duty: Warrant Officer Recruiter/Boards NCOIC

NCOER Counseling Form, Principal duty title: Warrant Officer Recruiter

Daily duties and scope: Manages, supervises, and provides guidance to ____ civilians; responsible for receipt of all warrant officer applications and the initial quality control check; verifies all eligible applications are ready to board for each warrant officer selection board; ensures all warrant officer board members are prepared and ready to execute their duties through briefings and direct interaction; prepares selection board results for MILPER message release; identifies and repairs application issues during board proceedings.

Duty: Army Reserve Warrant Officer Recruiter

NCOER Counseling Form, Principal duty title: Warrant Officer Recruiter

Daily duties and scope: Serves as an in-service enlisted recruiter for Army Reserve warrant officer candidates in 44 specialty fields; plans, organizes, and executes visits to Army Reserve units seeking potential warrant officer candidates; responsible for establishing and maintaining lead refinement lists; assists potential candidates with their applications, reviews and updates Enlisted Records Brief in

Table 2-3-1**Daily duties and scope (standardized USAREC narratives) (continued)**

accordance with current regulatory guidance; prepares candidates for warrant officer training courses and placement into Army Reserve units; responsible for Government equipment valued at \$_____.

Duty: Center Commander

NCOER Counseling Form, Principal duty title: Center Commander

Daily duties and scope: Directs and leads an Army recruiting center in an area covering _____ square miles with a population of _____; leads ___ recruiting NCOs (and ___ civilians), and is responsible for their professional development, morale, health, and welfare; accounts for and trains ___ Future Soldiers awaiting entry onto active duty; maintains relationships with ___ high schools, ___ colleges, and influencers in the local community; implements and maintains a recruiting center management system to include the planning and execution of lead generation activities; maintains control and accountability of equipment valued at \$_____; responsible for meeting all assigned recruiting objectives.

Duty: Assistant Center Commander

NCOER Counseling Form, Principal duty title: Assistant Center Commander

Daily duties and scope: Directs and leads an Army recruiting support team consisting of ___ Regular Army and ___ Army Reserve Soldiers (and ___ civilians) in an area covering _____ square miles with a population of _____; responsible for the professional development, morale, health, and welfare of all subordinates; maintains relationships with ___ high schools, ___ colleges, and civic leaders throughout the community; develops and implements prospecting plans through intelligence preparation of the environment; oversees Army interviews and processing scheduling; maintains accountability of equipment valued at \$_____; performs duties as center commander in his absence.

Duty: Medical Recruiting Center Commander

NCOER Counseling Form, Principal duty title: Center Commander

Daily duties and scope: Serves as the center commander of a medical recruiting center; supervises ___ Soldiers and ___ civilians in an area covering _____ square miles; responsible for ___ Government vehicles and equipment valued at \$_____; responsible for all administrative, logistical, and maintenance requirements; coordinates and is accountable for all recruiting activities in ___ colleges and ___ hospital programs; trains, mentors, and motivates all Soldiers toward successful mission accomplishment; responsible for the training and accountability of all Future Officers; responsible for the center meeting its yearly recruiting objectives.

Duty: Special Operations Recruiting Battalion Center Commander

NCOER Counseling Form, Principal duty title: Center Commander

Daily duties and scope: Leads, trains, and manages ___ recruiters within an Army Special Operations Forces (ARSOF) Recruiting Center with a global mission of recruiting in-service officer and enlisted ARSOF volunteers; performs detailed market analysis, mission planning, advertising, and marketing strategies to accomplish all assigned missions; responsible for the quality control of all applications and ensures qualified candidates report for training; provides stewardship of center budget in excess of \$_____ while planning and executing global ARSOF recruiting campaigns; responsible for equipment valued at \$_____.

Duty: Chaplain Recruiting Center Commander

NCOER Counseling Form, Principal duty title: Center Commander

Daily duties and scope: Serves as the center commander of a chaplain recruiting center; supervises and advises ___ enlisted and officer recruiters; oversees decisive, shaping, and sustaining operations within a multistate/intercontinental area covering _____ square miles with ___ faith-based colleges, ___ colleges with ROTC, and ___ graduate theological schools; manages recruiting operating systems to include prospecting, processing, and marketing; maintains team production management systems; manages the tactical infrastructure; trains and coaches assigned personnel toward mission success; mentors newly commissioned Chaplain officers; accountable for \$_____ of property.

Duty: First Sergeant (use for all first sergeants in enlisted recruiting units)

NCOER Counseling Form, Principal duty title: First Sergeant

Daily duties and scope: Leads, trains, and supervises an Army recruiting company dispersed in an area spread over _____ square miles with a population of _____; responsible for the health, safety, morale, and training of _____ NCOs; sets and enforces high standards on conduct, training, professional development, and operations; plans and executes a battle-focused NCOOP; controls and synchronizes facilities, equipment, and vehicles valued in excess of \$_____; assists the commander in planning, coordinating, and supervising all activities that support the unit's mission; promotes community awareness and support for the Army and its recruiting goals.

Duty: Medical Recruiting Company First Sergeant

NCOER Counseling Form, Principal duty title: First Sergeant

Daily duties and scope: Leads, trains, and supervises an Army medical recruiting company; responsible for the health, welfare, morale, and training of _____ center commanders, ___ DA civilians, and _____ recruiters in a company dispersed over _____ square miles with a population of _____; responsible for Government equipment and vehicles valued at \$_____; serves as the primary advisor to the company commander on all Soldier, morale, and recruiting-related issues; responsible for all administrative, logistical, and maintenance requirements; trains, mentors, and motivates all assigned Soldiers toward successful mission accomplishment; promotes community awareness and support for the Army and its recruiting goals.

Duty: Special Operations Recruiting Battalion First Sergeant

NCOER Counseling Form, Principal duty title: First Sergeant

Daily duties and scope: Leads, trains, and supervises one of four Army Special Operations Forces (ARSOF) recruiting companies that executes global ARSOF recruiting campaigns; validates the mission planning and execution of all annual in-service ARSOF recruiting missions for both enlisted and officer volunteers; commands, controls, and synchronizes the budget, facilities, equipment and vehicles assigned to the company valued in an excess of \$_____; responsible for the overall mission success, health, welfare, safety, and professional development of ___ assigned Soldiers.

Duty: Guidance Counselor

NCOER Counseling Form, Principal duty title: Guidance Counselor

Daily duties and scope: Responsible for interviewing and processing qualified applicants for enlistment while maintaining the Army values;

Table 2-3-1**Daily duties and scope (standardized USAREC narratives) (continued)**

responsible for presenting, counseling, and recommending courses of action on specific enlistment options as a viable career; discusses individual goals pertaining to training, education, and promotion opportunities; utilizes extensive technical knowledge of regulations, automated systems, and advanced techniques to counsel prospective enlistees; ensures quality control of all electronic applications, enlistment security screenings, and reserve accession procedures; responsible for equipment valued at \$_____.

Duty: Army Reserve Guidance Counselor

NCOER Counseling Form, Principal duty title: Guidance Counselor

Daily duties and scope: Responsible for interviewing and processing qualified applicants for enlistment while maintaining the Army values; responsible for presenting, counseling, and recommending courses of action on specific enlistment options; discusses individual goals pertaining to training, education, and promotion opportunities; utilizes extensive technical knowledge of regulations, automated systems, and advanced techniques to counsel prospective enlistees; ensures quality control of all electronic applications, enlistment security screenings, and reserve accession procedures; builds partnerships with local Army Reserve units; responsible for equipment valued at \$_____.

Duty: Senior Guidance Counselor

NCOER Counseling Form, Principal duty title: Senior Guidance Counselor

Daily duties and scope: Supervises an Army liaison office consisting of _____ NCOs and ____ civilians in a military entrance processing station (MEPS); processes applicants from _____ recruiting centers and is the liaison for commanders from _____ Army Reserve units covering all the units in _____ states; reviews each applicant's mental, moral, and physical qualifications to assure they meet recruiting standards; selects optimum MOS for enlistment based on the Army's need and the applicant's interests; initiates and processes incentive contracts up to \$_____ per qualified enlistee; responsible for equipment valued at \$_____.

Duty: Operations NCO (Brigade and USAREC Level (includes RA and USAR))

NCOER Counseling Form, Principal duty title: Operations NCO

Daily duties and scope: Assists the senior operations NCO to ensure all Regular Army and Army Reserve accessions are in compliance with enlistment eligibility programs and policies of current Army regulations; provides technical guidance to brigade operations personnel in support of the daily accession mission; coordinates processing procedures and requests exceptions to policy for enlistment with HQDA, TRADOC, OCAR, USARC, and USAREC; interprets policy and provides procedural guidance on REQUEST to _____ brigades, _____ battalions, and _____ military entrance processing stations (MEPS'); responsible for equipment valued at \$_____.

Duty: Operations NCO (Battalion)

NCOER Counseling Form, Principal duty title: Operations NCO

Daily duties and scope: Serves as an operations NCO for the _____ Battalion supporting ____ recruiters, ____ recruiting centers, and ____ recruiting companies; ensures that all command communication and detailed information to guide the battalion to mission success is filtered down through normal command channels; assists the senior operations NCO in monitoring production indicators and statistics; supervises administrative, moral, and medical waiver processing procedures; analyzes regulatory guidance and prepares staff recommendations on all issues related to recruiting operations; responsible for equipment valued at \$_____.

Duty: Army Reserve Operations NCO (Battalion)

NCOER Counseling Form, Principal duty title: Operations NCO

Daily duties and scope: Serves as an Army Reserve operations NCO and subject matter expert on Army Reserve recruiting for the _____ Battalion supporting ____ recruiters, ____ recruiting centers, and ____ recruiting companies; converts complex information and instruction on current regulation eligibility and enlistment standards of applicants processing for the Army Reserve's broad spectrum of training program options, to include Reserve Officers' Training Corps/Simultaneous Membership Program, Army Civilian Acquired Skills Program, and interservice transfers; responsible for equipment valued at \$_____.

Duty: Senior Operations NCO (Brigade and USAREC)

NCOER Counseling Form, Principal duty title: Senior Operations NCO

Daily duties and scope: Serves as the liaison between brigade and _____ battalions for interpretation of official policy, regulations, and guidance regarding enlistment; responsible for the conduct of inspections and training for subordinate battalion and brigade operations sections and guidance counselor shops; supervises the daily workload of _____ enlisted and _____ civilian employees to successfully meet suspenses and mission requirements; reviews automated reports, programs, and systems to identify operational changes affecting recruiting the force; responsible for equipment valued at \$_____.

Duty: Senior Operations NCO (Battalion)

NCOER Counseling Form, Principal duty title: Battalion Senior Operations NCO

Daily duties and scope: Advises the battalion commander, CSM, and S3 on Army recruiting operations; supervises ____ NCOs in development and implementation of operational plans and procedures in support of ____ recruiters, ____ recruiting centers, and ____ recruiting companies; records and reports recruiting force achievements and shortfalls to evaluate organizational and individual recruiting performance; assists in overseeing enlistment processing of approximately _____ applicants per year; coordinates enlistment waiver processing, special missions, and ensures regulatory compliance in all areas of concern; responsible for equipment valued at \$_____.

Duty: Battalion Operations Sergeant Major

NCOER Counseling Form, Principal duty title: Battalion Operations Sergeant Major

Daily duties and scope: Advises the battalion commander, CSM, and S3 on Army recruiting operations; supervises ____ NCOs in development and implementation of operational plans and procedures in support of ____ recruiters, ____ recruiting centers, and ____ recruiting companies; records and reports recruiting force achievements and shortfalls to evaluate organizational and individual recruiting performance; assists in overseeing enlistment processing of approximately _____ applicants per year; coordinates enlistment waiver processing, special missions, and ensures regulatory compliance in all areas of concern; responsible for equipment valued at \$_____.

Duty: Regular Army Brigade Operations Sergeant Major

NCOER Counseling Form, Principal duty title: Brigade Operations Sergeant Major

Daily duties and scope: Advises the brigade commander and CSM for Regular Army recruiting operations in the ____ Recruiting Brigade supporting _____ recruiters located in ____ recruiting battalions; interprets policy, directives, and regulations concerning all enlistment activities;

Table 2-3-1

Daily duties and scope (standardized USAREC narratives) (continued)

acts as a liaison with higher headquarters and supports all commands, active or reserve; conducts operational assistance visits and inspections throughout the brigade as an individual or as a member of the command staff; provides input and executes briefings and projects in support of the command.

Duty: Army Reserve Brigade Operations Sergeant Major

NCOER Counseling Form, Principal duty title: Brigade Operations Sergeant Major

Daily duties and scope: Advises the brigade commander and CSM for Army Reserve recruiting operations in the ___ Recruiting Brigade supporting ___ recruiters located in ___ recruiting battalions; interprets policy, directives, and regulations concerning all enlistment activities; acts as a liaison with higher headquarters and supports all commands, active or reserve; conducts operational assistance visits and inspections throughout the brigade as an individual or as a member of the command staff; provides input and executes briefings and projects in support of the command.

