

Department of the Army
Pamphlet 623-3

Personnel Evaluation

Evaluation Reporting System

Headquarters
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Washington, DC
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UNCLASSIFIED

SUMMARY of CHANGE

DA PAM 623-3
Evaluation Reporting System

This rapid action revision, dated 13 August 2007--

- o Updates all references to the OER Senior Rater Profile to reflect consolidation of profiles from three (separated by grade and component of rated officer) to one (separated by grade of rated officer). Consolidation impacts the answer to the senior rater question in Part VII.a and senior rater assessment made in Part VII.b After consolidation, OER information will reflect in a single Senior Rater Profile Report for each senior rater and in all applications reflecting administrative information (paras 2-10 and 2-11, and table 2-8).
- o Adds the Evaluation Timeliness Report as a second section, with two sub-sections, of the Senior Rater Profile, regardless of the senior rater's status as an OER senior rater. The Evaluation Timeliness Report compiles information on timeliness of OER and NCOER submissions and ties it to individual senior raters. This report is authorized for placement in individual Official Military Personnel Files (para 2-11).
- o Changes the time requirements for submission to HQDA for all military evaluations (OER, NCOER, and AER) to receive at HQDA within 90 days after the THRU date on the report (paras 5-2 and 5-7).
- o Changes the mailing address for submission to HQDA for all OER to the address previously used for only Active Army OER (app B).
- o Fixes several administrative errors (throughout).

This new pamphlet, dated 15 May 2006--

- o Introduces the Army's electronic means of forms processing - Forms Content Management Program (FCMP) (para 5-3).
- o Accommodates the Army's transformation of Personnel Services Delivery Redesign by placing most actions with BN S1 or Unit HR provider throughout the publication.
- o Combines procedures for the Officer Evaluation, Noncommissioned Officer, and Academic Evaluation Reporting Systems, and all their related forms and processes throughout the publication.


Personnel Evaluation

Evaluation Reporting System

By Order of the Secretary of the Army:

GEORGE W. CASEY, JR.
General, United States Army
Chief of Staff

Official:


JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army

History. This publication is a rapid action revision. The portions affected by this rapid action revision are listed in the summary of change.

Summary. This pamphlet prescribes the procedures for completing Army Evaluation reports for Officers and Noncommissioned Officers. It includes both performance evaluations and academic evaluations.

Applicability. This pamphlet applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve. This pamphlet applies during mobilization in conjunction and Personnel Policy Guidance published for each operation and issued by Headquarters, Department of the Army unless otherwise stated.

Proponent and exception authority. The proponent for this regulation is the Deputy Chief of Staff, G-1. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior

leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25-30 for specific guidance.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Commander, U.S. Army Human Resources Command (AHRC-MSE), 200 Stovall Street, Alexandria, VA 22332-0442.

Distribution. This publication is available in electronic media only and is intended for command levels A, B, C, D, and E for the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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Glossary

Chapter 1 Introduction

Section I Information

1-1. Purpose

a. This pamphlet prescribes the procedures for completing evaluation reports that support the Evaluation Reporting System (ERS). These include: Officer Evaluation Reports (OERs) Noncommissioned Officer Evaluation Reports (NCOERs), Academic Evaluation Reports (AERs), and Civilian Institution Academic Evaluation Reports (AERs). This pamphlet provides procedures for completing required forms and submitting evaluations to HQDA. Unique policies pertaining to each report are contained in AR 623-3.

b. Requests for clarification or exceptions to procedures should be sent to Army Human Resources Command (AHRC-MSE), 200 Stovall Street, Alexandria, VA 22332-0442.

c. Current information on updated applications, policies and training are available on-line at: <http://www.hrc.army.mil/>

1-2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1-3. Explanation of abbreviations and terms

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

1-4. Functions

a. Commanding General, Army Human Resources Command (CG, AHRC)—

(1) Acts as executive agent for the secretary of the Army and is responsible for the effective operation of OERs, NCOERs, and AERs.

(2) Exercises final review authority on all evaluation reports received at Headquarters Department of The Army (HQDA). This includes:

(a) Determines that a report is correct as submitted and needs no further action.

(b) Corrects or returns to rating officials for their correction, reports that may be in error in accordance with provisions of AR 623-3, or would result in an injustice to an individual or a disservice to the Army.

(c) Clarifies procedures, grants exceptions to rendering and or submitting reports as the need arises.

b. MACOM Commander's functions—

(1) Commanders will ensure that—

(a) This pamphlet, supporting regulations, automated equipment hardware, software, and internet access is available to support the OER, NCOER, and AER program.

(b) Each rating official is fully qualified to meet counseling and evaluating responsibilities.

(c) Reports are prepared and submitted to HQDA by the individuals named in the published rating chain.

(d) Rating officials give timely counseling to subordinates on professionalism and job performance, encouraging self-improvement when needed.

(e) Each rating official knows how the subordinates they evaluate have performed.

(f) Each rated officer and noncommissioned officer is provided a copy, review, authenticate, and provide comments as addendum to HQDA as directed in regulation.

(g) Each senior rater assures conducts subordinate counseling in accordance with standards established in this pamphlet and supported regulation, AR 623-3.

(h) Each senior rater submits subordinate ratings to HQDA in accordance with standards of completion and timeliness procedures prescribed in this pamphlet and policy prescribed in AR 623-3. Every evaluation is complete, administratively accurate and represents the true opinions of the rating chain at the time an OER, NCOER, or AER is submitted to HQDA.

(2) Commanders will also request from Commander, AHRC, clarification of procedures, exceptions to procedures, or new procedures, and bring to attention situations that:

(a) Are not clearly and adequately covered in this pamphlet or supporting regulations.

(b) Would result in an injustice to an individual or a disservice to the Army if a new procedure or policy is not made or an exception not granted.

c. Senior rater's of evaluated Soldiers, and/or the senior rater's designated representative will—

(1) Ensure required counseling programs and support forms are maintained in their units.

(2) Certify the administrative accuracy and preparation of each DA Form 67-9 (Officer Evaluation Report), DA Form 2166-8 (Noncommissioned officer evaluation report), and DA Form 1059 (Service School: Academic Evaluation

Report) and DA Form 1059–1 (Civilian Institution Academic Evaluation Report) prepared under the senior rater’s supervision and the supervision of the reviewer.

(3) Forward to HQDA all completed forms in a timely and accurate manner NLT 90 days past the THRU date of each report in accordance with procedures outlined in Chapter 5 of this pamphlet.

1–5. Manpower resources

The evaluation function is the responsibility of the Brigade S–1, Battalion S–1, or unit personnel administration office, as well as the rating officials and rated Soldiers and HQDA. Manpower officials will use the workload factors (obtained in Manpower Staffing Standards Systems) to determine the manpower authorizations.

1–6. Levels of work

a. The focus of this pamphlet is on the rating chain’s adherence to Evaluation Reporting System (ERS) requirements at any level.

b. Senior raters, or the senior rater’s representative, regardless of component (Active, United States Army Reserve, or Army National Guard of the United States) are required to assure compliance with standards of preparing and forwarding evaluations prescribed by the pamphlet, AR 623–3, will be available at <http://www.apd.army.mil>, and The Army, G–1 Personnel Planning Guidance published for each operation will be available at <http://www.odscper.army.mil/personnel/plans/policies>.

Section II

Principles and Standards

1–7. Principles of support

The military personnel system—

- a.* Evaluates the performance and potential of officers WO1 thru MG in peacetime and wartime.
- b.* Evaluates the performance and potential of noncommissioned officers (NCO) (that is, sergeant E–5 thru Command Sergeant Major (CSM) E–9) in peacetime and wartime.
- c.* Evaluates the performance and evaluate compliance of Soldiers with Army, DOD, Civilian Academic, or Institutional education programs.
- d.* Supports the Army’s personnel professional development life-cycle function.

1–8. Standards of service

a. Evaluation Reporting System (ERS).

(1) The ERS identifies officers and noncommissioned officers who are best qualified for promotion and assignments to positions of higher responsibility. ERS also identifies Soldiers who should be kept on active duty, those who should be retained in grade, and those who should be eliminated.

(2) Under the ERS a Soldier is evaluated on performance and potential. In this system, three kinds of evaluations are given:

- (a) Duty evaluations.* Either the DA Form 67–9 or DA Form 2166–8 is used for these evaluations.
- (b) School evaluations.* Either the DA Form 1059 and DA Form 1059–1 is used for these evaluations.
- (c) DA evaluations.* Selection boards and personnel management systems are used for these evaluations. Duty and school evaluations are single time-and-place evaluations and are used to make DA evaluations. DA evaluations cover the entire career of an officer and noncommissioned officer.

(3) DA evaluations focus on an individual Soldier’s potential. They are judgments on their ability to perform at current and higher grades, and they are also made to judge whether an officer or NCO should be retained and given greater responsibility in their present grade. In making DA evaluations, three factors are considered

(a) Army requirements for leaders: officers and noncommissioned officers frequently change. At times, the Army has a need for leaders with certain backgrounds, experience, and expertise. The size of the Army leader corps by law in terms of strength by grade. Army needs limit the number of selections and assignments that can be made. Thus, a leader’s potential is partially determined by how they compare with their peers.

(b) Duty performance. Performance of duty is an extremely important factor in determining a leader’s potential. Duty performance is judged by how well a Soldier performs their assigned tasks and how well they meet Army professional values uniquely established for each respective corps.

(c) Leader qualifications. This is the third factor in determining a Soldier’s potential. It must be considered in order to meet Army needs for outstanding leaders of troop or technical units, supporting staff managers, and technical specialists. One consideration in determining qualifications is the different skills and backgrounds required by different specialties. Another consideration is a Soldier’s individual progress through specialist fields to positions of greater responsibility. In addition, their length of service, civil schooling, military schooling, or other unique skills required by the Army are considered.

b. Evaluation Reporting System (ERS)—

(1) The ERS largely determines the quality of the rated Soldier, the selection of future Army leaders, and the course of the individual officer and NCO careers. It also supports many current Army and Joint personnel management programs.

(a) The OER, NCOER, AER, AER ensures that an individual leader's specialties are considered along with the specialty requirements of their duty position when they are elevated.

(b) The emphasis on senior/subordinate communication supports the Army's "people-oriented programs." It is intended to focus attention on constructive problem solving and the importance of sound working relationships.

(2) Although the ERS is a multi-functional system, its basic structure—

(a) Allows the rater to give shape and direction to the rated officer or noncommissioned officer's performance.