Duty: Battalion Senior Master Trainer

NCOER Counseling Form, Principal duty title: Senior Master Trainer

Daily duties and scope: Serves as supervisor for the battalion training management program; performs training assessments, designs, develops, implements and evaluates the battalion commander's training plan; assists ___ recruiting companies in identifying training needs and developing training initiatives; serves as the Digital Training Management System (DTMS) manager, schools program specialist, and Army Training Requirements and Resource System (ATTRS) manager; manages and monitors all unit training and training plans including mandatory, professional military education, recruiter and company commander development programs.

Duty: Battalion Master Trainer

NCOER Counseling Form, Principal duty title: Master Trainer

Daily duties and scope: Serves as the battalion training management program NCO; performs training assessments, designs, develops, implements and evaluates the battalion commander's training plan; assists ___ recruiting companies in identifying training needs and developing training initiatives; serves as the Digital Training Management System (DTMS) NCO, schools program specialist, and Army Training Requirements and Resource System (ATTRS) NCO; manages, tracks, and monitors all unit training and training plans including mandatory, professional military education, recruiter and company commander development programs.

Duty: Brigade Senior Master Trainer

NCOER Counseling Form, Principal duty title: Senior Master Trainer

Daily duties and scope: Leads and supervises the brigade training management program consisting of ___ NCOs; performs training assessments, designs, develops, implements and evaluates the brigade commander's training plan; assists ___ recruiting battalions in identifying training needs and developing training initiatives; serves as the Digital Training Management System (DTMS) manager, schools program specialist, and Army Training Requirements and Resource System (ATTRS) manager; manages and monitors all unit training and training plans to include mandatory, professional military education, recruiter and company commander development programs.

Duty: Brigade Master Trainer

NCOER Counseling Form, Principal duty title: Master Trainer

Daily duties and scope: Serves as the brigade training management program NCO; performs training assessments, designs, develops, implements and evaluates the brigade commander's training plan; assists ___ recruiting battalions in identifying training needs and developing training initiatives; serves as the Digital Training Management System (DTMS) NCO, schools program specialist, and Army Training Requirements and Resource System (ATTRS) NCO; manages and monitors all unit training and training plans including mandatory, professional military education, recruiter and company commander development programs.

Duty: USAREC Senior Master Trainer

NCOER Counseling Form, Principal duty title: Senior Master Trainer

Daily duties and scope: Leads and supervises the USAREC training management program consisting of ___ NCOs; performs training assessments, designs, develops, implements and evaluates the USAREC commander's training plan; assists ___ recruiting brigades in identifying training needs and developing training initiatives; serves as the Digital Training Management System (DTMS) manager, schools program specialist, and Army Training Requirements and Resource System (ATTRS) manager; manages and monitors all unit training and training plans including mandatory, professional military education, recruiter and company commander development programs.

Duty: USAREC Master Trainer

NCOER Counseling Form, Principal duty title: Master Trainer

Daily duties and scope: Serves as the USAREC training management NCO; performs training assessments, designs, develops, implements and evaluates the USAREC commander's training plan; assists ___ recruiting brigades in identifying training needs and developing training initiatives; serves as the Digital Training Management System (DTMS) NCO, schools program specialist, and Army Training Requirements and Resource System (ATTRS) NCO; manages and monitors all unit training and training plans including mandatory, professional military education, recruiter and company commander development programs.

Duty: Battalion Command Sergeant Major

NCOER Counseling Form, Principal duty title: Battalion Command Sergeant Major

Daily duties and scope: Serves as the senior enlisted advisor to the commander of the _____ Recruiting Battalion covering a _____ square mile area in ___ states; responsible for the implementation of tactics, techniques, and procedures that focus on the shaping and sustainment of the recruiting force and mission; establishes the tone for the NCO corps throughout the battalion; trains and mentors _____ NCOs towards successful mission accomplishment; assists in the training of ___ company commanders; oversees all enlisted personnel actions; ensures the battalion sponsorship program is viable; enforces Soldier and organizational standards.

Duty: Medical Recruiting Battalion Command Sergeant Major

NCOER Counseling Form, Principal duty title: Battalion Command Sergeant Major

Daily duties and scope: Serves as the senior enlisted advisor to the commander of the _____ Medical Recruiting Battalion covering a _____ square mile area in ___ states; advises the commander on all Soldier, morale, and recruiting issues; oversees recruiting production to include the prospecting and processing of all applicants applying to serve as commissioned officers in the Army Medical Department;

Table 2-3-1**Daily duties and scope (standardized USAREC narratives) (continued)**

responsible for the professional development of ___ Soldiers and ___ DA civilians, ensures the battalion sponsorship program is viable; enforces Soldier and organizational standards.

Duty: Brigade Command Sergeant Major

NCOER Counseling Form, Principal duty title: Brigade Command Sergeant Major

Daily duties and scope: Serves as the senior enlisted advisor to the commander for the ___ Recruiting Brigade covering ___ states and comprised of _____ Soldiers and civilians; responsible for the development of tactics, techniques, and procedures that focus on the shaping and sustainment of the recruiting force and mission; sets the standards and is the principal enforcer of policies, regulations, and directives; accomplishes the recruiting mission by developing subordinates to perform independent of supervision; serves as the primary enlisted advisor on all Soldier, morale, and recruiting issues; provides strategic input regarding current and future operations.

Duty: Medical Recruiting Brigade Command Sergeant Major

NCOER Counseling Form, Principal duty title: Brigade Command Sergeant Major

Daily duties and scope: Serves as the senior NCO of a medical recruiting brigade; responsible for the training and professional development of ___ Soldiers and ___ DA civilians serving in 5 battalions, 16 companies, and 81 medical recruiting centers spread throughout the United States, Puerto Rico, and Europe; serves as the primary enlisted advisor to the brigade commander on all Soldier, morale, and recruiting issues; monitors and influences all aspects of recruiting production to include mission planning, prospecting, and the processing of all applicants applying to serve as commissioned officers in the Army Medical Department.

Duty: Assistant Inspector General

NCOER Counseling Form, Principal duty title: Assistant Inspector General

Daily duties and scope: Assistant to an inspector general; inspects recruiting activities at all levels of management for the entire recruiting command covering all 50 states, territories, and OCONUS locations; evaluates compliance with regulatory guidance; identifies system weaknesses; trains organizations to standards; recommends improvements; publishes inspection reports; briefs senior leadership on compliance quality assurance issues; plans and coordinates trips worldwide for a 12-man inspection team each costing in excess of \$17K.

Duty: Investigations NCO

NCOER Counseling Form, Principal duty title: Investigations NCO

Daily duties and scope: Performs and conducts inquiries and investigations into suspected and alleged recruiting improprieties for the U.S. Army Recruiting Command; conducts independent inquiries of investigations to assist the field in the conduct of these investigations; conducts unannounced inspections and audits for 43 recruiting battalions based on the Battalion Management Reporting System in accordance with current recruiting programs and policies; determines and analyzes negative trends and provides recommended improvements to the recruiting enlistment process; trains recruiting personnel at all levels on reducing improprieties; assists AR 15-6 investigating officers.

Duty: Senior Investigations NCO

NCOER Counseling Form, Principal duty title: Senior Investigations NCO

Daily duties and scope: Serves as the NCOIC of an investigative team consisting of ___ personnel; conducts inquiries and investigations into suspected and alleged recruiting improprieties for the U.S. Army Recruiting Command (USAREC); plans and executes unannounced Enlistment Standards Program inspections in 43 recruiting battalions; inspects recruiting centers, military entrance processing station guidance counselor sections, and battalion operations and headquarters; provides trends and analysis to the USAREC Director of Recruiting Standards; trains recruiting personnel at all levels to operate in accordance with established regulatory guidance; assists AR 15-6 investigating officers.

Duty: Recruit the Recruiter Team NCO

NCOER Counseling Form, Principal duty title: Recruit the Recruiter Team NCO

Daily duties and scope: Responsible for recruiting the Army's best NCOs to serve in the U.S. Army Recruiting Command (USAREC); delivers dynamic presentations to Soldiers throughout the Army including Army maneuver division leadership, brigade combat team leadership, and separate reporting units; responsible for coordination between USAREC and HRC for all volunteer recruiter assignments; ensures manning requirements are synchronized with the ARFORGEN model; serves as MOS 79R professional development NCO for the USAREC G1 ensuring the effective management of personnel resources within USAREC.

Duty: Instructor/Writer and Developer (Recruiting and Retention School)

NCOER Counseling Form, Principal duty title: Instructor/Writer and Developer

Daily duties and scope: Performs duties as an instructor, writer, and developer in the Army Recruiting Course; supervises and trains approximately ___ new Army recruiters per year; administers training to students in accordance with regulatory guidance and current policies and procedures related to Army recruiting; assists in the development of training publications and training support products utilized by the Recruiting and Retention School; develops lesson plans and end-of-course test materials; makes necessary recommendations for actions regarding academic training or eliminating students from the course in accordance with AR 601-1; responsible for equipment valued at \$_____.

Duty: Division Chief/Instructor/Writer/Developer (Recruiting and Retention School)

NCOER Counseling Form, Principal duty title: Division Chief/Instructor/Writer/Developer

Daily duties and scope: Serves as one of five division chiefs at the Army Recruiting and Retention School; supervises ___ instructors who provide training for approximately _____ new Army recruiters per year; performs duties as an instructor, writer, and developer in the Army Recruiting Course; administers training to students in accordance with regulatory guidance; assists in the development of training publications and training support products; develops lesson plans and end-of-course test materials; makes necessary recommendations for actions regarding academic training or eliminating students from the course in accordance with AR 601-1; responsible for equipment valued at \$_____.

Duty: Recruiting Course Director (Recruiting and Retention School)

NCOER Counseling Form, Principal duty title: Recruiting Course Director

Daily duties and scope: Performs duties as a course director at the Recruiting and Retention School; supervises ___ division chiefs and ___ instructors; oversees the development of all senior instruction and examination material for the _____ department; dispatches mobile

Table 2-3-1**Daily duties and scope (standardized USAREC narratives) (continued)**

training teams to assist with training in the six Army recruiting brigades and 44 recruiting battalions across the United States; advises the Recruiting School Sergeant Major, Command Sergeant Major, and Commandant regarding policies and procedures related to training support products and the operational doctrine of the recruiting courses for all Soldiers across the command.

Duty: Exhibit Team Chief

NCOER Counseling Form, Principal duty title: Exhibit Team Chief

Daily duties and scope: Serves as an Army exhibit team leader in the recruiting effort developing quality leads in high schools, colleges, and universities nationwide; increases public awareness and improves access to the primary markets while touring 8 months of the year; conducts presentations to a variety of audiences which provide target-age leads and referrals for local recruiters; maintains an 18-wheeled semitractor trailer mobile exhibit vehicle valued in excess of \$1.9 million; responsible for scheduling, coordinating, advancing, managing reports, and assisting in the training of recruiters and station commanders.

Duty: Exhibit Team NCO

NCOER Counseling Form, Principal duty title: Exhibit Team NCO

Daily duties and scope: Serves as an Army exhibitor in the recruiting effort developing quality leads in high schools, colleges, and universities nationwide; increases public awareness and improves access to the primary markets while touring 8 months of the year; conducts presentations to a variety of audiences which provide target-age leads and referrals for local recruiters; maintains an 18-wheeled semitractor trailer exhibit vehicle valued in excess of \$1.9 million; responsible for scheduling, coordinating, advancing, managing reports, and assisting in the training of recruiters and station commanders.

Duty: Platoon Sergeant (Mission Support Battalion)

Principal duty title: Platoon Sergeant

Daily duties and scope: Serve as principal advisor to the first sergeant and commander; responsible for the health and welfare of __ senior NCOs and __ DA civilians; responsible for 11 mobile exhibits valued at over \$5 million which exhibit 8 months out of the year; responsible for all training of exhibitors; manages and distributes touring schedules; coordinates with 44 battalions ensuring travel schedules are in accordance with regulations; manages monthly reports; evaluates return on investment statistics; ensures prompt payment of temporary duty travel voucher claims; manages eight US Bank accounts with a value of \$336,000.