(b) Provides a chain-of-command evaluation of a Soldier's performance and potential.

(c) Allows the entire evaluation reporting process to be reviewed.

(3) The primary function of ERS is to provide information to HQDA for use in making personnel management decisions. This information is supplied to HQDA by the rating chain in the Soldier's assigned or attached organization.

(a) The information provided on the OER, NCOER, or AER combined with the Army's needs and individual leader qualifications, is used as a basis for personnel actions. Included are: promotion; elimination; retention in grade; retention on active duty; reduction in force; command selection; school selection; assignment; specialty designation; regular Army (RA) and Joint integration.

(b) To ensure that sound personnel management decisions can be made and that a leader's potential can be fully developed, evaluation reports must be accurate and complete. Each report must be a comprehensive appraisal of a Soldier's abilities, weaknesses, and potential. Reports that are either incomplete or fail to provide a realistic and objective evaluation make it difficult to determine a Soldier's true potential

(4) The secondary function of ERS is to encourage leader professional development and enhance mission accomplishment.

(a) The ERS stresses the importance of sound senior/subordinate relationships. It also stresses the importance of setting standards and giving direction to the performance of subordinate leaders. Properly used, ERS can be a powerful leadership and management tool for the rating chain.

(b) The key to the system's secondary function is effective communication. The ERS encourages effective, continual two-way communication between senior and subordinate leaders. On the one hand, such communication makes the rated Soldier aware of what their duties are and allows the individual leader to take part in the organization's planning and executing. On the other hand, such communication: lets the rater guide and develop their subordinates; keeps the rater constantly aware of what the organization is achieving, and enables the rater to plan for mission accomplishment.

(c) Senior/subordinate communication also makes career development information, advice, and guidance more available to the rated officer or noncommissioned officer. This enables the rated officer to take advantage of their career.

c. The evaluation reporting process:

(1) The ERS process is designed to:

(a) Set objectives for the rated Soldier that supports the organization's overall achievement of the mission.

(b) Review the rated Soldier's objectives, special duties, assigned tasks, or special areas of emphasis and update them to meet current needs.

(c) Promote performance-related counseling to develop subordinates and better accomplish the organization's mission.

(d) Evaluate the rated leader's performance.

(e) Assess the rated leader's potential.

(f) Ensure a review of the entire process.

(g) Officer's have the rating chain use of DA Form 67-9; DA Form 67-9-1 (Officer Evaluation Report Support Form); DA Form 67-9-1a (Developmental Support Form) (DSF); and an electronically generated DA Form 67-9-2 (Senior Rater Profile Report).

(h) Noncommissioned officer's organizational rating chain use DA Form 2166-8; and DA Form 2166-8-1.

(2) The beginning of the rating period:

(a) The evaluation process starts at the beginning of the rating period. The rater will ensure that the rated officer or rated NCO receives a copy of the rater's DA Form 67-9-1 or DA Form 2166-8-1 as applicable. This provides the rated officer or noncommissioned officer essential rating chain direction and focus to their support form development. Also, the rated officer or noncommissioned officer will have a face-to-face discussion of duties, responsibilities, and objectives.

(b) For officers in the rank of captain and lieutenant, and warrant officers in the grade of chief warrant officer two and warrant officer one, a DA Form 67-9-1 will be used along with a DA Form 67-9-1a.

(c) The first face-to-face counseling will be held within 30 days after the beginning of the rating period. Its purpose is to develop a duty description for the rated officer or noncommissioned officer and major performance objectives for

them to accomplish during the rating period. It should also be used to guide the rated leader's performance during the early part of the rating period.

(3) During the rating period:

(a) Throughout the rating period, both the rater and rated (officer or noncommissioned officer) should continually assess whether the duty description and performance objectives are adequate. If not, they will be revised and the OER or NCOER Support Form should be updated by the rated individual.

(b) During the counseling sessions about the rated individual's duties and objectives, the rater should coach the rated officer or noncommissioned officer on their personal and professional development.

(4) The end of the rating period:

(a) At the end of the rating period the rater prepares and verifies with the rated individual:

1. Officer's administrative, height/weight, APFT data and duty description on DA Form 67-9 shell.
2. Noncommissioned officers, administrative, height/weight, APFT data and duty description a DA Form 2166-8 shell.

(b) The rated individual provides the rater the following:

1. Officers a completed DA Form 67-9-1. CPT/LT/CW2/WO1 a completed DA Form 67-9-1a will be provided along with DA Form 67-9-1 (OER Support Form).

2. Noncommissioned officers a completed DA Form 2166-8-1 will be provided.

(c) The rater completes, in turn, their portion of the officer, or noncommissioned officer support forms as applicable.

(d) On their portion the rater and intermediate rater (if any) complete, in turn, their evaluation of the performance and potential of the rated officer on their portion of the evaluation on DA Form 67-9, DA Form 2166-8, DA Form 1059, or DA Form 1059-1.

(e) The rater signs, and forwards the evaluation, along with applicable support forms to the senior rater.

(f) The senior rater provides an independent evaluation of the rated Soldier on their portion of the evaluation form. The senior rater uses the information provided on the DA Form 67-9-1 or DA Form 2166-8-1, as well as any information they receive through direct or indirect contact with the rated individual (officer or noncommissioned officer as applicable).

(g) The senior rater completes the evaluation of the rated individual, reviews, and signs the DA Form 67-9, DA Form 2166-8, DA Form 1059, or DA Form 1059-1, as applicable.

(h) When a supplementary review is required, the senior rater forwards the completed evaluation and support forms to the official authorized to conduct the supplementary review. All NCOERs have a reviewer that must complete their portion of the DA Form 2166-8. If there is a supplementary reviewer required for the DA Form 67-9 (see AR 623-3, chap 2, para 2-8), the applicable Support Form will accompany the completed evaluation and forwarded to the reviewing official. When the supplementary reviewer completes their review, they will sign and return the completed evaluation and support forms to the senior rater.

(i) When possible, the senior rater counsels the rated Soldier on the evaluation and review and obtains the rated Soldier's signature on the evaluation form. The rater and senior rater will sign the evaluation report prior to the rated Soldier.

(j) When the evaluation is completed it will be forwarded to HQDA directly by the senior rater or the senior rater's designated representative using procedures established by the unit or organization.

(k) OER only. If the evaluation is referred, the Senior Rater will formally notify and obtain the rated officer's comments, if any. The rated individual's comments or a memorandum for record demonstrating the rating chain's actions to notify and obtain the rated individual's comments will be forwarded to HQDA along with the evaluation report.

1-9. Rating chain performance and potential evaluations

a. Performance evaluations are assessments on how well the rated Soldier meets their duty requirements and adheres to the professional standards established by the Army and DOD. Rating chains evaluate performance by considering the results achieved, how well they are achieved, and how well the rated Soldier complied with professional standards.

(1) "Results achieved" consists of the degree to which the rated Soldier fulfills the duties and objectives assigned to them or implied by the duty position. Due regard is given to:

(a) The efforts made by the ratee during the evaluation period.

(b) The results that can reasonably be expected given the mission, time and resources available.

(2) "How results are achieved" consists of quantifiable measures and objective assessments of:

(a) The means used by the rated Soldier to reach objectives

(b) The rated Soldier's use of available resources (for example, personnel, equipment, money, and time).

(3) "How well the rated Soldier complied" with Army and DOD professional values is assessed by comparing their demonstrated attributes/skills/actions with the standards that apply to all Army leaders.

b. Potential evaluations are performance based assessments of the rated Soldier's ability compared to that of their US Army contemporaries, which the senior rater rates or will rate, to perform in current and future positions of greater

responsibility in higher grades. Assessment of potential applies to all Army professionals, regardless of their opportunity to be selected for higher positions or grades, and ignores such factors as impending release from active duty or retirement. This assessment is continually changing and is reserved by HQDA.

1-10. Changes to an evaluation report

Except to comply with this pamphlet and established in policy (see AR 623-3), no person may require changes be made to an evaluation report. While the evaluation processes at HQDA it belongs to the senior rater. Until completed and accepted by HQDA evaluations will only be changed by HQDA if reasonable, substantiated information or investigations, and in accordance with established HQDA regulations and procedures. Senior raters will notify rated Soldier of any changes made to a report, and review changes with the rated Soldier as applicable.

1-11. Commander's/Commandant's inquiry

When it is brought to the attention of a commander/commandant that a report rendered by one of their subordinates or by a member of one of their subordinate commanders may be illegal, unjust, or otherwise in violation of this pamphlet or regulation (see AR 623-3), they will look into the matter. The commander/commandant will confine their inquiry to matters relating to the clarity of the evaluation report, the facts contained in the report, the compliance of this evaluation with policy and procedures established by HQDA, and the conduct of the rated Soldier. The commander/commandant does not have the authority to direct that an evaluation be changed; they may not use command influence to alter the honest evaluation of a rated Soldier by a rating official. However, they may provide results of commander's inquiry to the rating chain. The policy and actions required by the commander to process an inquiry are described in AR 623-3, chapter 6.

1-12. Access to reports

Access to reports at HQDA is limited to individuals responsible for maintaining the file or authorized to use it for human resource management purposes. Access to reports at the local level is limited to those persons having command, administrative, or rating official responsibility for the report.

Chapter 2

Officer Evaluation Report Preparation

2-1. Purpose and process - DA Form 67-9-1 (Officer Evaluation Report Support Form)

a. Purpose. Promote a top down emphasis on leadership communication, integrating rated officer participation in objective setting, performance counseling, and evaluation. At the beginning of the rating period, enhance planning and relate performance to mission through joint rater and rated officer discussion of the duty description and major performance objectives. During the rating period, encourage performance counseling and the best use of individual talent by continuous communication to update and revise the performance objectives. At the end of the rating period, enable rated officer input to the OER. All rating officials will use DA Form 67-9-1. When an officer is serving under dual supervision, a DA Form 67-9-1 is required for each chain of supervision. DA Form 67-9-1 is not used to evaluate an officer and is not forwarded to HQDA with the completed OER.

b. Process.

(1) Beginning of rating period:

(a) Shortly after the rated officer assumes duties, the rater provides him/her with copies of the rater's and senior rater's most recent support forms. The rated officer then drafts their DA Form 67-9-1: DUTY DESCRIPTION (Part IVa) and MAJOR PERFORMANCE OBJECTIVES (Part IVb).

(b) Within the first 30 days the rater conducts the initial face-to-face counseling with the rated officer, and approves the DUTY DESCRIPTION/MAJOR PERFORMANCE OBJECTIVES. (Note: Raters of CPTs, LTs, CW2s, and WO1s will also finalize the initial developmental tasks on the DA Form 67-9-1a.)

(c) When the initial face-to-face discussion is completed, the rated officer dates and initials in part III of the support form. The rater also initials (Part III) and forwards the support form to the senior rater. The senior rater reviews and initials in part III, and returns it to the rater. The rater retains a copy and returns the original to the rated officer. (Note: Raters of CPTs, LTs, CW2s, and WO1s will also forward the DSF to the senior rater for approval and/or initials.)

(2) During the rating period, the rated officer uses the support form as a performance guide. Rater conducts periodic follow-up performance counseling with the rated officer to make needed adjustments to objectives. For LTs and/or WO1s, quarterly counseling is mandatory; for CPT and/or CW2, goal is once around midpoint (3-6 months); field grade follow-up counseling is on an as-needed basis. (NOTE: Raters of CPTs, LTs, CW2s, and WO1s are required to meet counseling requirements for the Developmental Support Form (AR 623-3, para 3-4). Upon completion of each periodic counseling session, the rated officer dates and/or initials in part III and the rater initials in part III. The senior rater then reviews and initials in Part III and returns it to the rater. The rater retains a copy and returns the original to the rated officer, but does not forward to the senior rater (see AR 623-3).

c. Rating period. At the end of the rating period the rated officer completes the support form - all outstanding blocks - and forwards to the rater. The rated officer should look back over the entire evaluation period to determine the most significant objectives and contributions in the preparation of the final Support form. The rater uses the support form as input for the OER and forwards support form and OER to intermediate rater or senior rater. The intermediate rater also uses the support form as OER input and forwards forms to senior rater. The senior rater uses support form as OER input and returns support form to rated officer.

d. Sample form. See figure 2-1 for a sample of this form.

OFFICER EVALUATION REPORT SUPPORT FORM				FOR OFFICIAL USE ONLY (FOUO) SEE PRIVACY ACT STATEMENT IN AR 623-3	
For use of this form, see AR 623-3; the proponent agency is DCS, G-1.					
PART I - RATED OFFICER IDENTIFICATION					
NAME OF RATED OFFICER (Last, First, MI) BUCK, GEORGE G.	SSN 999-99-9999	RANK MAJ	DATE OF RANK (YYYYMMDD) 19990501	BRANCH IN	DESIGNATED / PMOS (W/O) SPECIALTIES 11A
UNIT, ORG., STATION ZIP CODE OR APO A CO, 1st Bn, 41st IN, 3rd Armor Div, APO AE 09002 EUSA	STATUS CODE	FROM DATE 20031001	UIC W6ED24	CMD CODE UZ	PSB CODE
PART II - AUTHENTICATION					
NAME OF RATER (Last, First, MI) SCOTT, THOMAS D.	SSN 123-45-6789	RANK LTC	POSITION BN Commander		
NAME OF INTER. RATER (Last, First, MI)	SSN	RANK	POSITION		
NAME OF SENIOR RATER (Last, First, MI) JONES, WILLIAM A.	SSN 234-56-7890	RANK COL	POSITION BDE Commander		
PART III - VERIFICATION OF FACE-TO-FACE DISCUSSION					
MANDATORY RATER / RATED OFFICER INITIAL FACE-TO-FACE COUNSELING ON DUTIES, RESPONSIBILITIES AND PERFORMANCE OBJECTIVES FOR THE CURRENT RATING PERIOD TOOK PLACE ON _____ (Date) Rated Soldier Initials _____ Rater Initials _____ Senior Rater Initials (Review) _____					
PERIODIC RATER / RATED OFFICER FOLLOW-UP FACE-TO-FACE COUNSELINGS:					
Dates _____	Rater Soldier Initials _____	Rater Initials _____	Sen or Rater Initials (Review) _____		
_____	_____	_____	_____		
_____	_____	_____	_____		
PART IV - RATED OFFICER (Complete Part IV and Part V below for this rating period)					
PRINCIPAL DUTY TITLE Brigade XO			POSITION AOC / BR 11A00		
a. STATE YOUR SIGNIFICANT DUTIES AND RESPONSIBILITIES:					
(SEE DA PAM 623-3, PARA 2-1)					
b. INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:					
(SEE DA PAM 623-3, PARA 2-1)					

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Figure 2-1. Sample DA Form 67-9-1

NAME BUCK, GEORGE G.		SSN 999-99-9999	
PART V - RATED OFFICER CONTRIBUTIONS			
<p>FCMP NOTE: Block III d of the OER Support Form, Rated Officer's Accomplishments, has been sized to correspond directly with Block V b on the OER, where the Rater writes comments on the rated officer's performance. When a user in FCMP creates an OER using a completed OER Support Form, the data entered in Block III d of the OER Support Form will automatically transfer to Block V b on the newly-created OER in their narrative comments on performance. In addition, data entered in Block III e of the OER Support Form, Professional Skills/Areas of Expertise, will transfer to Block V d on the OER, same subject. The rater then may edit the OER until he/she is satisfied with the wording and content of the rater's portion. Rated officers that intend to list additional accomplishments beyond what will fit in the space provided may use the ADD COMMENTS function in the FCMP Wizard to create a continuation page to the form. However, data entered on the continuation pages on the OER Support form in the FCMP Wizard will not be automatically transferred to an OER created from the completed OER Support Form.</p>			
a. APFT:	DATE:	HEIGHT:	WEIGHT:
b. LIST YOUR SIGNIFICANT CONTRIBUTIONS:			
(SEE DA PAM 623-3, PARA 2-1)			
c. LIST ANY UNIQUE PROFESSIONAL SKILLS OR AREAS OF EXPERTISE OF VALUE TO THE ARMY:			
(SEE DA PAM 623-3, PARA 2-1)			
d. IF UNABLE TO SERVE IN THE CURRENT BRANCH/CAREER FIELD, IN WHICH BRANCH/CAREER FIELD WOULD YOU PREFER TO SERVE?			
(SEE DA PAM 623-3, PARA 2-1)			
e. LIST 3 FUTURE ASSIGNMENTS FOR WHICH YOU FEEL YOU ARE BEST SUITED:			
(SEE DA PAM 623-3, PARA 2-1)			
_____ SIGNATURE AND DATE			

Figure 2-1. Sample DA Form 67-9-1- continued

2-2. Purpose and process - DA Form 67-9-1a (Developmental Support Form)

a. Purpose. The primary purpose of this form is to assist in the rapid, equal, and fair transition and professional development of Army officers. The concept is to drive development and integrate it with performance. As with the support form, the rater directs the process, with active participation from the rated officer. The form is used to build a developmental plan based on tasks that target the major performance objectives listed on the OER support form. The requirement is to record at least one developmental task in each doctrinal behavior/skill listed on the form. Although the DSF emphasizes development, it also drives the officer's efforts toward mission accomplishment.

b. Process.

(1) The beginning of the rating period.

(a) The rater will provide the CPT/LT/CW2/WO1 with the initial issue of support forms (rater's and senior rater's most recent DA Form 67-9-1 and a copy of the Developmental Support Form). The CPT/LT/CW2/WO1 drafts the initial duty description and major performance objectives (DA Form 67-9-1) and becomes familiar with the Army values and doctrinal leadership attributes/skills/actions (defined in FM 22-100 and on the DA Form 67-9-1a).

(b) The rater will conduct an initial face-to-face counseling with the rated officer to discuss duties and objectives as soon as possible, but not later than 30 days after the beginning of a rating period. At completion of this discussion, the rater and rated officer will have drafted the working copies of the DA Form 67-9-1 (completed duties and major performance objectives recorded in Parts IVa and b), and DA Form 67-9-1a (initial developmental tasks recorded in Part III). Additionally, they will date and initial in Part III of DA Form 67-9-1 and Part IV of the DA Form 67-9-1a. The rater will then obtain the senior rater's approval and initials on DA Form 67-9-1 and DA Form 67-9-1a.

(2) During the rating period. The rater and rated officer will use the support form and the DSF to guide performance and development throughout the remainder of the rating period.

(a) The rater should actively observe the rated officer's performance during operational and training activities to determine his/her strengths and weaknesses. The rater will then use this assessment to further focus the individual development of the rated officer during follow-up counseling and developmental task formulation.

(b) Raters will conduct follow-up performance/developmental counseling with their CPTs/LTs/CW2s/WO1s to adjust and/or update performance objectives and developmental tasks. Rater will also complete the Developmental Assessment Record in part V on DA Form 67-9-1a. Both rater and rated officer must also initial and date Part V of DA Form 67-9-1a and Part III of DA Form 67-9-1.

(3) End of the rating period.

(a) Using the DSF as critical input, the rated officer finalizes the "SIGNIFICANT CONTRIBUTIONS" on DA Form 67-9-1, Part Vb.

(b) The rater uses the DSF and support form input for comments on the final support form and OER. During the accompanying face-to-face discussion, the rater will review overall performance during the entire rating period with the CPT/ LT/CW2/WO1, and review and/or update the support form and DSF. The rater then completes their portion of the OER, initials Part III (counseling) and signs Part V (signifies reviewed "significant contributions"), and sends the support form and OER to the intermediate or senior rater. (NOTE: The DSF should NOT be forwarded to the intermediate or senior rater with the support form and OER).

c. Sample Form. See figure 2-2 for a sample of this form.