Table 2-3-2**NCOER Counseling Form, Areas of special emphasis (standardized USAREC examples)**

- Safety (Required on all NCOERs)
- Laptop Computer Security
- Army Family Team Building
- High School Recruiting Program
- Student Lead List Construction
- College Recruiting Program
- OCS Enlistments
- NCO Professional Development
- 1SG Development Program
- Center Commander Development Program
- Recruiter Development Program
- Physical Fitness Training Program
- Market Expansion
- High School Student Testing Program
- March2Success Program
- Sergeant Major of the Army Recruiting Team Referral Program
- Partnership for Youth Success (PaYS)
- Applicant Processing Conversion Ratio
- Applicant Processing Efficiency
- Community Influencer Development
- Community Outreach Program
- Precision MOS Placement
- Critical MOS Placement
- Future Soldier Training Program
- Future Soldier Accession Rate
- Future Soldier Attrition Rate
- Army Reserve Accessions
- Reserve Partnership Council Meetings
- Reduction of Erroneous Enlistments
- Recruiter Sustainment Training
- Leader Development Program
- Command Inspection Program
- Distance Learning Management Program
- Health Professions Scholarship Recruiting Program
- Soldier Morale/Welfare
- Application Quality Control

Table 2-3-2**NCOER Counseling Form, Areas of special emphasis (standardized USAREC examples) (continued)**

- Applicant Waiver Processing Timelines
 - NCOER Quality Control
 - Army Interview
 - Internet Prospecting
 - Quality Enlistments
 - Quarterly Training Briefs
 - Annual Training Conference
 - Company/Battalion Incentive Awards Program
 - Conservation of Government Funds
-

Table 2-3-3**NCOER Counseling Form, Appointed duties (standardized USAREC examples)**

- Recruiter Support Team NCO
 - Engagement Team NCO
 - Future Soldier Leader
 - Assistant Center Commander (for use in centers authorized between 2 and 6 Soldiers)
 - Key Control NCO
 - Center Truck Master
 - Information Technology Management NCO
 - Physical Security NCO
 - Center Supply Sergeant
 - Interim First Sergeant
 - Interim Company Commander
 - Interim Command Sergeant Major
 - Unit Prevention Leader (UPL)
 - Mobile Recruiting Training Team NCOIC
 - Student Armed Services Vocational Aptitude Battery Proctor
 - Unit Retention NCO
 - Unit EO Representative
 - Entrance National Agency Check NCO
 - Language Translator
 - Unit Physical Fitness NCO
 - APFT Grader
 - Safety NCO
 - NCOER Program Manager
 - Battalion Promotion Board Member
 - Battalion Awards Board Member
 - Military Entrance Processing Station Liaison NCO
 - Digital Training Management System (DTMS) Manager
 - Unit Fund Representative
-

2-5. Part IVa - Army Values (DA Form 2166-8-1)

a. Raters must counsel their Soldiers as to how they are performing relative to the Army Values in Part IVa of DA Form 2166-8-1 (see table 2-4) and DA Form 2166-8-1.

Table 2-4**NCOER Counseling Form, Part IVa: Army Values**

Action Required:

Task/Actions block: Rater informs the rated Soldier what is expected of him with respect to the seven Army Values. Include corrective actions to move the rated NCO from "NO" to "Yes" ratings if necessary. This information should be written in bullet format.

Performance Summary block: Rater provides an assessment, in bullet format, of the rated NCO's duty performance thus far with respect to the expectations entered in the Task/Actions block.

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:	
<p>NOTE: Do not assume that the rated NCO views these in the same way that you do. Ask the rated NCO to describe their interpretation so you have a base from which to work.</p> <p>Discuss specific expectations you want from the rated NCO during the next 90 days to correct or build upon performance.</p> <p>EXAMPLE: Next 90 days</p> <ul style="list-style-type: none"> o enroll in a cultural diversity class and present training to the unit on differences between military and civilians along with problem solving techniques o research the Manual of Court Martial's and identify each article violated by your actions. Present no later than 15 SEP o Prepare, submit for review, and upon approval, present a personal apology to the educators also addressing lessons learned 		<p>Start Here: Inform the rated NCO how you would rate him/her if you were to write the NCOER today.</p> <p>EXAMPLE: Initial Counseling from initial assessment</p> <p>Initial (First 30 Days)</p> <p>Loyalty: Yes</p> <p>Duty: Yes – uncanny commitment to mission accomplishment</p> <p>Respect: NO</p> <ul style="list-style-type: none"> o displayed a lack of respect towards educators on three separate occasions during high school presentations <p>Honor: NO</p> <ul style="list-style-type: none"> o displayed difficulty in representing the Army in a positive fashion <p>Integrity: Yes – possesses tremendous candor</p> <p>Personal Courage: NO</p> <ul style="list-style-type: none"> o maintained difficulty in controlling emotions 	
DA FORM 2166-8-1, OCT 2011		PREVIOUS EDITIONS ARE OBSOLETE.	
		Page 1 of 2	

Figure 2-1. DA Form 2166-8-1, Part IVa, Army Values

b. In the figure 2-1 above, the Task/Actions block shows the rater having provided the rated NCO specific expectations regarding the Army Values which are to be accomplished within the next 90 days, including necessary corrective actions. As of the initial 30-day counseling session, the rated NCO has displayed shortcomings in the areas of Respect, Honor, and Personal Courage.

2-6. Part IVb-f – Competence, physical fitness & military bearing, leadership, training, responsibility & accountability (DA Form 2166-8-1)

a. During the initial and subsequent quarterly counseling sessions, it is critical the rated NCO knows exactly what standards and/or goals he needs to achieve to merit positive feedback in part IVb through f of the DA Form 2166-8-1 and excellence ratings in Part IVb through f of the DA 2166-8 (see table 2-5). It is the rater’s responsibility to establish these bench marks for his Soldiers to achieve. For instance, in USAREC, 100 percent mission accomplishment, in any production category, is considered to be the base standard for success. However, it is also imperative that raters develop basic standards for success and excellence that are linked to the Soldier’s daily duties and scope, areas of special emphasis and appointed duties. This action will generate multiple ways to measure the Soldier’s level of success regarding whether or not he actually exceeded a given standard or achieved a measurable goal when it comes time to rate the Soldier.

**Table 2-5
NCOER Counseling Form, Part IVb through f – Competence, Physical Fitness & Military Bearing, Leadership, Training, and Responsibility & Accountability, (DA Form 2166-8-1)**

Task/Actions block: Rater informs the rated Soldier what is expected of him with respect to the areas of Competence, Physical Fitness/Military Bearing, Leadership, Training, Responsibility/Accountability including corrective actions to move the rated NCO from “Needs Improvement” or “Success” ratings to “Excellence” ratings; this information should be written in bullet format.

Performance Summary block: Rater provides an assessment, in bullet format, of the rated NCO’s duty performance thus far with respect to the expectations entered in the Task/Actions block of each section of the DA Form 2166-8-1.

b. Table 2-5-1 provides a list of basic operational standards and goals that are common in USAREC for a variety of duty positions. This information should be used during performance counseling so the rated NCO has a clear understanding of what he must do to achieve excellence on the NCOER. When you counsel, spend most of your time talking to the future; what should be done and what should be done better. Do not dwell on the past and do not forget to listen to the rated NCO’s ideas and points of view regarding critical points and topics of concern. The standards and goals provided include recruiting production and non-production areas of interest. This list is not all-inclusive as there are certainly many other standards and goals that could be added to this list. Be creative, but most important, be sure to give the rated NCO quantifiable standards that can be achieved and clear goals that can be accomplished, given a strong and conscientious work ethic. Review the rated NCO’s last NCOER and keep it on file. This will allow you to easily assess his past performance and develop a plan of action to either maintain or improve his duty execution.

Note: It is important not to use “USAREC jargon” in quarterly counseling since this will possibly lead to the bad habit of using similar jargon when writing the NCOER (see para 3-2 and table 3-1 for further guidance related to the use of recruiting jargon). Standards may be established at any level (center, company, battalion, brigade or USAREC).

Ensure the rated NCO knows exactly what level a particular standard has been established so he knows what level of command he is supporting by meeting or exceeding the standard.

Table 2-5-1
USAREC Sample Standards and Goals

Section I. Sample Standards (commonly understood minimum levels of performance)

Example for use on Recruiting Leader NCOER counseling (Center Commander, First Sergeant, or Command Sergeant Major, etcetera):

Unit achieve 100(+) % of assigned _____ enlistment objective:

- Regular Army/Army Reserve vice Combined Volume
- Regular Army (RA) vice RA Volume
- Army Reserve (AR) vice AR Volume
- Prior Service
- Student
- Corps
- Area of Concentration
- Yearly
- Quarterly

Example for use for any NCOER counseling at the Center Level:

Obtain/construct all _____ prospect lists by (a certain date)

- School/College
- Professional (License)

Conduct X funded COI/TAIR events (per month/quarter/year)

(Example: if the company standard is to conduct 1 COI event each quarter and a recruiter conducts 2, he has exceeded the standard.)

Conduct X Student Presentations

- Per Market Group (Grads, Seniors, etcetera)
- Per School
- Per month/quarter/year

Utilize X ADOS-RC (Active Duty Operational Support-Reserve Component) Soldier(s) (per month/quarter/year)

Generate X new Referrals per ADOS-RC Soldier

Generate X new Referrals per SRAP/HRAP (Special Recruiter Assistance Program/Hometown Recruiter Assistance Program) Soldier

Conduct X Future Soldier formations per quarter

Generate X new FS Referrals (per month/quarter/year)

Motivate X percent of your Future Soldiers to earn promotion

Maintain a Future Soldier accession rate of at least XX%

Conduct X TPU (Troop Program Unit) visits/presentations (per month/quarter/year)

Generate X new TPU Referrals (per month/quarter/year)

Submit X percent of your enlistment applications to MEPS in a GO status

Maintain a qualified-not-enlisted rate of less than X percent

Achieve X percent of DoD enlistments in assigned market

Submit X ROTC referrals (per month/quarter/year)

Section II. Sample Goals (significant accomplishments achieved by few)

Be selected as:

Regular Army Recruiter of the Quarter/Year (company, battalion, brigade)

Army Reserve Recruiter of the Quarter/Year

Center Commander of the Quarter/Year

NCO of the Quarter/Year

Soldier of the Quarter/Year

First Sergeant of the Year

Military Staff Member of the Year

Instructor of the Year

Division Chief of the Year

Sergeant Audie Murphy Club Inductee

Volunteer of the Year

Future Soldier Leader of the Year

Earn:

Master Recruiter Badge

U.S. Army Recruiting Excellence Medallion

Army Chief of Staff Award for Recruiting Excellence

Associates/Bachelors/Masters/Degree

APFT Badge

Section II. Sample Goals (significant accomplishments achieved by few) (continued)

Achieve:

- Highest APFT scores in the unit
- Highest average team APFT scores in the company/battalion
- Highest Future Soldier accession rate in the unit
- Save X amount of gov't funds while conducting low or no-cost recruiting publicity events
- Highest number of volunteer hours in the unit
- Highest amount of HRAP/SRAP/Future Soldier referrals in the unit

Misc:

- Complete Army Correspondence Course(s)
- Graduate in the top 20% of your class while attending NCOES or be selected as the Distinguished Honor Grad (Note: You cannot use this as a NCOER bullet as it should already appear on the Soldier's DA Form 1059; however, you can use this goal during the Soldier's quarterly counseling if the Soldier is scheduled for NCOES during the rating period.)
- Selected over your peers by the 1SG/BN CSM to give training to the entire CO/BN
- Hand-picked over your peers by the 1SG/BN CSM to assume their duties in their absence
- Gain full access to a local high school or college that had previously denied access to military recruiters
- Increase the Army's percentage of DoD enlistments in assigned market to X percent
- Inspire a local high school to implement an Army JROTC Program

c. Quarterly Counseling Updates - during each of the quarterly counseling sessions, the rater should inform the rated NCO how he has performed his duties over the last 90 days. Specifically, the rater should advise the rated NCO where they stand at that point in the rating period regarding "Excellence", "Success" or "Needs Improvement" ratings for each of the areas in part IVb-f of the NCOER. The rater should evaluate accomplishments as they compare to the standards and goals that were set during the initial counseling session. In effect, the rater is stating to his Soldier, "If I had to rate you right now, these are the ratings I would give you in each category and why." The rater should provide specific insight to the Soldier, especially for excellence and/or needs improvement ratings. Figure 2-2 provides an example of a quarterly rating update.

RATED NCO'S NAME (Last, First, Middle Initial) SNUFFY, JOHN J.		SSN 111-22-3333
b. COMPETENCE: <ul style="list-style-type: none"> <input type="checkbox"/> Duty proficiency; MOS competency <input type="checkbox"/> Sound judgment <input type="checkbox"/> Accomplishing tasks to the fullest capacity; committed to excellence <input type="checkbox"/> Technical & tactical; knowledge, skills, and abilities <input type="checkbox"/> Seeking self-improvement; always learning 		
TASK/ACTIONS: Based on the performance summary, what specific tasks can you prescribe to move this rated NCO from a needs improvement to a success in the next 90 days? Example: Next 90 Days <ul style="list-style-type: none"> <input type="checkbox"/> study AR 601-210, Chapter 4, and develop a prequal list that reduces unqualified appointments to 10 percent <input type="checkbox"/> Contact 256th Med Bn and participate in VTT training over the next 90 days, retake and pass all tasks. <input type="checkbox"/> Review/study USAREC Reg 385-2 w/C1, AR 385-10, DA Pam 385-1, USAREC Reg 601-95, and USAREC Reg 600-25. Develop and present safety training to the entire company. Assume responsibilities of company safety NCO. 	PERFORMANCE SUMMARY: Start here: Inform the rated NCO how you would rate him or her if you were to write the NCOER today. INITIAL RATING: Needs improvement <ul style="list-style-type: none"> <input type="checkbox"/> displayed difficulty prequalifying applicants; 80% of applicants conducted were disqualified from military service <input type="checkbox"/> failed all portions of the VTT <input type="checkbox"/> lacked sound judgment by failing to perform a risk assessment and subsequently injuring a Future Soldier <input type="checkbox"/> Developed a station commander after-action review method that was adopted by the entire battalion resulting in a 15% decrease in ineffective recruiters. 	

Figure 2-2. Example of a Quarterly Rating Update (DA Form 2166-8-1)

d. Based on the above example, if the rated NCO was rated today he or she would receive a "Needs Improvement" under "Competence" for items listed in the Performance Summary block of the DA Form 2166-8-1. Notice that the rated NCO has also been given credit for an accomplishment despite the negative items addressed in the summary. When the rater informs the rated NCO that he would receive a "Needs Improvement" rating on his NCOER if it were final today, it sends a strong message to the Soldier that his behavior and performance must change in order to receive a more positive rating. As a rater in USAREC, you should always:

- (1) Consider the "Whole-Soldier Concept", not just enlistment production data, when conducting counseling and writing NCOERs.
- (2) Inform the rated NCO which specific tasks/actions must be accomplished within the next 90 days.
- (3) Strive to move the rated NCO from a "Needs Improvement" to a "Success" or "Excellence" rating in all areas of Part IVb-f of the NCOER Counseling and Support Form and the NCOER. This will help to ensure the rated NCO is always aware of where he stands regarding his evaluations as well as avoiding confusion and differences of opinion at the end of the rating period. Furthermore, it allows the rated NCO the opportunity to modify his

performance level in weak areas. If there is disagreement between the rater and the rated NCO regarding the mid-point rating(s) in a given area(s), there is time to proactively address the issue(s) and improve the rated NCO's performance. Table 2-5 illustrates how this process might look from a broad perspective.

Table 2-5-2
Sample quarterly counseling rating update

Counseling Sessions	Competence	Physical Fitness & Military Bearing	Leadership	Training	Responsibility & Accountability
Initial (1st Month)	Needs Improvement	Success	Success	Success	Success
90-Day (4th Month)	Success	Success	Success	Success	Excellence
90-Day (7th Month)	Needs Improvement	Excellence	Success	Needs Improvement	Excellence
90-Day (10th Month)	Needs Improvement	Excellence	Success	Success	Excellence
Final	Needs Improvement	Excellence	Success	Success	Excellence

2-7. Senior rater counseling updates

Although not required by regulation, it is strongly recommended that the Senior Rater advise the rated NCO quarterly regarding how the senior rater will ultimately rate the Soldier based on observed duty performance; specifically, the numbered blocks in part Vc and Vd of the NCOER should be addressed. It is imperative for the senior rater to inform the rated NCO as soon as possible in the rating period if they are not performing at a "1/1" level. The senior rater should tell the rated NCO why he is failing to meet the "1/1" performance level and what actions the Soldier can take to reach that threshold before the end of the rating period. If the appropriate discussions have taken place between the senior rater and the rated NCO, the rated NCO should not be surprised by the senior rater's final rating. In the absence of being informed of mid-point ratings by the senior rater, the rated NCO should initiate communication with the senior rater and ask for periodic updates during the rating period. If the rated NCO's goal is to get the highest ratings possible, the rated NCO should tell the senior rater what his own expectations are and how diligent he is willing to work to meet or exceed the senior rater's expectations. This will assist the rated NCO and the senior rater with maintaining open and effective communication and avoid confusion and unnecessary differences of opinion at the end of the rating period.

2-8. Counseling session conclusion

a. All counseling sessions should be concluded with the rater's assessment of the rated Soldier's overall potential for promotion and service in positions of greater responsibility. Based on all the ratings, how would you rate the NCO: Among the Best, Fully Capable or Marginal?

b. Key points to consider before making a final decision include the following:

(1) Would you want this rated NCO to be a Platoon Sergeant, Center Commander, First Sergeant or Command Sergeant Major for you in another assignment?

(2) What is the rated NCO's potential to develop with further grooming?

(3) Where does the rated NCO rank in comparison with his or her peers?

(4) Have you considered all the data in relation to the rated NCO's duty performance over the entire rating period?

(5) Is the rating based on one incident/event or is it based on the Soldier's total duty performance?

(6) If the performance was substandard, have you evaluated the true reason behind the occurrence?

(7) Did the rated Soldier receive an adequate amount of training and appropriate amount of resources to perform the job?

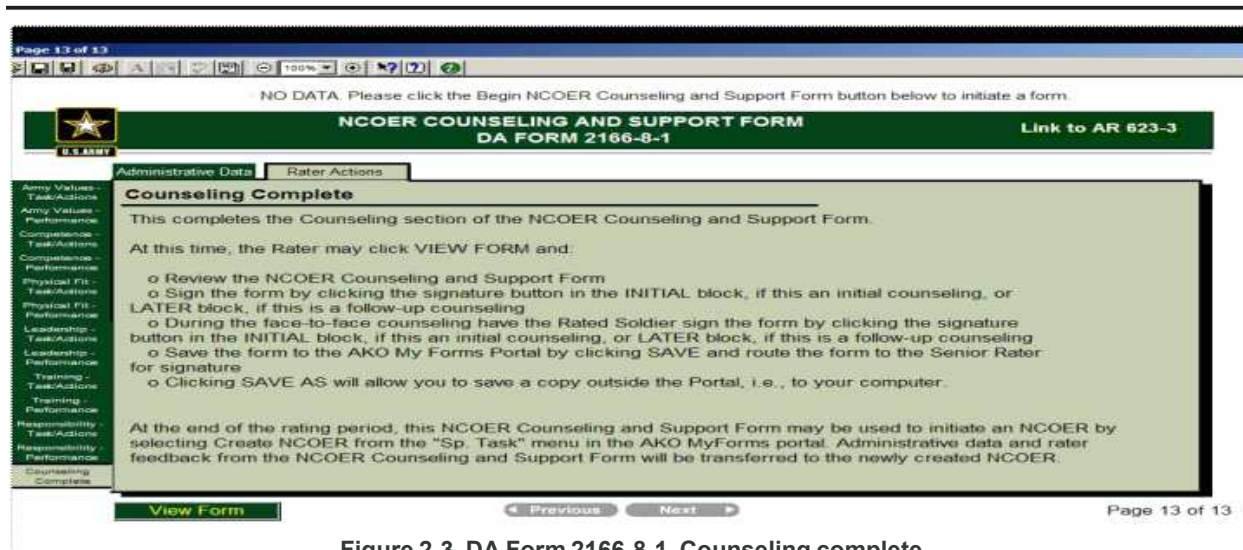


Figure 2-3. DA Form 2166-8-1, Counseling complete

c. Figure 2-3 shows the key steps involved with the conclusion of the quarterly counseling session. Note the 4th bullet which addresses the necessity of the Senior Rater reviewing and signing the counseling form to verify the counseling has taken place.

2-9. Failure to counsel

a. Army policy requires all NCOs be counseled on a quarterly basis; this requirement is non-negotiable. Leaders must take responsibility to counsel subordinates very seriously in order to ensure the professional development of the rated Soldier (see table 2-6). Schedule your quarterly counseling sessions well in advance and stick to your schedule. This will avoid the perception by the rated NCO that the only time you want to counsel is when something negative occurs.

Table 2-6

Part IIIf: Counseling Dates, (DA Form 2166-8-1)

NCOER Counseling Form, 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.

b. If the required quarterly counseling did not occur, the senior rater must specifically address this in the senior rater comments of the NCOER. The bullet completed by the senior rater to address this situation would typically look as follows:

- o rater failed to counsel the rated Soldier in accordance with AR 623-3 due to negligence and a serious lack of attention to detail.

c. The practice of putting counseling dates that never occurred on an NCOER is not acceptable. Remember, AR 623-3 allows for telephonic counseling (followed by face to face interaction) if geographical separation makes a challenge of conducting face-to-face counseling in a timely manner. In the end, the professional development of the rated Soldier is of the utmost importance and should serve as the primary focus of the Soldier's rating chain.

Chapter 3

Noncommissioned Officer Evaluation Report Preparation in USAREC

3-1. Purpose and process – DA Form 2166-8 (NCOER)

a. *Purpose.* The purpose of the NCOER is to provide DA with performance and potential assessments of each rated NCO. The NCOER is undoubtedly the most important document in any Soldier's promotion file and therefore, the most important document in any NCO's career. Leaders at all levels must recognize and understand the importance of providing fair and accurate evaluations to ensure that sound personnel management decisions are made and the

NCO's professional development is furthered. The role of rater, senior rater or reviewer must be taken very seriously as the Army relies on the NCO rating chain to identify the best qualified Soldiers for promotion. This chapter emphasizes the importance of submitting properly written evaluations that truly capture what the rated Soldier has achieved. It also stresses the importance of evaluating every NCO using the whole-Soldier concept and not just enlistment production data as the sole consideration when evaluating performance and potential.

b. *Process.* Upon the completion of the quarterly counseling using the DA Form 2166-8-1, the Soldier's rating chain will complete the NCOER as the final step in the counseling and evaluation process.

3-2. DA selection board after action review comments about USAREC NCOERS and records maintenance

a. USAREC can achieve progress regarding effective counseling and writing credible and justifiable NCOERs by reviewing and acting upon DA promotion board after action review (AAR) comments. These critiques are released following the conclusion of each centralized promotion board and contain insightful information that specifically relates to the quality of NCOERs written in USAREC. Listed below are some of the consistent AAR comments regarding USAREC NCOERs and records:

b. DA Form 2166-8, Daily duties and scope:

(1) Daily duties and scope narratives are ambiguous and difficult to interpret.

(2) Number of Soldiers supervised by the rated NCO not annotated; should be in the first two lines of this section. (Do not combine the number of Regular Army (RA) and/or Army Reserve (AR) Soldiers with the number of Future Soldiers assigned to the recruiting center; this is confusing to promotion board members. It is best to address these two subjects separately in the daily duties and scope narrative.)

Note: Refer to table 2-3-1, for more information on this topic.

c. DA Form 2166-8, Part III d: Areas of special emphasis:

(1) Area often left blank; duties listed not addressed in bullets on reverse side of the NCOER.

(2) Duties listed in this section should be those for which the NCO has been appointed on official orders (that is, Unit Prevention Leader NCO, Unit Fund Manager, etcetera). However, it is not mandatory for the additional duty to be appointed on orders to be listed in this section.

Note: Refer to table 2-3-2, for more information on this topic.

d. DA Form 2166-8, Part III e, Appointed Duties:

(1) Area often left blank; duties listed not addressed in bullets on the reverse side of the NCOER. (Areas of special emphasis should be addressed in Parts IV b through f of the NCOER. This creates a theme for the NCOER that flows from one section to the other; thereby, establishing the NCOER as a credible, well-written document.)

Note: refer to table 2-3-3, for more information on this topic.

e. DA Form 2166-8, Part IV a-f: Values/NCO responsibilities

(1) "Excellence" ratings not supported by quantifiable or measurable data which devalues the bullet. Raters need to substantiate excellence bullets; senior rater comments need to be clear and strong.

(2) Senior rater bullet phrases such as "promote now", "promote ahead of peers" and "promote immediately" are frequently used; these phrases are stronger when quantified with comments such as "number one First Sergeant of the seven companies in my command" or "this NCO is my number one recommendation for promotion."

(3) NCOER bullets are repeated from one section to another in Part IV with only a slight modification in wording; this violates DA Pam 623-3, paragraph 3-6b(6).

(4) USAREC jargon and/or acronyms used too frequently in NCOER bullets; this causes confusion amongst promotion board panel members who are not familiar with such terms.

Note: refer to paragraph 3-3, for more information on this topic.

(5) Height and weight data from one NCOER to another appeared inconsistent and without explanation.

(6) Rater and senior rater comments often contradict one another; this causes confusion amongst the board panel members.

(7) Many USAREC bullet comments in Part IV of the NCOER are focused solely on enlistment production data instead of the whole-Soldier concept.

Note: refer to paragraph 3-5, for more information on this topic.

f. DA Form 2166-8, Part V: Overall performance and potential: Senior rater numerical ratings in Parts V c and d contradicted the senior rater bullet comments in Part V e (for example, Senior rater gives two "1" blocks with a comment that says "promote with peers").

g. NCO training and education status:

(1) NCOs earning associate degrees and above place themselves in an improved posture for promotion.

(2) NCOs earning distinguished graduate status and awards in the Noncommissioned Officer Education System (NCOES) stand apart from their peers.

h. Records maintenance.

- (1) DA photos not updated; rank worn by NCO in photo is different from NCO's current rank.
- (2) NCOs wearing ill-fitting uniforms in DA photo.
- (3) NCOs who take the time to thoroughly review their records and provide brief comments to board members regarding missing documents, record discrepancies, etc. are viewed as conscientious and responsible.