DEVELOPMENTAL SUPPORT FORM			SEE PRIVACY ACT STATEMENT ON AR 623-3	
For use of this form, see AR 623-3; the proponent agency is DCS, G-1.				
NAME OF RATED OFFICER (Last, First, MI)		SSN	GRADE	ORGANIZATION
BUCK, GEORGE		999-99-9999	1LT	TAGD
PART I - INSTRUCTIONS. Use of this form is mandatory for CPTs, Lieutenants and WO1s; optional for all other ranks				
Initial face-to-face (Part II and III) - Discuss duty description/major performance objectives from DA Form 67-9-1 - Discuss Army leader values, attributes and skills as related to future duty performance and professional development (Part II: Leader Character) - Complete Developmental Action Plan (Part III)- Record at least one developmental task for each leadership action that targets major performance objectives listed on DA Form 67-9-1. - Upon completion of the initial face-to-face counseling, date and initial Part IV (verification). Obtain senior rater's initials. Rated officer and rater retain file copy for use during later follow-up counselings.		Quarterly Follow-up Counselings (Part V-Reverse) - Discuss major performance objectives and progress made. Adjust as needed - Discuss progress made on developmental tasks; update/modify tasks as needed to continue developmental process. - Rater summarize key points in appropriate block of Part V. - Rater and rated officer initial, date, and keep a file copy for use during later counselings. NOTE: Reference for Army Leadership Doctrine is FM 22-100		
PART II CHARACTER. Disposition of the leader: combination of values, attributes, and skills affecting (See FM 22-100)				
ARMY VALUES				
1. HONOR: Adherence to the Army's publicly declared code of values		5. RESPECT: Promotes dignity, consideration, fairness, & EO		
2. INTEGRITY: Possesses high personal moral standards; honest in word and deed		6. SELFLESS-SERVICE: Places Army priorities before self		
3. COURAGE: Manifests physical and moral bravery		7. DUTY: Fulfills professional, legal, and moral obligations		
4. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the soldier				
ATTRIBUTES Fundamental qualities and characteristics	MENTAL Possesses desire, will, initiative, and discipline	PHYSICAL Maintains appropriate level of physical fitness and military bearing	EMOTIONAL Displays self-control, calm under pressure	
SKILLS (Competence) Skill development is part of self-development; prerequisite to action	CONCEPTUAL Demonstrates sound judgment, critical / creative thinking, moral reasoning	INTERPERSONAL Shows skill with people: coaching, teaching, counseling, motivating and empowering	TECHNICAL Possesses the necessary expertise to accomplish all tasks and functions	
TACTICAL: Demonstrates proficiency in required professional knowledge, judgment, and warfighting				
PART III - DEVELOPMENTAL ACTION PLAN. Development tasks that target major performance objectives on the DA Form 67-9-1. (See FM 22-100)				
INFLUENCING: Communicating, Decision Making, Motivating				
COMMUNICATING. Articulates written and oral ideas/concepts clearly and concisely. Message received equals message sent. Displays effective listening skills. (SEE DA PAM, PARA 2-2)				
DECISION MAKING. Reaches sound, logical decisions based on analysis/synthesis of information, and uses sound judgment to allocate resources and select appropriate course(s) (SEE DA PAM, PARA 2-2)				
MOTIVATING Inspires, motivates, and guides others towards mission accomplishment. Sets the example by being in excellent physical / mental condition and consistently displaying proper military bearing. (SEE DA PAM, PARA 2-2)				
OPERATING: Planning, Executing, Assessing				
PLANNING Uses critical and creative thinking to develop executable plans that are suitable, acceptable, and feasible. (SEE DA PAM, PARA 2-2)				
EXECUTING. Shows tactical and technical proficiency; meets mission standards; takes care of people/resources. Maximizes the use of available systems and technology. Performs well under physical and mental stress. (SEE DA PAM, PARA 2-2)				

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Figure 2-2. DA Form 67-9-1a (Developmental Support Form)

ASSESSING. Uses after-action and evaluation tools to facilitate consistent improvement.			
(SEE DA PAM, PARA 2-2)			
IMPROVING: Developing, Building, Learning			
DEVELOPING. Teaches, trains, coaches and counsels subordinates increasing their knowledge, skills and confidence.			
(SEE DA PAM, PARA 2-2)			
BUILDING. Develops effective, disciplined, cohesive, team built on bonds of mutual trust, respect, and confidence. Fosters ethical climate.			
(SEE DA PAM, PARA 2-2)			
LEARNING. Actively seeks self-improvement (<i>individual study, professional reading, etc.</i>) and fosters a learning environment in the unit (<i>IIPRs, AARs, NCOPD, etc.</i>)			
(SEE DA PAM, PARA 2-2)			
PART IV - VERIFICATION:	Rater initials _____	Rated officer initials _____	Date _____ Senior rater initials _____
PART V - DEVELOPMENTAL ASSESSMENT RECORD. Summary of key points made during follow-up counselings. Highlight progress and strengths observed as well as developmental needs across values, attributes, skills and actions.			
1st Assessment		Key Points	
(SEE DA PAM, PARA 2-2)			
Rated officer initials _____	Rater initials _____	Date _____	
2nd Assessment		Key Points	
(SEE DA PAM, PARA 2-2)			
Rated officer initials _____	Rater initials _____	Date _____	
3rd Assessment		Key Points	
(SEE DA PAM, PARA 2-2)			
Rated officer initials _____	Rater initials _____	Date _____	

Figure 2-2. DA Form 67-9-1a (Developmental Support Form) - continued

2-3. Purpose and process - DA Form 67-9 (Officer Evaluation Report)

a. Purpose. DA Form 67-9 purpose is for rating chain members to provide DA with performance and potential assessments of each rated officer for HQDA selection board processes.

b. Process. DA Form 67-9 also provides evaluation information for use by successive members of the rating chain, emphasizes and reinforces professionalism, and supports the specialty focus of OPMS processes. See appendix B for Human Resource Center Addresses.

c. Sample Form. See figure 2-3 for a sample of this form and figure 2-8 for a sample of the OER referral.

OFFICER EVALUATION REPORT						FOR OFFICIAL USE ONLY (FOUO) SEE PRIVACY ACT STATEMENT IN AR 623-3		
For use of this form, see AR 623-3; the proponent agency is DCS, G-1								
PART I - ADMINISTRATIVE DATA								
a. NAME (Last, First, Middle Initial) BUCK, GEORGE G.		b. SSN 999-99-9999	c. RANK MAJ	d. DATE OF RANK 19990501	e. BRANCH IN	DESIGNATED / PMOS (WO) SPECIALTIES 11A		
g.1 UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND A Company, 1st Bn, 41st Infantry, 3rd Armor Division, APO AE 09002 EUSA				g.2. STATUS CODE		h. REASON FOR SUBMISSION 02/Annual		
i. PERIOD COVERED FROM (YYYYMMDD) THRU (YYYYMMDD)		j. RATED MONTHS 11	k. NONRATED CODES Q	l. NO. OF ENCL 0	m. RATED OFFICER'S APO EMAIL ADDRESS (.gov or .mil) george.g.buck@us.army.mil	n. UIC W6ED24	o. CMD CODE UZ	p. PSB CODE
PART II - AUTHENTICATION (Rated officer's signature verifies officer has seen completed OER Parts I-VII and the admin data is correct)								
a. NAME OF RATER (Last, First, MI) SCOTT, THOMAS D.		SSN 123-45-6789	RANK LTC	POSITION BN Commander	SIGNATURE		DATE	
b. NAME OF INTERMEDIATE RATER (Last, First, MI)		SSN	RANK	POSITION	SIGNATURE		DATE	
c. NAME OF SENIOR RATER (Last, First, MI) JONES, WILLIAM A.		SSN 234-56-7890	RANK COL	POSITION BDE Commander	SIGNATURE		DATE	
SENIOR RATER'S ORGANIZATION 1st Brigade, 4th Division APO AE 09002			BRANCH IN	SENIOR RATER TELEPHONE NUMBER	E-MAIL ADDRESS (.gov or .mil) bill.jones100@us.army.mil			
d. This is a referred report. Do you wish to make comments? Yes comments are attached No				e. SIGNATURE OF RATED OFFICER		DATE		
PART III - DUTY DESCRIPTION								
a. PRINCIPAL DUTY TITLE Brigade XO				b. POSITION AOC/BR 11A00				
c. SIGNIFICANT DUTIES AND RESPONSIBILITIES. REFER TO PART IVa, DA FORM 67-9-1. (SEE DA PAM 623-3, PARA 2-6)								
PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM (Rater)								
CHARACTER Disposition of the leader: combination of values, attributes, and skills affecting leader actions								
a. ARMY VALUES (Comments mandatory for all "NO" entries. Use PART Vb.)				Yes No		Yes No		
1. HONOR: Adherence to the Army's publicly declared code of values				<input checked="" type="checkbox"/> <input type="checkbox"/>		5. RESPECT: Promotes dignity, consideration, fairness, & EO <input checked="" type="checkbox"/> <input type="checkbox"/>		
2. INTEGRITY: Possesses high personal moral standards; honest in word and deed				<input checked="" type="checkbox"/> <input type="checkbox"/>		6. SELFLESS-SERVICE: Places Army priorities before self <input checked="" type="checkbox"/> <input type="checkbox"/>		
3. COURAGE: Manifests physical and moral bravery				<input checked="" type="checkbox"/> <input type="checkbox"/>		7. DUTY: Fulfills professional, legal, and moral obligations <input checked="" type="checkbox"/> <input type="checkbox"/>		
4. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the soldier				<input checked="" type="checkbox"/> <input type="checkbox"/>				
b. LEADER ATTRIBUTES / SKILLS / ACTIONS: First, mark "YES" or "NO" for each block. Second, choose a total of six that best describe the rated officer. Select one from ATTRIBUTES, two from SKILLS (Competence), and three from ACTIONS (LEADERSHIP). Place an "X" in the appropriate numbered box with optional comments in PART Vb. Comments are mandatory in Part Vb for all "No" entries.								
b.1. ATTRIBUTES (Select 1) Fundamental qualities and characteristics		<input checked="" type="checkbox"/> 1. MENTAL <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Possesses desire, will, initiative, and discipline		<input checked="" type="checkbox"/> 2. PHYSICAL <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Maintains appropriate level of physical fitness and military bearing		<input checked="" type="checkbox"/> 3. EMOTIONAL <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Displays self-control, calm under pressure		
b.2. SKILLS (Competence) (Select 2) Skill development is part of self-development; prerequisite to action		<input checked="" type="checkbox"/> 1. CONCEPTUAL <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Demonstrates sound judgment, critical/creative thinking, moral reasoning		<input checked="" type="checkbox"/> 2. INTERPERSONAL <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Shows skill with people: coaching, teaching, counseling, motivating and empowering		<input checked="" type="checkbox"/> 3. TECHNICAL <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Possesses the necessary expertise to accomplish all tasks and functions		
		<input checked="" type="checkbox"/> 4. TACTICAL <input type="checkbox"/> YES <input type="checkbox"/> NO Demonstrates proficiency in required professional knowledge, judgment, and warfighting				<input checked="" type="checkbox"/> <input type="checkbox"/>		
b.3. ACTIONS (LEADERSHIP); (Select 3) Major activities leaders perform: influencing, operating, and improving								
INFLUENCING Method of reaching goals while operating / improving		<input checked="" type="checkbox"/> 1. COMMUNICATING <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Displays good oral, written, and listening skills for individuals / groups		<input checked="" type="checkbox"/> 2. DECISION-MAKING <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Employs sound judgment, logical reasoning and uses resources wisely		<input checked="" type="checkbox"/> 3. MOTIVATING <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Inspires, motivates, and guides others toward mission accomplishment		
OPERATING Short-term mission accomplishment		<input checked="" type="checkbox"/> 4. PLANNING <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Develops detailed, executable plans that are feasible, acceptable, and suitable		<input checked="" type="checkbox"/> 5. EXECUTING <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Shows tactical proficiency, meets mission standards, and takes care of people/resources		<input checked="" type="checkbox"/> 6. ASSESSING <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Uses after-action and evaluation tools to facilitate consistent improvement		
IMPROVING Long-term improvement in the Army its people and organizations		<input checked="" type="checkbox"/> 7. DEVELOPING <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Invests adequate time and effort to develop individual subordinates as leaders		<input checked="" type="checkbox"/> 8. BUILDING <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Spends time and resources improving teams, groups and units; fosters ethical climate		<input checked="" type="checkbox"/> 9. LEARNING <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Seeks self-improvement and organizational growth; envisioning, adapting and leading change		
c. APFT: PASS		DATE: 20040401	HEIGHT: 69	WEIGHT: 175	YES			
d. OFFICER DEVELOPMENT MANDATORY YES OR NO ENTRY FOR RATERS OF CPTs, LTs, CW2s, AND WO1s. WERE DEVELOPMENTAL TASKS RECORDED ON DA FORM 67-9-1a AND QUARTERLY FOLLOW-UP COUNSELINGS CONDUCTED? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> NA								