3-3. Recruiting jargon

a. As mentioned in paragraph 3-1, AARs from previous DA centralized selection boards have consistently stated that USAREC NCOERs contain far too much "recruiting jargon." It is imperative that raters and senior raters in USAREC make every attempt not to use recruiting jargon when writing NCOERs. Promotion board panel members from every Army career management field (CMF) review files on current and former USAREC Soldiers. NCOERs that contain excessive amounts of recruiting jargon cause confusion amongst promotion board panel members and, ultimately, a disservice to the Soldier being considered for promotion.

b. A litmus test should be applied to every bullet that is placed on a USAREC NCOER. Ask the question: will this bullet be easily understood by anyone from any CMF who has never been assigned to USAREC? If the answer is yes, you probably have a good bullet; if there is any doubt, the bullet should be re-written.

c. When writing NCOERs, USAREC rating chain officials should use Army doctrinal language whenever possible. This is beneficial to selection board panel members since they are reading NCOER bullets written in a familiar lingo. For instance, if a recruiter has successfully leveraged the March2Success program, which enhances the Army's presence in the local community, he is conducting a civil affairs activity. A bullet that may articulate this success might be written as follows:

o conducted highly effective civil affairs operations; assisted over 100 high school students in raising state and national standardized exam aptitudes

d. Refer to Field Manuals such as ADRP 3-0 (Operations) or ADRP 6-22 (Army Leadership) for more examples of Army terms and phrases that will assist you in making your NCOER bullets more reader-friendly to anyone in the Army.

e. USAREC rating chain officials should pay specific attention and adherence to DA Pam 623-3, paragraph 3-6b (1) thru (6) as listed below when writing USAREC NCOER bullet comments:

Note: "*Bullet comments*. Bullet comments are mandatory regardless of ratings given. Narrative rules for Part IV, bullet comments will be:

(1) Short, concise, to the point. Bullets will not be longer than two lines, preferably one; and no more than one bullet to a line.

(2) Start with action words (verbs) or possessive pronouns (his or her); personal pronouns he or she may be used; should use 'past' tense when addressing NCO's performance and/or contributions.

(3) Be double-spaced between bullets.

(4) 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.

(5) Support the box checks by rating officials.

(6) A specific example can be used only once, therefore, the rater must decide under which responsibility the bullet fits best (or is most applicable).

Note: There is additional guidance for writing bullets contained in paragraph 3-7.

f. Table 3-1 below provides examples of commonly used recruiting focus areas and recommended alternatives more easily understood by personnel not familiar with recruiting jargon. The recommended alternatives are not the only substitutes that can be used. Raters should be creative and not limit themselves to the examples provided in this guide.

**Table 3-1
Recruiting Focus Areas**

<i>Future Soldier/New Enlistee</i>	motivated his Future Soldiers to provide referrals and assist with recruiting activities in the local community
<i>Future Soldier Attrition</i>	maintained a Future Soldier attrition rate of 5% which exceeded the battalion standard by 5%
<i>Access</i>	motivated 95% of his Future Soldiers to access onto active duty which exceeded the battalion standard by 5%
<i>Quality enlistment</i>	achieved 120% of his quality enlistment objective; DA's high priority recruiting category
<i>Future Soldier training event</i>	motivated his Future Soldiers to earn accelerated promotions prior to initial entry training by conducting superior training events
<i>Mission Success</i>	motivated his Soldiers to achieve mission success in six of eight measurable recruiting categories
<i>Face-to-face prospecting</i>	increased Army's market share in his area by 50% by conducting superior face-to-face prospecting operations
<i>Internet prospecting</i>	developed innovative ways to leverage internet technology during prospecting operations; generated five new enlistments
<i>Community/civic leader; influencer</i>	developed strong bonds with numerous community leaders and influencers which greatly assisted his recruiting efforts
<i>Community/civic leader event</i>	planned and executed public awareness events with local civic leaders; developed 14 alliances to assist with recruiting efforts
<i>High school graduate engagement</i>	enlisted more high school graduates than any other recruiter in the company
<i>High school senior engagement</i>	center achieved 110% of his high school senior enlistment objective; maintained the best high school recruiting program in the company
<i>Student testing program</i>	convinced three school administrations to participate in the Student Testing Program which previously displayed a history of resistance
<i>Prior Service</i>	achieved 125% of his prior service recruiting objective; developed many new TTPs to fully penetrate this difficult market
<i>Non-prior service recruiting</i>	led his recruiters in achieving a 25% increase in nonprior service enlistments from the previous FY; highest gain in the unit
<i>Automated recruiting systems</i>	selected by the 1SG to conduct company training on all automated recruiting systems; reduced routine task execution time by 50%
<i>Recruiting management resources</i>	maximized available recruiting management resources to efficiently manage his required tasks and personnel
<i>Lead refinement lists</i>	constructed 100% of his lead refinement lists prior to suspense date which helped increase prospect contact rates
<i>Government computer/IT equipment</i>	demonstrated a high level of IT functional competence while leveraging technology at every opportunity
<i>applicant processing efficiency rate</i>	achieved an 85% applicant processing efficiency rate during FYXX; highest rate in the company

**Table 3-1
Recruiting Focus Areas (continued)**

<i>enlistments</i>	his station produced more enlistments than any other station in the battalion
<i>Army Share of DoD enlistments</i>	led his station to increase the Army's share of DoD enlistments by 40% during FYXX
<i>quarterly recruiting objective</i>	met or exceeded his quarterly recruiting objective every quarter in FYXX
<i>physical fitness</i>	commitment to physical fitness resulted in an APFT score of 290 and maintaining the Army Physical Fitness Excellence Badge
<i>self development</i>	used every available opportunity to continue to grow and learn resulting in completing 16 semester s hours of college with a 3.0 GPA

3-4. Sample bullets for excellence and success ratings

a. Tables 3-2, 3-3 and 3-4 provide sample excellence and success bullets for the positions of recruiter, center commander and first sergeant. The intent is to illustrate the distinct difference between excellence and success when writing NCOER bullets. Excellence bullets are characterized by quantifiable terms that denote a higher level of duty performance than that expected within a rating of success. Excellence ratings should be clearly articulated as something accomplished above ordinary expectations during the rating period. Measure the accomplishment against a quantifiable or qualitative standard or goal. It is always advisable to show multiple excellence bullets in a given area. However, if only one bullet is used to justify the excellence rating, that bullet should be the first one listed in the block.

b. Success bullets capture duty performance levels that are expected of any NCO. Note that in the samples provided, every success bullet articulates the type of work ethic that any leader would expect from their subordinates. However, every excellence bullet has been supported by an achievement or accomplishment that is quantifiable and/or measurable against a standard that was exceeded or a goal that was achieved by few.

c. Awarding excellence ratings in any area without at least one legitimate excellence bullet does a disservice to the rated NCO. Promotion board AARs consistently indicate that excellence ratings which are not supported by valid excellence bullets have a low degree of credibility amongst panel board members.

**Table 3-2
Sample recruiter bullets**

Excellence	Success
<p style="text-align: center;">Competence</p> <ul style="list-style-type: none"> o technical and tactical expertise were instrumental in his achievement of the Master Recruiter Badge o demonstrated superior technical competency; reduced enlistment contract errors by 25% during the rating period o recognized as top recruiter in company; served as catalyst that ignited his team to achieve a 36% increase in enlistments over previous year 	<p style="text-align: center;">Competence</p> <ul style="list-style-type: none"> o performed all his assigned recruiting duties while being a consummate team member o demonstrated a clear understanding of the recruiting specialty; used innovative techniques to improve the recruiting process o his thorough understanding of recruiting operations helped increase the number of new enlistments over the previous FY
<p style="text-align: center;">Physical Fitness & Military Bearing</p> <ul style="list-style-type: none"> o achieved 279 on his APFT; maintained the Physical Fitness Badge o led 100% of his 16 Future Soldiers to pass the APFT helping them earn accelerated promotions prior to departing for initial entry training o selected over 250 of his peers to appear on a recruiting publicity item promoting a positive image of the US Army 	<p style="text-align: center;">Physical Fitness & Military Bearing</p> <ul style="list-style-type: none"> o maintained high levels of personal fitness and encouraged others to do the same o motivated many of his Future Soldiers to pass the APFT prior to departing for initial entry training o represented the Army favorably both on and off duty
<p style="text-align: center;">Leadership</p> <ul style="list-style-type: none"> o implemented a dynamic high school recruiting program which increased student enlistments by 50% from the previous FY o increased student referrals by 100% from the previous FY; executed the most effective Future Soldier Referral Program in the company o personally inspired and mentored fellow recruiter to gain induction into the SAMC; set a positive example for others to follow 	<p style="text-align: center;">Leadership</p> <ul style="list-style-type: none"> o implemented a high school recruiting program which increased student enlistments from the previous FY o motivated his Future Soldiers to provide referrals o mentored other Soldiers towards mission success; set a positive example for others to follow
<p style="text-align: center;">Training</p> <ul style="list-style-type: none"> o accessed 95% of his Future Soldiers to active duty; executed one of the best Future Soldier training programs in the battalion o assisted the commander with revision of the Future Soldier Training SOP; helped increase the Future Soldier accession rate to 93% o handpicked by the CSM over 250 of his peers to conduct battalion training on college recruiting programs 	<p style="text-align: center;">Training</p> <ul style="list-style-type: none"> o maintained a sound Future Soldier Training Program o assisted the company commander with the revision of the unit's Future Soldier Training SOP o participated in weekly center training sessions and willingly shared his knowledge with Soldiers throughout the unit
<p style="text-align: center;">Responsibility & Accountability</p> <ul style="list-style-type: none"> o commended by the BN XO during the unit CIP for outstanding vehicle maintenance and Government property accountability o mentored one of his peers to Sergeant Audie Murphy Club induction; encouraged others to grow beyond their expectations o motivated six of his assigned schools to provide free student contact lists saving the Government approximately \$2,000 	<p style="text-align: center;">Responsibility & Accountability</p> <ul style="list-style-type: none"> o successfully maintained and accounted for his Government property and vehicle valued in excess of \$50,000 o always encouraged others to grow both personally and professionally o conserved government funds whenever possible; took responsibility for his actions regardless of the outcome

**Table 3-3
Sample station commander bullets**

Excellence	Success
<p style="text-align: center;">Competence</p> <ul style="list-style-type: none"> o earned a Bachelor's Degree from Touro University International; graduated with honors and maintained a 3.75 GPA o selected over seven of his peers to attend a Lean Six Sigma course; improved applicant waiver processing time lines by 50% o finished # 2 in his class in the USAREC Guidance Counselor Operations Course; recognized by the School Commandant 	<p style="text-align: center;">Competence</p> <ul style="list-style-type: none"> o completed six semester hours of college during his off-duty hours o attended a Lean Six Sigma Rapid Improvement forum and used the knowledge he gained to improve business practices in the station o completed the USAREC Guidance Counselor Operations Course
<p style="text-align: center;">Physical Fitness & Military Bearing</p> <ul style="list-style-type: none"> o increased his APFT score by 35 points and earned the Physical Fitness Badge o motivated his Soldiers to improve their APFT scores by an average of 30%; highest increase in the company o completed the Marine Corps Marathon; placed in the top 500 out of 15,000 runners 	<p style="text-align: center;">Physical Fitness & Military Bearing</p> <ul style="list-style-type: none"> o participated in a rigorous physical fitness program; increased his APFT score by 35 points o motivated his subordinates to improve their APFT scores o participated in various running events within the local community
<p style="text-align: center;">Leadership</p> <ul style="list-style-type: none"> o selected to serve as the acting first sergeant over seven of his peers; motivated the company to exceed their objective o led his station to achieve recognition as top station in the battalion for FYXX; achieved 120% of its recruiting objective o recognized as the top Future Soldier leader in the company; inspired Future Soldiers to provide 12 new enlistments in FYXX 	<p style="text-align: center;">Leadership</p> <ul style="list-style-type: none"> o successfully served as the acting first sergeant; provided sound guidance to all Soldiers in the unit o led his station to mission success during FYXX o inspired Future Soldiers to provide referrals during the Summer Surge Program; helped the battalion to increase enlistment production
<p style="text-align: center;">Training</p> <ul style="list-style-type: none"> o executed a superior Future Soldier training program; two of his Future Soldiers were selected as honor graduates during IET o masterfully trained three new recruiters; each finished FYXX in the top 20% of all recruiters in the unit o demonstrated stellar training abilities and played a vital role in the company being named top company in brigade for FYXX 	<p style="text-align: center;">Training</p> <ul style="list-style-type: none"> o thoroughly trained his Future Soldiers ensuring they were fully prepared for initial entry training o trained three new recruiters to accomplish their enlistment objective which helped the unit achieve success o contributed to the success of the company by sharing his knowledge and expertise whenever possible
<p style="text-align: center;">Responsibility & Accountability</p> <ul style="list-style-type: none"> o mentored one of his NCOs to be recognized as the BN Recruiter of the Year; always encouraged his Soldiers to grow o generated 14 enlistments and saved the government \$10,000 by conducting low and no-cost recruiting publicity events o received the Commander's Safety Award; achieved the highest amount of recruiting station accident-free vehicle miles in the unit 	<p style="text-align: center;">Responsibility & Accountability</p> <ul style="list-style-type: none"> o encouraged his Soldiers to learn and grow by providing positive and proactive leadership o conserved government funds whenever possible o emphasized safety at every opportunity; his recruiters logged thousands of accident-free miles during the rated period

Table 3-4
Sample first sergeant bullets

Excellence	Success
<p style="text-align: center;">Competence</p> <p>o led his company to achieve a top five ranking in the BDE for Regular Army/Army Reserve mission accomplishment in FYXX</p> <p>o selected as the top first sergeant in the brigade for 2nd Qtr, FYXX; demonstrated outstanding technical abilities</p> <p>o achieved a 40% increase in enlistment production from the previous FY; highest net gain in the battalion</p>	<p style="text-align: center;">Competence</p> <p>o executed innovative recruiting TTPs to guide his company to successful mission accomplishment</p> <p>o technically proficient NCO; set the standard for his Soldiers to follow</p> <p>o led his company to increase enlistment production; demonstrated a proactive leadership style and adaptability to operating environment</p>
<p style="text-align: center;">Physical Fitness & Military Bearing</p> <p>o displayed an unmatched stamina level by guiding the company to exceed enlistment objectives for four consecutive quarters</p> <p>o motivated his company to attain the highest APFT average score in the battalion</p> <p>o earned the Army Physical Fitness Badge; achieved the highest APFT score in the unit</p>	<p style="text-align: center;">Physical Fitness & Military Bearing</p> <p>o displayed exceptional endurance and stamina; guided his company to consistently meet their enlistment objectives</p> <p>o routinely stressed physical fitness and personal well-being at every opportunity</p> <p>o set a positive example by maintaining a sound personal fitness program</p>
<p style="text-align: center;">Leadership</p> <p>o led the company to achieve an unprecedented 98% accession rate for new enlistees; highest rate in the battalion</p> <p>o led his company to achieve 114% of its quality enlistment objective; ranked # 3 in BDE for this priority enlistment category</p> <p>o commended by the local mayor for his outstanding work mentoring underprivileged youth throughout the community</p>	<p style="text-align: center;">Leadership</p> <p>o inspired his company to increase their accession rate for new enlistees</p> <p>o guided his company towards mission success in the high priority quality enlistment recruiting category</p> <p>o always looked for opportunities to coach and mentor; performed volunteer work in the local community during his off duty hours</p>
<p style="text-align: center;">Training</p> <p>o flawlessly trained, coached, and mentored the top station commander in the battalion for FYXX</p> <p>o developed and implemented a superior Future Soldier training SOP; helped reduce Future Soldier attrition by 25%</p> <p>o developed and implemented a dynamic company awards program which helped increase enlistments by 44% over last FY</p>	<p style="text-align: center;">Training</p> <p>o trained a new station commander who made significant contributions to the success of the unit</p> <p>o developed and implemented a company Future Soldier Training SOP which helped reduce the unit's Future Soldier attrition rate</p> <p>o developed and implemented a company incentive awards program which motivated recruiters and increased production</p>
<p style="text-align: center;">Responsibility & Accountability</p> <p>o motivated his Soldiers to complete more college credits and earn more degrees than any other unit in the battalion</p> <p>o mentored one of his Soldiers to be recognized as the Brigade NCO of the Year over 1,500 other NCOs</p> <p>o motivated one of his NCOs to be inducted into the prestigious Sergeant Audie Murphy Club; one of only 33 in USAREC</p>	<p style="text-align: center;">Responsibility & Accountability</p> <p>o always encouraged his subordinates to pursue higher education</p> <p>o motivated his Soldiers to grow both personally and professionally</p> <p>o inspired all personnel in the unit to achieve levels of success that far exceeded their own expectations</p>

3-5. Tips for rating officials

a. Rater.

- (1) Follow the rules for bullet comments found in DA Pam 623-3 chapter 3.
- (2) Consider total Soldier performance.
- (3) Stay away from recruiter jargon.
- (4) Focus on the positive by using the “glass is half full” school of thought. For example, instead of writing “maintained a Future Soldier attrition rate of five percent”, write “accessed 95 percent of his Future Soldiers on active duty.” Instead of saying “failed to achieve his recruiting objective only once during the rating period”, write “met or exceeded his recruiting objective 11 of 12 months during the rating period.”
- (5) When writing bullets, focus on how the NCO performed relative to the sub-bullets listed below each NCO responsibility listed in Part IVb-f. In certain instances, you may actually use some of the words in the sub-bullets in the actual bullets that rate the Soldier’s performance. For example, under competence, a bullet may be written as follows: “demonstrated sound judgment when faced with making difficult decisions.”
- (6) A rated NCO with all success ratings in part IV can be rated “Among the Best” in part V, item a.
- (7) If the rated NCO was administered UCMJ or some other type of adverse action during the rating period, he is clearly not “Among the Best” and therefore should be rated accordingly by the rater and senior rater.

b. Senior Rater

- (1) Get to know the NCOs you senior rate. The better you know the rated NCO, the better you will do your duty as the senior rater.
- (2) Validate that the rater is in fact conducting all required counseling and has a counseling and support form (DA Form 2166-8-1). AR 623-3 requires you to review and initial the initial and all subsequent quarterly counseling sessions. Always remember that Soldiers do what leaders check!
- (3) Make sure the rater’s bullets follow the rules and are well written. Check all ratings and ensure the bullets fully support the rating. If the ratings are not seemingly justified with proper bullets, you should further discuss with the rater to ensure the most accurate account of the Soldier’s duty performance is reflected on the NCOER.
- (4) Your primary mission is to evaluate potential, so make sure your bullet comments include recommendations for the future.
- (5) Whenever possible, indicate where the rated NCO stands in comparison to all of the other NCOs you senior rate in that duty position category. By doing so, you are clarifying for the promotion board your top NCOs that should be considered first for promotion. See table 3-5 for examples.
- (6) Senior rater bullets should focus on promotions, schools and future assignments, at a minimum. Avoid using generic bullets such as “prime candidate for promotion.” Such phrases tend to leave board members wondering what the true intent is. Table 3-5 provides sample bullets for each of these three areas. This list is not all-inclusive as there are clearly more example of standards and goals that have not been provided. Do not limit yourself to the examples in this table. Be creative!
- (7) Senior raters are not limited to three bullets in Part Ve of the NCOER. You may use up to six as long as there is double-spacing between bullets.
- (8) Senior raters must understand the definitions for the X’s in Part V, items c and d. Per DA Pam 623-3, the following definitions are provided:
 - (a) 1 – Cream of the crop; recommendation for immediate promotion (now).
 - (b) 2 – Very good, solid performance; strong recommendation for promotion (ahead of peers).
 - (c) 3 – Good performance; recommendation for promotion if sufficient allocations exist (with peers).
 - (d) 4 – Fair performance; NCO should not be promoted at this time.
 - (e) 5 – Poor performance; needs significant improvement; consider for a DA imposed bar to re-enlist and separation under Qualitative Management Program (QMP).
- (9) When a senior rater issues a “1” in performance and/or potential, he is telling the board to promote that rated NCO right now. Senior raters should ensure that Soldiers who are given “1” block ratings have actually earned them and are truly worthy of immediate promotion.
- (10) Senior raters must address a rater’s evaluation of marginal potential. This is meant to force a dialog between these two raters. The senior rater will place one bullet that indicates agreement or disagreement with the marginal rating. If the senior rater agrees, a bullet is necessary that identifies the rated NCO’s shortcoming. Example: “set a poor example for his subordinates to follow; his lack of enthusiasm towards meeting standards resulted in repeated failure of basic Soldier tasks.”
- (11) Failure to address potential can send a strong, often unintended message to a selection board member (that is, generic bullets must mean this NCO has marginal potential). A lack of comments on promotion potential may be

interpreted as “keep in the same grade.”

c. Reviewer.

(1) Consider yourself the honest broker and the last line of defense. It is your responsibility to see that the evaluation on the NCOER is accurate, fair, and serves the best interests of the Army. Feedback from the NCO Corps indicates a strong desire to have a reviewer overwatch the evaluation process. Do not take your responsibility in the rating chain lightly.

(2) Step in as soon as you see something going wrong. Try to correct differences of opinion on the part of the rater and senior rater before the report is processed. You cannot force them to change an honest evaluation, but in many cases, professional discussion will resolve the issue.

(3) When you are unable to resolve a disagreement, express your nonconcurrency with an enclosure. Only use an enclosure when you have a significant disagreement.

(4) Spot check to ensure that performance counseling is being executed. Effective counseling will result in positive duty performance and is essential to leader development.

(5) When a report is submitted to you for review and signature, check to see that all excellence rating bullets are fully justified. If you observe a bullet, or bullets, that do not justify excellence ratings, send the report back to the rater and senior rater for further review and possible revision.

Table 3-5
Sample senior rater bullets

Bullet comments addressing potential for promotion:

Bullet comments addressing potential for promotion:

- promote to (rank) now; already serving successfully in the position
- promote to (rank) now
- promote to (rank) immediately
- promote to (rank) ahead of peers
- promote to (rank)
- promote to (rank) with peers
- promote to (rank) if allocations exist
- continue to groom for promotion to (rank)
- needs additional grooming before being seriously considered for promotion
- not ready for promotion
- do not promote

Bullet comments addressing potential for future schooling/training:

- send to (SLC, Company Commander/First Sergeant Pre-Command Course, USASMA) now
- send to (school) at earliest opportunity
- send to (school) when seats become available
- continue to train and school whenever possible
- Soldier is not physically prepared to attend NCOES
- additional training will be of no value to this Soldier

Bullet comments addressing potential for future assignments with increased responsibility:

- assign as a platoon sergeant immediately; ready for increased responsibility
- assign as a center commander now; will lead any group of Soldiers to success
- assign as a first sergeant at first opportunity; more than capable of assuming this leader role
- assign as a battalion CSM ahead of his peers; will handle the challenge with ease
- ability to handle increased responsibility is questionable; maintain in current grade/position
- struggles when placed in charge; may do well in a staff position with minimal supervisory responsibilities
- has no desire to serve in positions of increased responsibility; comfortable with status quo

General bullet comments addressing overall performance/potential:

- number 3 recruiter out of 35 in the company; clearly in the top 10%
- best center commander of eight that I senior rate; undoubtedly my number one choice for promotion
- clearly the number one First Sergeant of the seven I senior rate
- top battalion CSM of nine in the brigade; must select for brigade CSM position

3-6. Prohibited and authorized comments

- a. The following words, terms, phrases and/or subject areas are prohibited on the NCOER:
- (1) Retirement.
 - (2) Anything outside the report period (except for relief for cause).
 - (3) Allegation.
 - (4) Anything pending.
 - (5) Article 15.
 - (6) Letter of reprimand.
 - (7) Letter of admonishment.
 - (8) Chapter discharge.
 - (9) Marital status.
 - (10) Flagged.
 - (11) Court martial.
 - (12) Reduction.
 - (13) Civil trial.
 - (14) Bar to reenlistment or letter of declination (same as bar).
 - (15) Charged with.
 - (16) Security clearance suspended or loss of security clearance.
 - (17) Received letter of counseling.
 - (18) Received disciplinary action.
 - (19) Rehabilitatively reassigned or received Rehabilitative reassignment.
 - (20) Attempted suicide.
 - (21) Pending medical board.
 - (22) Found guilty.
 - (23) Convicted of.
 - (24) Released from any school or course (Advanced Leaders Course, Senior Leaders Course, Sergeants Major Course, etcetera,) or attendance was canceled.
 - (25) Titled (same as charged) by the Criminal Investigation Division for sale of cocaine or other offense.
- b. The following words, terms phrases and/or subject areas are authorized on the NCOER:
- (1) Cited for or received a driving under the influence.
 - (2) Absent without leave.
 - (3) Tested positive on urinalysis.
 - (4) Apprehended.
 - (5) Arrested.
 - (6) Incarcerated.
 - (7) Criminal incident.
 - (8) Fraud.
 - (9) Placed on the temporary disability retired list.
 - (10) Deserted.
 - (11) Dropped from the rolls.
 - (12) Violated AR 600-20, paragraph 4-16 (fraternization).
 - (13) Letters of indebtedness.
 - (14) Driver's license was revoked.
 - (15) Just reassigned to another position.
 - (16) Okay for senior rater to say recommend or request discharge or separation or Qualitative Management Program.