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Figure 2-3. DA Form 67-9 (Officer Evaluation Report)

NAME BUCK, GEORGE G.		SSN 999-99-9999		PERIOD COVERED 20031001 - 20040930	
PART V - PERFORMANCE AND POTENTIAL EVALUATION (Rater)					
a. EVALUATE THE RATED OFFICER'S PERFORMANCE DURING THE RATING PERIOD AND HIS/HER POTENTIAL FOR PROMOTION					
<input checked="" type="checkbox"/> OUTSTANDING PERFORMANCE, MUST PROMOTE		<input type="checkbox"/> SATISFACTORY PERFORMANCE, PROMOTE		<input type="checkbox"/> UNSATISFACTORY PERFORMANCE, DO NOT PROMOTE	
				<input type="checkbox"/> OTHER (Explain)	
b. COMMENT ON SPECIFIC ASPECTS OF THE PERFORMANCE, REFER TO PART III, DA FORM 67-9 AND PART IVa, b AND PART Vb, DA FORM 67-9-1.					
(SEE DA PAM 623-3, PARA 2-8)					
c. COMMENT ON POTENTIAL FOR PROMOTION					
(SEE DA PAM 623-3, PARA 2-8)					
d. IDENTIFY ANY UNIQUE PROFESSIONAL SKILLS OR AREAS OF EXPERTISE OF VALUE TO THE ARMY THAT THIS OFFICER POSSESSES. FOR ARMY COMPETITIVE CATEGORY CPT, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.					
(SEE DA PAM 623-3, PARA 2-6)					
Would serve Army best in:					
PART VI - INTERMEDIATE RATER					
(SEE DA PAM 623-3, PARA 2-9)					
PART VII - SENIOR RATER					
a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE					
<input checked="" type="checkbox"/> BEST QUALIFIED		<input type="checkbox"/> FULLY QUALIFIED		<input type="checkbox"/> DO NOT PROMOTE	
				<input type="checkbox"/> OTHER (Explain below)	
				1 currently senior rate A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review	
				<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO (Explain in e)	
b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)		c. COMMENT ON PERFORMANCE/POTENTIAL			
<input type="checkbox"/> ABOVE CENTER OF MASS (Less than 50% in top box, Center of Mass if 50% or more in top box)		(SEE DA PAM 623-3, PARA 2-10)			
<input checked="" type="checkbox"/> CENTER OF MASS					
<input type="checkbox"/> BELOW CENTER OF MASS RETAIN					
<input type="checkbox"/> BELOW CENTER OF MASS DO NOT RETAIN		d. LIST THREE FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMPETITIVE CATEGORY CPT, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.			
		(SEE DA PAM 623-3, PARA 2-10)			
		Would serve Army best in			

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Figure 2-3. DA Form 67-9 (Officer Evaluation Report) - continued

2-4. Part I, administrative data

Part I is for administrative data and for identifying the rated officer, the period of the report, and the reason for submitting the report.

Table 2-1
Administrative data officer evaluation report Instructions

OER Part : Ia: Name

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

Reference: None

OER Part : Ib: Social Security Number

Action Required: Enter rated Officer's SSN (9 digits XXX-XX-XXX)

Reference: None

OER Part : Ic: Rank

Action Required: Enter authorized abbreviation (for example, CPT and LTC).

— If the rated officer has been selected for promotion and is serving in an authorized position they will be rated in the promotable grade and a "P" next to their current grade (for example, CPTP and LTCP). If the rated officer is not assigned to a position authorized the higher grade, do not use the "P". The "P" indicator will also be used with warrant officer grades.

— If the rated officer has been frocked to a higher grade and is serving in the authorized position for the grade to which they are frocked, enter the frocked grade. If the rated officer has been frocked to a higher grade and is not yet serving in an authorized position requiring the higher grade enter the lower grade.

Reference: AR 600-20

OER Part : Id: Date of Rank

Action Required: Enter the date of rank for grade, using 4-digit year format (that is, 19980730), in which serving as of the "Thru" date of the report. If the rated officer has been frocked to a higher grade and is serving in an authorized position, enter the effective date of the frocking. If the rated officer has been frocked to a higher grade and is not yet serving in an authorized position requiring the higher grade, enter the date of rank of the lower grade.

Reference: None

OER Part : Ie: Branch

Action Required: Rated Officer's Branch (two digits) Enter basic branch abbreviation. For general officers (less AMEDD) enter GO.

Reference: None

OER Part : If: Designated Specialties/PMOS (WO)

Action Required: Enter specialty codes which identify the commissioned officer's designated specialties and enter PMOS for warrant officers. For special branch officers, enter the officer's primary area of concentration. For general officers, enter OOB.

Reference: None

OER Part : Ig1: Unit, Org., Station, Zip Code or APO, MACOM, and Ig2. Status Code

Action Required: Enter the Rated Officer's Unit, Organization, Station, Zip Code, or APO and MACOM.

If rated officer is USAR/ARNG, enter status code/complete name in part Ig2. as follows:

IRR: Individual Ready Reserve

IMA: Individual Mobilization Augmentee

DIMA: Drilling Individual Mobilization Augmentee

TPU: Troop Program Unit

EAD: Extended Active Duty

AGR: Active Guard Reserve

MOB: Mobilized Soldier

TTAD: Temporary Tour Active Duty

ADSW: Active Duty for Special Works

M-Day: Man-Day NG Traditional Soldiers

Reference: None

OER Part : Ih: Reason for submission

Action Required: Enter the code and reason for which the report is being submitted.

Reference: Table 2-8

Table 2-1
Administrative data officer evaluation report Instructions—Continued

OER Part : li: Period Covered

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

Reference: None

OER Part : lj: Number of Months

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

Reference: None

OER Part : lk: Non-rated codes

Action Required: Enter the appropriate non-rated codes. If there were no non-rated periods, leave blank.

Reference: Table 2-9

OER Part : ll: Number of enclosures

Action Required: Indicate the total number of enclosures. If there are no enclosures enter “0” or leave blank.

Reference: None

OER Part : lm: Rated Officer’s AKO e-mail Address

Action Required: Rated Officer’s AKO e-mail address

Reference: None

OER Part : ln: Unit Identification Code (UIC)

Action Required: Enter Rated Officer’s UIC Code

Reference: None

OER Part : lo: Rated Officer’s Command Code

Action Required: Enter Rated Officer’s Command Code (Two digits)

Reference: AR 680-29

OER Part : lp: PSB/UA Code

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

Reference: AR 680-29

2-5. Part II, authentication

Part II is for authentication by the rated officer and rating officials after they have completed their portion(s) of the form at the end of the rating period. To facilitate the rated officer signing the OER after its completion and signature by the rating officials, the OER 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 HQDA until the thru date of the report. The following rules apply:

- a. The senior rater’s signature and date cannot be before the rater’s or intermediate rater’s.
- b. The rated officer may not sign or date the report before the rater, intermediate rater, or senior rater.

Table 2-2
Authentication officer evaluation report Instructions

OER Part: lla - Rater’s Information

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

— All grade entries will be the current as of the “Thru” date. A “P” is added only if they are in an authorized position for the grade. Rating officials who have been frocked to a higher grade and are serving in the authorized position will enter the frocked grade.

Table 2-2
Authentication officer evaluation report Instructions—Continued

- For rating officials who are members of other services, in addition to their rank, enter their branch of service (that is, USN, USAF, USMC) in the “Branch” block in Part IIc. For example, a US Navy Captain would be entered as CAPT in the rank block and USN in the branch block. A civil service rater, enter the pay grade, GS–(13–15). Members of the Senior Executive Service, “SES” will be entered in lieu of a grade. For members authorized by an exception to policy or not in any category above, enter appropriate grade level.

Reference: None

OER Part: IIb - Intermediate Rater’s Information

Action Required: NAME OF INTERMEDIATE RATER (LAST, FIRST, MI, SUFFIX) ALL CAPS/SSN (9 digit XXX–XX–XXXX)/Rank/Position/Signature/Validation

- All grade entries will be the current as of the “Thru” date. A “P” is added only if they are in an authorized position for the grade. Rating officials who have been frocked to a higher grade and are serving in an authorized position will enter the frocked grade.
- For rating officials who are members of other services, in addition to their rank, enter their branch of service (that is, USN, USAF, USMC) in the “Branch” block in Part IIc. For example, a US Navy Captain would be entered as CAPT in the rank block and USN in the branch block. Civil service intermediate rater, enter the pay grade, GS–(13–15). Members of the Senior Executive Service, “SES” will be entered in lieu of a grade.