3-7. Additional guidelines

- a. Always refer to AR 623-3 and DA Pam 623-3, chapter three for official guidance on preparing NCOERs. When beginning an NCOER, utilize the PureEdge Wizard. If you have prepared your DA Form 2166-8-1, it will pull the administrative data, rating chain and the job description automatically or give you the option to manually enter the data. Each field is a drop-down menu and leaves no guessing as to what needs to be put in which block.
- b. DA Form 2166-8, 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. To facilitate the rated NCO signing the NCOER after its completion and signature by the rating officials, the NCOER may be signed and dated by each individual in the rating

chain up to 14 days prior to the “thru” date of the report; however, the report cannot be forwarded to Headquarters, Department of the Army (HQDA), until the thru date of the report. Rater is the first to sign. Rated Soldier is the last to sign.

c. When a rated NCOs refuses to sign a report because they disagree with the evaluation, rating officials must ensure that rated NCO is familiar with what their signatures mean. Simply stated, the NCO’s signature on the report indicates:

- (1) The NCO has seen the completed report (except part II, items d and e).
- (2) Administrative data is correct (except part I, items k through o).
- (3) Rating officials are proper.
- (4) Duty description and counseling dates are accurate.
- (5) Army physical fitness test (APFT) and height and weight entries are correct.
- (6) NCO is aware of the appeals process.

d. The rated NCO’s signature does not constitute agreement or disagreement with the evaluations of the rater or senior rater. If the NCO still refuses to sign, it must be addressed in part V by the senior rater.

e. Additional guidance for bullet writing is as follows:

(1) The evaluation is based on past performance therefore the bullets should always be written in the past tense. Use words such maintained, displayed, demonstrated, excelled, worked, played, gave, took, etc.

(2) A specific bullet can be used only once (decide which responsibility the bullet fits best).

(3) Bullets that relate directly to the NCO’s abilities, responsibilities, or reflect something specific that he did, convey a very clear picture to selection boards – they tell a story. Generic bullets (comments that could apply to almost all NCOs) do have value as they show the NCO’s adherence to Army values; however, they should be used along with personalized bullets to give a complete picture.

(4) Do not use exclamation points, excessive capitalization, underlining, or italics in bullet comments.

(5) Using the abbreviation for etcetera (etc.) is not acceptable in a bullet comment.

(6) Raters must consider the potential effect of submitting an NCOER with a Success box checked with a negative bullet. Ensure that the rating you want to portray is easily understood.

(7) When writing bullets to support Needs Improvement ratings, the bullets should tell what happened, what the deficiency was and what went wrong. Generic bullets used to support Needs Improvement ratings (for example, did not act like an NCO) often look like the rater had a deficiency in communicating with the NCO and it is often difficult to determine the problem.

f. See DA Pam 623-3, Table 3-4 for detailed explanation on APFT and Profile entries. Excellence ratings based solely on the APFT only require the bullet “awarded the Physical Fitness Badge.” (The Physical Fitness Badge is awarded to Soldiers attaining a minimum of 90 points in each event.) Numerical scores will not be entered. A rating of Needs Improvement requires comments reflecting progress towards meeting the standards of the APFT. It is important to note that an excellence rating may be given in this section for accomplishments other than earning the Physical Fitness Badge. Refer to the character traits listed directly below the words Physical Fitness and Military Bearing in Part IVc of the NCOER and then assess how the rated NCO performed relative to those traits.

g. Focus on leadership performance terminology that translates to the Army external to USAREC. If enlistment production is addressed in the performance rating, relate it to specific, quantifiable mission success so that panel board members outside of CMF 79 can comprehend the success or failure being addressed.

h. Raters must be familiar with the true meanings of the three possible rating in Part Va.

(1) Among the Best: NCOs who have demonstrated success and/or excellence; a very good, solid performance and a strong recommendation for promotion and/or serve in positions of greater responsibility. All NCOs are not in the Among the Best Category.

(2) Fully Capable: NCOs who have demonstrated success; a good performance, and should sufficient slots be available, a promotion recommendation.

(3) Marginal: NCOs who need improvement in one or more areas; do not promote at this time.

i. In part Vb, raters may list up to three (at least two) different future duty positions (job titles) in which the rated NCO could best serve the Army at the current or next higher grade. Therefore, do not recommend a staff sergeant serve as a first sergeant. When the rated NCO is being reduced to a lower grade, rater may enter duty positions of the lower grade. Particular attention must be paid to this section when listing duty positions for detailed recruiters who do not hold MOS 79R. The listed positions should come from the Soldier’s primary MOS but you may also list special duty positions such as Retention NCO, Equal Opportunity NCO, Instructor and Drill Sergeant.

j. AR 623-3 para 2-19 recommends that all NCOERs be reviewed by the First Sergeant, CSM or SGM prior to signatures being obtained by the official who has been designated as the reviewer in the rating chain.

- k. Figure 3-1 shows a sample DA Form 2166-8 and provides additional guidance on how to fill it out correctly.

3-8. Common errors on evaluations

- a. Signing more than 14 days prior to the Thru Date.
- b. Sending to HQDA before the actual Thru Date.
- c. Missing “Yes” or “No” after Height/Weight.
- d. Missing numeric score from APFT on NCOER with the Needs Improvement box checked for Physical Fitness.
- e. Missing basic administrative information such as unit identification code, rating official rank, etc.
- f. APFT date not in YYYYMMDD format or not within 12 months of Thru Date.

Chapter 4

Processing Electronic Military Evaluations

4-1. How and where to submit evaluations

- a. The importance of submitting timely and accurate evaluations cannot be overstated. It is the responsibility of everyone in the rating chain to ensure that USAREC NCOERs are submitted on time in accordance with the policies and procedures as established by HQDA.
- b. The Army standard for preparing and submitting evaluation reports is using Wizard Application associated with the electronic form within the “My Forms” portal on AKO to submit current, digitally signed NCOERs for acceptance and processing at HQDA.
- c. As an exception, manually signed evaluation reports that cannot be submitted through “My Forms” portal on AKO must be mailed as paper copies to USAHRC, ATTN: AHRC-PDV-ER (Evaluation Processing), 1600 Spearhead Division Avenue, Dept. 470, Fort Knox, KY 40122-5407

4-2. Tips for meeting evaluation timeliness

- a. Create an evaluations suspense roster using unit the rating scheme. Ensure in-processing TTPs are in place that provide visibility on evaluation suspense dates.
- b. Suspend all evaluations in support of HRC suspense date (no later than 80 days from thru Date). This will allow lag time for error processing to avoid late reports.
- c. Create, save, and route evaluation forms in the AKO MY FORMS Portal (ensures use of latest version of form).
 - (1) Track annual evaluations using the evaluation tracking tool.
 - (2) Track change of rater and permanent change of station evaluations via operational move submissions.
- d. The AKO Portal provides battalion S1s with a tracking tool (to include date and time) of all movement of forms from draft to submission to HQDA for processing.
- e. Review upcoming due reports during battalion command and staff meetings.
- f. Ensure all Soldiers take the initiative to have their AKO e-mail forwarded to their USAREC e-mail account.

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)		b. SSN		c. RANK	d. DATE OF RANK	e. PMOSC			
SOLDIER, JOE D. (ALL CAPS)		xxx-x0-1111		SSG ()	20081201	79R30			
f.1. UNIT	ORG.	STATION	ZIP CODE OR APO	MAJOR COMMAND	f.2. STATUS CODE			g. REASON FOR SUBMISSION	
Nashville Rctg Co, Nashville, TN 37214		USAREC							
h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL	l. RATED NCO'S EMAIL ADDRESS		m. IIC	n. CMD CODE	o. PSB CODE
FROM THRU		11			joe.d.soldier@us.army.mil			TA	
YEAR MONTH DAY		YEAR MONTH DAY							
20121201		20131031							
PART II - AUTHENTICATION									
a. NAME OF RATER (Last, First, Middle Initial)		SSN (optional)		SIGNATURE		DATE (YYYYMMDD)			
SMITH, ROBERT D. (ALL CAPS)		(optional)							
RANK	PMOSC/BRANCH	ORGANIZATION		DUTY ASSIGNMENT		RATER'S APO EMAIL ADDRESS (.gov. or .mil)			
SFC	79R40V7	Nashville Rctg Co. Center Commander				robert.b.smith@us.army.mil			
b. NAME OF SENIOR RATER (Last, First, Middle Initial)		SSN		SIGNATURE		DATE (YYYYMMDD)			
SNUFFY, JOE B. (ALL CAPS)		xxx-x0-3333							
RANK	PMOSC/BRANCH	ORGANIZATION		DUTY ASSIGNMENT		SENIOR RATER'S APO EMAIL ADDRESS (.gov. or .mil)			
1SG	79R5M	Nashville Rctg Co. First Sergeant				joe.b.snuffy@us.army.mil			
c. NAME OF REVIEWER (Last, First, Middle Initial)		SSN (optional)		SIGNATURE		DATE (YYYYMMDD)			
JONES, BOB E. (ALL CAPS)		(optional)							
RANK	PMOSC/BRANCH	ORGANIZATION		DUTY ASSIGNMENT		REVIEWER'S APO EMAIL ADDRESS (.gov. or .mil)			
CPT	AG	Nashville Rctg Co. Company Cdr				bob.e.jones@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 IV/c are correct. I have seen the completed report. I am aware of the appeals process of AR 623-3.				SIGNATURE		DATE (YYYYMMDD)			
PART III - DUTY DESCRIPTION (Rater)									
a. PRINCIPAL DUTY TITLE				b. DUTY MOSC					
Normal upper and lower case and by TDA position				At least 5, no more than 9 characters (for example, 79R40)					
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars)									
Series of phrases, starting with action words and separated by semicolons and ending in a period; addresses most important routine duties and responsibilities; should include the number of people supervised; equipment, facilities, and dollars involved; and any routine duties and responsibilities critical to mission accomplishment.									
d. AREAS OF SPECIAL EMPHASIS									
List of tasks/duties separated by semicolons; only two lines are allowed; list the most important duties first, especially if a bullet somewhere else refers to one of them; include a mix of both position and the full-time support duties, no period at the end									
e. APPOINTED DUTIES									
List of appointed duties not normally associated with duty descriptions, only two lines are allowed; separate each with a semicolon, no period at the end									
f. COUNSELING DATES		INITIAL	LATER	LATER	LATER				
		20131031							
PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)									
a. ARMY VALUES. Check either "YES" or "NO". (Bullet Comments are mandatory. Substantive bullet comments are required for "NO" entries.)									
V A L U E S	Loyalty	1. LOYALTY: Bears true faith and allegiance to the U. S. Constitution, the Army, the unit, and other Soldiers.	YES	NO					
	Duty	2. DUTY: Fulfills their obligations.							
	Respect	3. RESPECT/EO/EEO: Treats people as they should be treated.							
	Selfless-Service	4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.							
		5. HONOR: Lives up to all the Army values.							
		6. INTEGRITY: Does what is right - legally and morally.							
		7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).							
Bullet comments		<ul style="list-style-type: none"> o strongest bullets describe achievement, even on the front (Part IV) of an NCOER, no periods o displayed selfless-service by remaining on TDY status for 65 consecutive days while serving on a brigade-level Mobile Recruiting Training Team o bullet comments are mandatory regardless of rating given 							

(YYYYMMDD) - all numbers.

Enter in the order listed on the form (Unit, Org, Station, ZIP Code or APO, Major Command); can use common abbreviations if need be (that is, HQ, Co, Bn, Bde).

If NCO has completed temporary duty (TDY), special duty (SD), or temporary change of station (TCS), the TDY, SD, or TCS unit information may be entered in parenthesis after the required parent unit data if space permits.

If not, TDY, SD, or TCS unit data may be reflected in Part IIIc.

Status Code: Leave blank if RA; enter AGR if USAR.

(YYYYMMDD) - all numbers; should be in the 1st, 4th, 7th, and 10th month of the rated period.

Can be up to nine digits with additional skill identifier or language identifier, minimum five digits; an alpha or numeric entry may be used to denote the last digit of the skill level (0 or O).
LETTERS
7 9 R 4 O
NUMBERS

02 = Annual
03 = Change of Rater
04 = Change of Duty, Retirement or Discharge
05 = Relief for Cause
06 = Depart TDY, TCS, SD
07 = 60 Day Option
08 = Senior Rater Option
09 = Complete the Record
10 = Extended Annual

Enlisted position only, no officer positions.

Responsibility of rating officials to ensure factual correctness; entered by the rater, verified by the rated NCO.
a. Outline of the normal requirements of the specific duty position.
b. Shows type of work required, not frequently changing tasks.
c. Essential to performance counseling and evaluation; used during first counseling session to outline duties and emphasis.
d. May be updated during rating period.
e. Used at end of rating period to record what was important.

Mandatory specific bullet comments required for all "no" entries. Base each entry on whether the rated NCO "meets" or "does not meet" the standard for each particular value as found in ADRP 6-22.

Figure 3-1. Sample of a Completed DA Form 2166-8, Page 1

From date is the first date following the Thru date of the last report.

If from date is ever in question for RA Soldiers, access the rated NCO's NCOER history on the HRC Web site available in the Personal Data Snapshot link under enlisted evaluations (https://www.erec.army.mil/PDS/ako_login.asp).

For USAR Soldiers, have the rated NCO provide a copy of their last NCOER which they can always retrieve from their official military personnel file.

Thru date is the actual end date of the event causing the report (YYYYMMDD); does not have to run through the end of the calendar month.