Reference: None

OER Part: Senior Rater’s Information

Action Required: NAME OF SENIOR RATER (LAST, FIRST, MI, SUFFIX) ALL CAPS/SSN (9 digit XXX–XX–XXXX)/Rank/Position/Signature/Validation

- Senior rater’s organization/Branch (two digits)/telephone number/AKO Email address
- All grade entries will be the current as of the “Thru” date. A “P” is added only if they are in an authorized position for the grade. Rating officials who have been frocked to a higher grade and are serving in an authorized position will enter the frocked grade.
- For rating officials who are members of other services, in addition to their rank, enter their branch of service (that is, USN, USAF, USMC) in the “Branch” block in Part IIc. For example, a US Navy Captain would be entered as CAPT in the rank block and USN in the branch block. Civil service senior raters, enter the pay grade, GS–(13–15). For members of the Senior Executive Service, “SES” will be entered in lieu of a grade.
- Senior raters should use their Army Knowledge On–Line e-mail address (should they have one) as their permanent e-mail address to facilitate HQDA contact concerning the OER, should the need arises.
- The senior rater will also provide their complete unit mailing address and duty telephone number.

Reference: None

OER Part: II d - Referred Report

Action Required: If referral is required (AR 623–3, para 3–34), the senior rater will place an “X” in the appropriate box in Part II d of the completed report (before the senior rater has signed and dated the report). The report will then be given to the rated officer for signature/validation and placement of an “X” in the appropriate box in Part II d. (“NO” if the rated officer does not wish to make comments or “YES” if the rated officer is going to attach comments).

Reference: AR 623–3, para 3–36

OER Part: II e - Rated Officer’s Signature

Action Required: The rated officer will sign and date the report after its completion and signature by all rating officials in the rating chain. The rated officer’s signature verifies the accuracy of the administrative data in Part I, the rating officials in Part II, the APFT and height and weight data in Part IVc, and that the rated officer has seen the completed OER, Parts I–VII. This action increases administrative accuracy of the OER since the rated officer is most familiar with and interested in this information. Confirmation of the administrative data also will normally preclude an appeal by the rated officer based on inaccurate administrative data, which by the exercise of due diligence by the rated officer would have been corrected. NOTE: If the rated officer is unavailable, unable, or fails to sign the DA Form 67–9 for any reason, the senior rater will either resolve the problem or explain why in DA Form 67–9, Part VIIc and the rated officer’s signature is left blank. The report will not be delayed because it lacks the rated officer’s signature. If the report is adverse or contains derogatory information concerning the rated officer and the rated officer has not signed the report, the report must be referred to the rated officer.

Reference: None

2-6. Part III, duty description

Part III provides for the duty description of the rated officer. It is the responsibility of the rating officials to ensure duty description information is factually correct.

Table 2-3
Duty description officer evaluation report Instructions

OER Part : IIIa: Principal Duty Title

Action Required: Matched with unit force structure documents and the information will reflect the duty title found on the DA Form 4037 (Officer Record Brief) (ORB).

Reference: AR 600-8-104

OER Part : IIIb: Duty MOS

Action Required: Will contain as a minimum, the first five characters of the position requirements code; seven characters if an additional skill identifier (ASI) is needed; or nine characters if a language identification is required.

Reference: None

OER Part : IIIc: Duty Description

Action Required: — The significant duties and responsibilities section will be a succinct narrative, written in prose (not bullet) format. The rater will describe in detail the rated officer's duties and responsibilities. The narrative number of personnel supervised, amount of resources under one's control, and scope of responsibilities. Descriptions must be clear and concise and must emphasize specific functions required of the rated officer. The rater should also note conditions peculiar to the assignment. For example, Active Army officers who are assigned to full-time support duties with reserve component units or reserve component officers assigned to active units, often perform functions which are peculiar to that duty. In order to ensure that due consideration is given to these factors, the duty description should note these conditions. As a minimum, the description will include principal duties and significant additional duties.

- When a warrant officer is serving in a commissioned officer position, cite in Part IIIc the approval authority from HQDA, (DA Pam 611-21)
- When an officer is serving under dual supervision, the statement "Officer serving under dual supervision" will be entered as the first line of the duty description. The duty description will be jointly developed by the supervisors in each chain of command.

Reference: DA Pam 611-21

2-7. Part IV, performance evaluation - professionalism

DA Form 67-9, Part IV is completed by the rater, including the Army Physical Fitness Test (APFT) performance entry and the height and weight entry in Part IVc. Part IV contains a listing of the Army values and the dimensions of the Army's leadership doctrine that define professionalism for the Army officer. They apply across all grades, positions, branches, and specialties. They are needed to maintain public trust and confidence and the qualities of leadership and management needed to maintain an effective officer corps. These values and leader attributes/skills/actions are on the DA Form 67-9 to emphasize and reinforce professionalism. They will be considered in the evaluation of the performance of all officers.

Table 2-4
Performance evaluation - professional officer evaluation report Instructions

OER Part : IVa: Army Values

Action Required: — The rater will check either a "yes" or "no" in each of the values block. Mandatory comments are required for all "no" entries. Comments will be made in Part Vb. Base each entry on whether or not the rated officer meets or does not meet the standard for each particular value. Comments, when provided, will refer to a specific value and be included in the narrative in Part Vb; sample reference: "A solid, trustworthy officer whose integrity is beyond reproach." A list of the values and their definitions are as follows (a more detailed explanation can be found in FM 22-100):

- HONOR – Adherence to the Army's publicly declared code of values.
- INTEGRITY – Possesses high personal moral standards; honest in word and deed.
- COURAGE – Manifests physical and moral bravery.
- LOYALTY – Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the Soldier.
- RESPECT – Promotes dignity, consideration, fairness and equal opportunity.
- SELFLESS SERVICE – Places Army priorities before self.
- DUTY – Fulfills professional, legal and moral obligations.

Reference: None

OER Part : IVb: Leader attributes/skills/actions

Action Required: The rater will first place an "X" in either the "yes" or "no" box for each attribute/skill/action. Rater comments in Part Vb are mandatory and will explain any "no" or "blank" entries on the front side of the form. Additionally, the rater must create a word picture by choosing one attribute from Part IVb.1, two skills from Part IVb.2, and three actions from Part IVb.3 that best describe the rated officer's strengths by placing an "X" in the numbered box. Comments may be provided on these strengths or any other leadership attributes/skills/actions in Part Vb. A list of attributes/skills/actions and their definitions are as follows:

Reference: (Choose one) Fundamental qualities and characteristics.

- MENTAL – Possesses desire, will, initiative, and discipline
- PHYSICAL – Maintains appropriate level of physical fitness and military bearing.

Table 2-4
Performance evaluation - professional officer evaluation report Instructions—Continued

- EMOTIONAL – Displays self-control; calm under pressure.
 - Part IVc - SKILLS (Competence): (Choose two) Skill development is part of self-development; prerequisite to action.
 - CONCEPTUAL – Demonstrates sound judgment, critical/creative thinking, moral reasoning.
 - INTERPERSONAL – Shows skill with people: coaching, teaching, counseling, motivating and empowering.
 - TECHNICAL – Possesses the necessary expertise to accomplish all tasks and functions.
 - TACTICAL – Demonstrates proficiency in required professional knowledge, judgment, and war-fighting.
 - Part IVb3 - ACTIONS (Leadership): (Choose three) Major activities leaders perform: influencing, operating, and improving.
 - INFLUENCING: Method of reaching goals while operating/improving.
 - COMMUNICATING—Displays good oral, written, and listening skills for individuals/groups.
 - DECISION MAKING—Employs sound judgment, logical reasoning and uses resources wisely.
 - MOTIVATING—Inspires, motivates and guides others toward mission accomplishment.
 - OPERATING: Short-term mission accomplishment.
 - PLANNING—Develops detailed, executable plans that are feasible, acceptable, and suitable.
 - EXECUTING—Shows tactical proficiency, meets mission standards, and takes care of people/resources.
 - ASSESSING—Uses after-action and evaluation tools to facilitate consistent improvement.
 - IMPROVING: Long-term improvement in the Army, its people and organizations
 - DEVELOPING—Invests adequate time and effort to develop individual subordinates as leaders.
 - BUILDING—Spends time and resources improving teams, groups, and units; fosters ethical climate.
 - LEARNING—Seeks self-improvement and organizational growth; envisioning, adapting, and leading change.
-

OER Part : IVc: APFT

- Action Required:** — In the space after the word “APFT” the rater will enter (typed) “PASS” or “FAIL” and in the space after the word “date” enter the date (YYYYMMDD) of the APFT result (APFT refers to both the PT Test for officers without profiles consisting of push-ups, sit-ups, and the two mile run and the alternate PT Test as prescribed by health care personnel for officers with permanent profiles); or “PROFILE” and the date (YYYYMMDD) and 4-digit year the profile was awarded. These entries will reflect the officer’s status on the date of the most recent APFT administered by the unit as of the thru date of the report. Sample entries are; “PASS 20050112”, “FAIL 20050217”, or “PROFILE 20050302.” APFT numerical scores will not be entered.
- The rater will explain an APFT entry of “FAIL” in the rater’s narrative in Part Vb. Comments on “FAIL” entries will address reasons for failure and note any progress toward meeting physical fitness standards (AR 350-1). Comments on “PROFILE” entries will be made only if the rated officer’s ability to perform their assigned duties is affected.
 - If the APFT has not been taken within 12 months of the thru date of the report the APFT data entry will be left blank. The rater will explain the absence of an APFT entry in Part Vb.
 - An APFT entry is not required for Soldiers 60 years of age or older and pregnant officers who are exempt from the APFT in accordance with AR 40-501. Pregnant officers who have not taken the APFT within the last 12 months due to pregnancy, convalescent leave and temporary profile, the rater will enter the following statement in Part Vb: “Exempt from APFT requirement in accordance with AR 40-501.” NOTE: When using the electronic version, the APFT and HT/WT statement will be combined.
 - As directed by HQDA, Deputy Chief of Staff G-3, and distributed in All Army Messages, deployed units unable to administer the APFT due to mission or conditions will annotate OERs with the following statement: “Officer was unable to take the APFT during this period due to deployment for combat operations/contingency operations.” Note: This does not exclude weight requirements.

Reference: AR 350-1; AR 40-501

OER Part : IVc: Height/Weight

- Action Required:** — In the space after Height and Weight the rater will enter (typed) the rated officer’s height and weight respectively as of the last unit weigh-in. If there is no weigh-in during the period covered by the report, the rater will enter the officer’s height and weight as of the “thru” date of the OER. An entry of “YES” or “NO” will be placed in the space next to the weight to indicate compliance or noncompliance with AR 600-9. Sample entries are: “HEIGHT: 72 WEIGHT: 180 YES”, “HEIGHT: 71 WEIGHT: 225 NO”, or “HEIGHT: 73 WEIGHT: 215 YES”.
- An officer who exceeds the screening table weight a “YES” entry may only be entered after a body fat measurement has been completed and found to be within body fat standards.
 - The rater will comment on a “NO” entry, indicating noncompliance with the standards of AR 600-9 in Part Vb. These comments should indicate the reason for noncompliance; medical conditions may be cited for noncompliance, however, the “NO” entry is still required because medical waivers to weight control standards are not permitted for evaluation report purposes. The progress or lack of progress in weight control programs should be indicated.
 - Pregnant officers, the entire entry is left blank. The rater will enter the following statement in Part Vb: “Exempt from weight control standards of AR 600-9.” NOTE: When using the electronic version, the APFT and HT/WT statement will be combined.
 - Unless a valid Profile for the current rating period is in effect, the HT/WT standards of AR 600-9 apply at all times, even when the officer is deployed for combat or contingency operations. This entry will not be left blank.

Reference: AR 600-9

OER Part : IVd: Developmental Support Form

Action Required: Action Required

Table 2-4**Performance evaluation - professional officer evaluation report Instructions—Continued**

- If the rated officer rates any CPTs/LTs/CW2s/WO1s, the rater places an “X” either in the “yes” or “no” box to indicate compliance with the requirements of the DSF. The DSF rater’s responsibilities are described in paragraph 2-2.
- If the rated officer does not evaluate any CPTs/LTs/CW2s/WO1s, the rater places an “X” in the “NA” box.
- For evaluation reports on raters of CPTs/LTs/CW2s/WO1s, comments are mandatory for a “no” entry in Part Vb.

Reference: None

2-8. Part V, performance and potential evaluation (rater)

Part V of the form provides for the rater’s evaluation of the rated officer’s performance and potential. (These evaluations are further defined in AR 623-3, para 1-9.)

Table 2-5**Performance and potential evaluation (rater) - officer evaluation report Instructions**

OER Part: Va: Performance and Promotion Potential Evaluation

Action Required: The rater compares the rated officer’s performance and potential for promotion with their contemporaries (AR 623-3, para 1-9). The focus is on results achieved and the manner by which they were achieved. The rater places an “X” in the appropriate box. The “Other” box in Part Va is for cases that do not fit the promotion recommendations that are given. For example, this box may be used for warrant officers in grade CW5. The rater may use the “Other” box for colonels (0-6) if they recommend retention on active duty without advocating promotion to brigadier general. The “Other” box may also be used for those reports made according to paragraph 3-50, if the rater decides it is appropriate, but must be explained. This box may not be used with entries in Part Vb as a gimmick to highlight promotion recommendations. These recommendations are more appropriately described by other boxes.

Reference: None

OER Part: Vb: Performance Narrative

Action Required: The rater comments on specific aspects of performance. These comments are mandatory. As a minimum, the comments should address the key items mentioned in the duty description in Part III and, as appropriate, the duty description, objectives, and contributions portions of the OER support form. Mandatory comments required from Part IV should also be included in this section. If the rater is serving as rater and senior rater in accordance with AR 623-3, para 2-21, enter the statement “Serving as rater and senior rater in accordance with AR 623-3, paras 2-20 or 2-21”, or “Serving as rater and senior rater in accordance with Cdr USA AHRC exception to policy”

Reference: None

OER Part: Vc: Potential for Promotion Narrative

Action Required: The rater comments on specific aspects of the rated officer’s potential. Evaluation of potential consists of an assessment of the rated officer’s ability to perform in positions of greater responsibility. Comments should be specific and address, as appropriate, the officer’s potential for promotion, military and civilian schooling, specific assignment (both in terms of level of organization and level of responsibility) and command (if appropriate for career field). Comments regarding separation should be reserved for the rated officer’s final active duty report. If the report is not a final active duty OER, comments concerning separation are permitted only if the rated officer has an approved release date or if a retirement application has been received by AHRC. If the rated officer is retiring, or is being released to the U.S. Army Reserve (USAR) after 20 or more years of active duty, the rater will indicate the grade and assignment for which the officer should be recalled to active duty in the event of mobilization (for example, grade of colonel, installation DPCA). This recall statement applies only if the OER is the rated officer’s final active duty report. Comments are mandatory except for CW5s.

Reference: None

OER Part: Vd: Unique Professional Skills

Action Required: — The rater may provide narrative comments indicating any unique skills/expertise that the rated officer possesses. The rater should focus on identifying any ability of special value to the Army which may not be evident in other areas of an officer’s personnel file. This may include a detailed understanding of a particular technological application, a specialized expertise in an aspect of the Army’s mission, or an in-depth understanding of a foreign culture. Some of the types of unique skills to consider are: Simulations; Language proficiency/fluency; Special computer skills; Advanced technical degree; Special resource management skills; Special writing skills (published author).

- Raters must enter a recommended potential Career Field and Branch or potential Career Field and Functional Area as listed in DA Pam 600-3 for future service on all Army Competitive Category CPTs OERs. This information will be stated, “Would serve Army best in CF/BR” or “Would serve Army best in CF/FA.” While the rater and senior rater will normally agree, it is possible that both rating officials may make different recommendations. Raters will not use this entry to recommend a branch transfer and will not recommend FA90 as officers are not Career Field designated into this functional area.

Reference: None

2-9. Part VI, intermediate rater (if applicable)

This section is for the intermediate rater's evaluation of performance and potential, if applicable. This is the only part of the report that is completed by the intermediate rater.

Table 2-6
Intermediate rater - officer evaluation report Instructions

OER Part: VI: Intermediate Rater

Action Required: Narrative comments by the intermediate rater are mandatory. Simply stating concurrence with the rater's evaluation does not fulfill the intent of this paragraph. If the intermediate rater has not been in the position the minimum number of days necessary to evaluate the rated officer, they will enter the following statement: "I am unable to evaluate the rated officer because I have not been the intermediate rater for the required number of days". If the intermediate rater performs the functions of the rater, as authorized in AR 623-3, para 2-20, they will complete the rater's parts of the form. In this case, Part VI will only cite the authority and reasons for assuming the rater's responsibilities.

Reference: None.

2-10. Part VII, senior rater

a. Part VII of the DA Form 67-9 provides for the senior rater's evaluation of the rated officer's performance and potential and is intended to capitalize on the senior rater's additional experience, broad organizational perspective, and tendency to focus on the organizational requirements and actual performance results. To assist the senior rater, information on the rated officer is contained on DA Form 67-9-1 and is intended to supplement more traditional means such as personal observation, reports and records, other rating officials, and so forth. To ensure that the senior rater is a senior official with a broad organizational perspective, minimum requirements are set forth in AR 623-3, paragraph 2-7.

b. In evaluating the whole officer, rating officials may consider the fact that an officer is in a zone of consideration for promotion, command, or school selection. Accordingly, a subsequent statement from a rating official that he or she rendered an inaccurate "center of mass" or lower evaluation of a rated officer's potential in order to preserve "above center of mass" ratings for other officers (for example, those in a zone for consideration for promotion, command, or school selection) will not be a basis for appeal.

Table 2-7
Senior rater - officer evaluation report Instructions

OER Part : VIIa: Performance and Promotion Potential Evaluation

Action Required: Action Required: Potential compared with officers senior rated in the same grade.

- Based on the rated officer's duty performance, the senior rater assesses the rated officer's potential to perform duties and responsibilities at the next higher grade compared with all other officers of the same grade and then places an "X" in the appropriate box. Comments in Part VIIc are mandatory for boxes checked "Do Not Promote" or "Other". The "Other" box is for cases that do not fit the promotion recommendations that are given. For example, this box may be used for warrant officers in grade CW5. It may also be used for Colonels (O-6), if the senior rater wishes to recommend retention on active duty without advocating promotion to brigadier general and for reports made according to AR 623-3, paragraph 3-50, if appropriate.
- The senior rater will enter the total number of Army officers he currently senior rates in the rated officer's grade. This information, in conjunction with additional information contained on the HQDA electronically generated label, will help DA selection boards identify senior raters with small rating populations and weigh the report accordingly.
- The senior rater will also check the appropriate box concerning receipt of the DA Form 67-9-1. Comments are mandatory in Part VIIc for a "NO" entry.

Reference: None

OER Part : VIIb: Potential Box Check

Action Required: Potential compared with officers senior rated in the same grade.

- The senior rater makes an assessment of the rated officer's overall potential in comparison with all other officers of the same grade the senior rater has previously senior rated or has currently in their senior rater population. This potential is evaluated in terms of the majority of officers in the population. If the potential assessment is consistent with the majority of officers in that grade the senior rater will "X" the CENTER OF MASS box. If the rated officer's potential exceeds that of the majority of officer's in the senior rater's population, the senior rater will "X" the ABOVE CENTER OF MASS/CENTER OF MASS box. (The intent is for the senior rater to use this box to identify their upper third in each grade) In order to maintain a credible profile, the senior rater must have less than 50% of the ratings of a grade in the top box. Fifty percent or more in the top box will result in a CENTER OF MASS label. If the rated officer's potential is below the majority of officers in the senior rater's population for that grade and the senior rater believes the rated officer should be retained for further development, the senior rater will "X" the BELOW CENTER OF MASS-RETAIN box. If the rated officer's potential is below the majority of officers in the senior rater's population for that grade and the senior rater does not believe the rated officer should be retained on active duty the senior rater will "X" the BELOW CENTER OF MASS-DO NOT RETAIN box.
- Part VIIb will not be completed on MGs, CPTs, LTs, CW5s, CW2s, WO1s; an HQDA electronically generated label which states "No Box Check" for MGs, CPTs, LTs, CW5s, CW2s, WO1s will be placed over the boxes in Part VIIb. Part VIIb must be completed on brigadier

Table 2-7**Senior rater - officer evaluation report Instructions—Continued**

- generals and brigadier generals promotable serving in authorized brigadier general positions.
- To ensure maximum rating flexibility when rating populations change or to preclude a top box check from inadvertently profiling as a CENTER OF MASS rating, senior raters need to maintain a “cushion” in their top box rather than simply playing the line at less than 50%. This is best accomplished by limiting the top box to no more than one third of all ratings in that grade.
 - To provide senior raters flexibility when initially establishing a credible senior rater profile, the first single top box report processed against the senior rater’s profile at that grade will generate an ABOVE CENTER OF MASS label, regardless of the actual profile. All other reports will receive an HQDA electronically generated label which reflects the senior rater’s profile at the time the report processes.