Reports are normally rendered in the following situations:

- Active Army - NCO's first report period begins on 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 Army Board for Correction of Military Records memorandum that approves reinstatement of a promotion.

- USAR-Active Guard Reserve - NCO's first report period begins on effective date of promotion to sergeant or the effective date ordered to Active Guard Reserve status, whichever occurs later.

Three-letter abbreviation for the NCO's military rank, not pay grade; if frocked to 1SG, SGM, or CSM, enter the rank, date of rank, and PMOSC held prior to frocking action.

SFC(1SG), MSG(SGM), or MSG(CSM).

Nonrated codes:
 A = Absent without leave
 C = Confinement
 I = In transit between duty stations; includes leave PTDY, TDY
 P = Patient (including convalescent leave)
 Q = Lack of rater qualification
 S = Student in military/civilian school
 T = On TDY, SD, or TCS less than 90 days

Figuring nonrated time:
 0-15 days = 0 days
 16-45 days = 1 month
 46-75 days = 2 months
 76-105 days = 3 months
 106-135 days = 4 months
 136-165 days = 5 months

Listing of Army values that define professionalism; needed to maintain public trust and confidence and the qualities of leadership and management needed to maintain effective NCO Corps; listed to emphasize and reinforce professionalism; must be considered in evaluation of the performance of all NCOs.

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) SOLDIER, JOE I. (ALL CAPS)			b. SSN 000-00-0000		c. RANK SFC (d. DATE OF RANK 20030601		e. PMOSC 79R40				
f. UNIT Athens Recg Co, Atlanta Recg Bn, Smyrna, GA 12345		g. STATION USAREC		h. MAJOR COMMAND USAREC		i. STATUS CODE 03		j. REASON FOR SUBMISSION Change of Rater					
k. PERIOD COVERED		l. RATED MONTHS		m. NON-RATED CODES		n. NO. OF ENCL.		o. RATED NCO'S EMAIL ADDRESS (gov. or mil)		p. UIC			
FROM		THRU						joe.soldier@us.army.mil		TA			
YEAR MONTH 20071201		YEAR MONTH 20080930		10									
PART II - AUTHENTICATION													
q. NAME OF RATER (Last, First, Middle Initial) SMITH, ALLEN M. (ALL CAPS)			r. SSN (optional)		s. SIGNATURE		t. DATE (YYYYMMDD)						
u. RANK 1SG		v. PMOSC/BRANCH 79R40		w. ORGANIZATION Athens Recruiting Company		x. DUTY ASSIGNMENT First Sergeant		y. RATER'S AKO EMAIL ADDRESS (gov. or mil) allen.smith@us.army.mil					
z. NAME OF SENIOR RATER (Last, First, Middle Initial) JONES, ROBERT G. (ALL CAPS)			aa. SSN 000-00-2222		ab. SIGNATURE		ac. DATE (YYYYMMDD)						
ad. RANK CPT		ae. PMOSC/BRANCH IN		af. ORGANIZATION Athens Recruiting Company		ag. DUTY ASSIGNMENT Company Cdr		ah. SENIOR RATER'S AKO EMAIL ADDRESS (gov. or mil) robert.jones13@us.army.mil					
ai. NAME OF REVIEWER (Last, First, Middle Initial) THOMAS, MARY C. (ALL CAPS)			aj. SSN (optional)		ak. SIGNATURE		al. DATE (YYYYMMDD)						
am. RANK LTC		an. PMOSC/BRANCH MI		ao. ORGANIZATION Atlanta Recruiting Battalion		ap. DUTY ASSIGNMENT Battalion Commander		aq. REVIEWER'S AKO EMAIL ADDRESS (gov. or mil) mary.thomas@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 approval 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 AFFI and height/weight entries in Part IV, are correct. I have seen the completed report. I am aware of the appeals process of AR 623-3.													
f. SIGNATURE													
g. DATE (YYYYMMDD)													
PART III - DUTY DESCRIPTION (Rater)													
a. PRINCIPAL DUTY TITLE Normal upper and lower case and by TDA position						b. DUTY MOSC At least 5, no more than 9 characters (e.g., 79R40)							
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars) Series of phrases, starting with action words and separated by semicolons and ending in a period; addresses most important routine duties and responsibilities; should include the number of people supervised; equipment, facilities, and dollars involved; and any routine duties and responsibilities critical to mission accomplishment.													
d. AREAS OF SPECIAL EMPHASIS List of tasks/duties separated by semicolons; only two lines are allowed; list the most important duties first, especially if a bullet somewhere else refers to one of them; include a mix of both position and the full-time support duties; no period at end													
e. APPOINTED DUTIES List of appointed duties not normally associated with duty descriptions, only two lines are allowed; separate each with a semicolon, no period at end													
f. COUNSELING DATES				INITIAL		LATER		LATER		LATER			
				20071215		20080316		20080612		20080911			
PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)													
a. ARMY VALUES. Check either "YES" or "NO". (Bullet Comments are mandatory. Substantive bullet comments are required for "NO" entries.)													
V Loyalty Duty Respect Selfless Service A L Honor Integrity Personal Courage U E S		1. LOYALTY: Bears true faith and allegiance to the U. S. Constitution, the Army, the unit, and other soldiers.										YES	NO
		2. DUTY: Fulfills their obligations.										YES	NO
		3. RESPECT/EO/EOD: Treats people as they should be treated.										YES	NO
		4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.										YES	NO
		5. HONOR: Lives up to all the Army values.										YES	NO
		6. INTEGRITY: Does what is right - legally and morally.										YES	NO
		7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).										YES	NO
Bullet comments o strongest bullets describe achievement, even on the front (Part IV) of an NCOER, no periods o e.g., displayed selfless-service by remaining on TDY status for 65 consecutive days while serving on a brigade-level Mobile Recruiting Training Team o bullet comments are mandatory regardless of rating given													

DA FORM 2166-8, MAR 2006

PREVIOUS EDITIONS ARE OBSOLETE.

Page 1 of 2
AFD PE v4.00ES

Figure 3-1. Sample of a Completed DA Form 2166-8, Page 1 (Continued)

- Use one or two spaces following the small "o."
- bullets may indent at second line or not.
- **bullets must all begin with a small letter.**
- entire NCOER must be consistent.

Among the best: Typically a "1" or "2"; represents a **very good, solid performance** and very strong recommendation for promotion.

Fully capable: Typically a "2" or "3" represents a **good performance** and strong recommendation for promotion should sufficient allocations exist.

Marginal: Typically a "4" or "5" rated Soldier **needs improvement** in one or more areas and should not be promoted at this time.

- 1 = Promote now
- 2 = Promote ahead of peers
- 3 = Promote if sufficient allocations exist (with peers)
- 4 = Should not promote
- 5 = Consider for QMP

RATED NCO'S NAME (Last, First, Middle Initial) + SOLDIER, JOE I. (ALL CAPS)		SSN 000-00-0000	THRU DATE 20080930	+
PART IV (Rater) - VALUES/INCO RESPONSIBILITIES				
<i>Bullet comments are mandatory. Substantive bullet comments are required by "EXCELLENCE" or "NEEDS IMPROVEMENT."</i>				
b. COMPETENCE		o top recruiter in the company; completed 16 semester hours of college during rating period with a 4.0 GPA (e)		
o Duty proficiency, MOS competency		o selected to perform duties as the unit prevention leader due to his demonstrated ability and sound judgment (s)		
o Technical & tactical knowledge, skills, and abilities		o displayed poor judgment at the annual training conference reciting a modified version of the NCO creed as a joke (ni)		
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)		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
c. PHYSICAL FITNESS & MILITARY BEARING		APFT PASS	20070512	HEIGHT/WEIGHT 72 / 180 YES
o Mental and physical toughness		o awarded the physical fitness badge by scoring 300 on his APFT (e)		
o Endurance and stamina to go the distance		o met the unit standard for conducting physical fitness four days a week (s)		
o Displaying confidence and enthusiasm; looks like a soldier		o failed the APFT with a total score of 122 (ni)		
EXCELLENCE (Exceeds std)	SUCCESS (Meets std)	NEEDS IMPROVEMENT (Some)		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
d. LEADERSHIP		o his station was the only one of 36 that was cited by the Battalion Commander for substantial contributions in mission accomplishment (e)		
o Mission first		o led his station to meet the recruiting objectives two quarters during the FY (s)		
o Genuine concern for soldiers		o hosted a party at his home that led to two Future Soldiers being cited for underage drinking (ni)		
o Instilling the spirit to achieve and win				
o Setting the example; Be, Know, Do				
EXCELLENCE (Exceeds std)	SUCCESS (Meets std)	NEEDS IMPROVEMENT (Some)		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
e. TRAINING		o was hand-picked over his peers to train the entire company on the newly fielded Recruiter Zone/Leader Zone automated recruiting management system (e)		
o Individual and team		o ensured that his entire station completed all required annual training on time (s)		
o Mission focused, performance oriented		o failed to accomplish his mission of training two new recruits as required by regulatory guidance (ni)		
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)		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
f. RESPONSIBILITY & ACCOUNTABILITY		o submitted an idea to the Army Ideas for Excellence Program which was adopted and saved the Government 250K in operating funds; received a cash award of \$5,000 (e)		
o Care and maintenance of equipment/facilities		o encouraged Soldiers to learn and grow through aggressive counseling and leveraging post educational assets (s)		
o Soldier and equipment safety		o lost a laptop computer valued at \$2,000 through negligence (ni)		
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)		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
PART V - OVERALL PERFORMANCE AND POTENTIAL				
a. RATER: Overall potential for promotion and/or service in positions of greater responsibility.		e. SENIOR RATER BULLET COMMENTS		
o promotion recommendation: "now," "ahead of peers," "with peers, or should sufficient allocations be available," "do not," or "do not and consider QMP"		o schooling: should NCO be sent to next NCOES, or other troop leading duty related military schooling		
o schooling: should NCO be sent to next NCOES, or other troop leading duty related military schooling		o potential: "unlimited," "substantial," "meets expectations of current grade," or "lacks potential to perform at higher grades"		
o potential: "unlimited," "substantial," "meets expectations of current grade," or "lacks potential to perform at higher grades"		o performance: comments about performance makes this portion tie in well with rater portion; when possible, rank where the NCO stands against others in the same position		
o performance: comments about performance makes this portion tie in well with rater portion; when possible, rank where the NCO stands against others in the same position				
b. RATER: List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade:				
c. SENIOR RATER: Overall performance		d. SENIOR RATER: Overall potential for promotion and/or service in positions of greater responsibility.		
1 2 3 4 5		1 2 3 4 5		
Successful Fair Poor		Superior Fair Poor		

- Bullet dos:**
- be short, concise, to the point
 - ideal bullet is one line, no more than two, no more than one bullet to a line
 - must double space between bullets (after the last word hit ENTER twice before continuing)
 - BEST bullets start with action verbs or possessive pronouns (his/her)
 - do NOT use NCO's name
 - personal pronouns may be used (he/she)
 - the strongest bullet that justifies the excellence rating will be the first bullet in each category
 - each bullet will be preceded with a small "o"
 - bullets are PAST TENSE
 - **must start with a small letter unless a proper noun that is usually capitalized**

- Bullet don'ts:**
- unauthorized narrative gimmicks.
 - excessive use of capital letters.
 - underlining, bold, italics.
 - dashes.
 - compressed typeface or font (use only the font available in digital form being used).

Figure 3-1. Sample of a Completed DA Form 2166-8, Page 2 (Continued)

Appendix A References

Section I Required Publications

AR 600-20

Army Command Policy. (Cited in table 2-1 and para 3-6b(12).)

AR 623-3

Evaluation Reporting System. (Cited in paras 1-1, 2-1b, 2-9c, 3-5b(2), 3-7a, and 3-7j.)

DA Pam 623-3

Evaluation Reporting System. (Cited in paras 1-1, 2-1b, 3-2d(3), 3-3e, 3-5a(4)(a), 3-5b(8), 3-7a, 3-7f, and tables 2-1 and 2-3.)

Section II Related Publications

There are no entries for this section.

Section III Prescribed Forms

There are no entries for this section.

Section IV Referenced Forms

DA Form 2166-8

NCO Evaluation Report.

DA Form 2166-8-1

NCOER Counseling and Support Form.

Glossary

Section I Abbreviations

AAR

after-action review

AKO

Army Knowledge Online

APFT

Army physical fitness test

AR

Army Reserve

ARSOF

Army Special Operations Forces

CMF

career management field

CSM

command sergeant major

ERB

Enlisted Record Brief

HQDA

Headquarters, Department of the Army

HRC

Human Resources Command

MOS

military occupational specialty

MOSC

military occupational specialty code

NCO

noncommissioned officer

NCOER

Noncommissioned Officer Evaluation Report

PMOSC

primary military occupational specialty code

PT

physical training

RA

Regular Army

SD

special duty

SGM

sergeant major

SSN

social security number

TCS

temporary change of station

TDY

temporary duty

USAR

U.S. Army Reserve

USAREC

U.S. Army Recruiting Command

Section II**Terms**

There are no entries for this section.

USAREC

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