Reference: None

OER Part : VIIc: Senior Rater comments on rated officer’s performance and potential

- Action Required:** — Comments by the senior rater are mandatory. Simply stating concurrence with the rater’s or intermediate rater’s evaluation does not fulfill the intent of this paragraph. When the senior rater has not been in the position the minimum number of days necessary to render a report, they will enter the following statement: “I am unable to evaluate the rated officer because I have not been the senior rater for the required number of days”. In these cases, all other entries in Part VII a., b., and d. will be left blank.
- The senior rater enters narrative comments in this block. Bullet comments are prohibited. These comments should focus on the rated officer’s potential and future assignments but may also address performance, the administrative review, or the evaluations of the rater and intermediate rater. Anything unusual about the report will also be noted here (for example, APFT and height and weight data or explanatory comments if not included; the inability or refusal of the rated officer to complete a DA Form 67-9-1; lack of rated officer’s signature; signatures are out of sequence on the report; changes in an evaluation resulting from rated officer comments; multiple referrals to the rated officer; and so forth). If the senior rater’s evaluation is based on infrequent observation of the rated officer, this fact may be noted. Senior raters may also comment on the fact the rated officer is in a rating population that includes three or less officers. The senior rater may not comment on or make reference to actual placement of the box check in Part VIIb, the boxes or how the rated officer would be profiled.
 - Senior rater serving as rater and senior rater. In those cases where the senior rater is also serving as the rater, they will complete the rater’s portion of the report. Comments in Part Vb,Vc, and Vd are optional, but block Vb must be used to cite the authority for the rating official to act as both rater and senior rater. (Appropriate comments for Part Vb include “Serving as rater and senior rater in accordance with AR 623-3, 2-20 or 2-21”, or “Serving as rater and senior rater in accordance with Cdr AHRC exception to policy.”) The senior rater must complete all blocks in Part VII. Comments in Part VIIc are mandatory. The senior rater will sign the report in both the senior rater’s and the rater’s signature blocks.

Reference: None.

OER Part : VIId: 3 Future Assignments and Potential Career Field

- Action Required:** — Based on the rated officer’s duty performance and demonstrated potential, the senior rater will list 3 future assignments, focusing on the next 3-5 years for which the rated officer is best suited.
- Raters and senior raters must enter a recommended potential Career Field and Branch or potential Career Field and Functional Area as listed in DA Pam 600-3 for future service on all Army Competitive Category CPTs only OERs. This information will be stated, “Would serve Army best in CF/BR” or “Would serve Army best in CF/FA.” While the rater and senior rater will normally agree, it is possible that both rating officials may make different recommendations. Senior raters will not use this entry to recommend a branch transfer and will not recommend FA90 as officers are not Career Field designated into this functional area.

Reference: None

2-11. Senior Rater Profile (67-9-2) and HQDA electronically generated label

a. The senior rater’s profile provides information needed for senior rater assessments and concerning senior rater submissions of evaluation reports.

(1) The actual profile, created by the application that processes military evaluations and maintains the senior rater OER profile, reflects rated officers sorted by rank (fig 2-4). It compiles information from and contains information on all OERs rendered by the senior rater for the rated officer’s grade which are accepted as correct by DA (fig 2-5). The grade in which a promotable rated officer or warrant officer will be profiled is determined by the manner in which the grade is entered in Part Ic., DA Form 67-9. The information from this profile is reflected on individual reports on the HQDA electronically generated label.

(2) The Evaluation Timeliness Report resides as a section of the Senior Rater Profile and has two parts. The first part, a cover page (fig 2-6), compiles information on military evaluation submissions, separated by rank of rated Soldier, and displays the total number of reports submitted, the total number of OER and NCOER submitted on time, and percentage of reports submitted on time. The only information that will not display on this report is that for ARNG NCOER. The second part, consisting of additional pages as necessary, displays administrative information on the specific OER and NCOER which were not submitted on time (fig 2-7).

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ARMY SENIOR RATER PROFILE REPORT, OFFICER EVALUATION REPORTING SYSTEM FOR USE OF THIS FORM, SEE AR 623-3 AND DA PAM 623-3; PROPONENT AGENCY IS DCS, G-1									
NAME:				SSN	RANK	DATE OF REPORT			
JONES CARLOS				123-45-6789	COL	20070411			
CURRENT OER PROFILE						PROFILE HISTORY			
	ACOM	COM	BCOM RETAIN	BCOM DO NOT RETAIN	Total Ratings	% Total 1 st Block	Total Ratings	1st Block COM	% Total 1 st Block
MG	0	0	0	0	0	0	0	0	0
BG	0	0	0	0	0	0	0	0	0
COL	0	0	0	0	0	0	0	0	0
LTC	1	2	0	0	3	33.33	3	0	33.33
MAJ	9	10	0	0	19	47.37	19	0	43.37
CPT	0	0	0	0	0	0	0	0	0
1LT	0	0	0	0	0	0	0	0	0
2LT	0	0	0	0	0	0	0	0	0
CW5	0	0	0	0	0	0	0	0	0
CW4	0	0	0	0	0	0	0	0	0
CW3	0	0	0	0	0	0	0	0	0
CW2	0	0	0	0	0	0	0	0	0
WO1	0	0	0	0	0	0	0	0	0

REMINDERS:

- OERs process together as a batch and increment against the senior rater's profile (as applicable) based on the date of receipt at HRC.
- Senior raters must maintain an Above Center of Mass percentage below 50% for each rated officer rank that requires a block check in Part VIIb.
- The first, single, top block report processed against the senior rater's profile for each grade (as applicable) will generate an Above Center of Mass label, regardless of the actual profile.
- To discuss profiles, policy, or sequencing, senior raters must contact the Evaluation Systems Office at COML: (703) 325-9660 or DSN 221-9660 or email: tapcmse@conus.army.mil

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Figure 2-4. Profile front side

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SENIOR RATERS NAME: JONES CARLOS

SR SSN: 123456789

SR RANK: COL

<u>NAME</u>	<u>SSN</u>	<u>RANK</u>	<u>BLOCK</u>	<u>LABEL</u>	<u>PROFILE</u>	<u>START</u>	<u>END</u>	<u>PROC</u>
SMITH, JOHN	111-22-3333	LTC	1	ACOM	1-0-0-0	20060101	20061231	20070214
JONES, THOMAS	111-22-3334	LTC	2	COM	1-1-0-0	20060214	20070123	20070410
ASH, MELODY	111-22-3335	LTC	2	COM	1-2-0-0	20060814	20070201	20070204

Figure 2-5. Profile reverse side

Senior Rater Evaluation Timeliness Report			
FOR USE OF THIS FORM SEE AR 623-3; PROPONENT AGENCY IS DCS, G-1.			
NAME: JONES, CARLOS		SSN: 123-45-6789	RANK: COL
			CREATED DATE: 20070411
RO Rank	# Reports Submitted	# Reports On Time	% Reports On Time
MG	0	0	0
BG	0	0	0
COL	0	0	0
LTC	400	400	100%
MAJ	50	47	94%
CPT	100	10	10%
1LT	100	90	90%
2LT	100	50	50%
CW5	0	0	0
CW4	0	0	0
CW3	0	0	0
CW2	0	0	0
WO1	0	0	0
Total for OER	750	597	62%
SGM	0	0	0
MSG	0	0	0
SFC	0	0	0
SSG	0	0	0
SGT	0	0	0
Total for NCOER	0	0	0
Total for Evals	750	597	62%

NOTES:

1. On-time calculations for OERS & NCOERS are based on reports being received at HQDA within 90 days after THRU date.

2. NCOER information includes active and USAR reports. ARNG NCOERS are maintained at the State level.

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Figure 2-6. Timeliness cover page

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Senior Rater Evaluation Timeliness Report								
FOR USE OF THIS FORM SEE AR 623-3; PROPONENT AGENCY IS DCS, G-1								
NAME:		SSN:		RANK:		CREATED DATE:		
JONES, CARLOS W.		123456789		COL		20070411		
Late Reports For This Senior Rater and This Rank								
RO RANK	# Reports Submitted	# Reports on Time	Reports Late			% Reports on Time		
MAJ	50	47	3			94%		
Rank	RO Name	Report Thru Date	Date at HQDA	1-30 days late	31-60 days late	61-90 days late	over 90 days	Current Status
MAJ	Ortiz, Renee	20050101	20050501		x			completed
MAJ	Byers, Sam	20041003	20051003				x	completed
MAJ	Green, Tobias	20030101	20050202				x	completed
Total for this SR	-	-	-	0	1	0	2	

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Figure 2-7. Timeliness details

b. The HQDA electronically generated label overlays the senior rater potential box check, Part VIIb. It compares the senior rater's box check in Part VIIIb with the senior rater profile at the time the OER processes at HQDA. This comparison generates a label when the report processes. The label contains one of the following statements: ABOVE CENTER OF MASS (number of ratings in the first box are less than 50% of all ratings in the profile for that grade); CENTER OF MASS (a rating in the 2nd box regardless of the profile or a rating in the 1st box when 50% or more of all ratings in the profile for that grade are in the first box); BELOW CENTER OF MASS—RETAIN (a rating in the 3rd box regardless of the senior rater profile); BELOW CENTER OF MASS—DO NOT RETAIN (rating in the 4th box regardless of the senior rater profile); NOT EVALUATED (Senior rater does not meet rating qualifications); and GENERAL OFFICER (Rated officer is a General Officer).

c. The label will also contain the rated officer's and senior rater's grade, name, and SSN, the date the report processed at HQDA, total ratings by the senior rater in that grade, and the number of times the rated officer has been rated by this senior rater, which will help identify senior raters with small rating populations.

d. OERs are batched processed and incremented against the senior rater's profile based on the day of receipt at HQDA. For example: The senior rater's profile is "2" in the top box and "4" in the second box. Two top box reports arrive at HQDA the same day. The senior rater's profile for both reports will be "4" in the top box and "4" in the second box. Both reports will receive a CENTER OF MASS label. Consequently, senior raters must personally monitor the submission of OERs to HQDA to ensure they are submitted in the sequence desired by the senior rater. Improperly sequenced OERs are not a basis for an appeal.

e. Senior raters will have one profile. Each senior rater profile is separated by rank of rated officers. Requests for profile reports will be address to AHRC Evaluation Systems Office (app B).

2-12. Referral process

a. If referral is required (AR 623-3, para 3-36), the senior rater will place an "X" in the appropriate box in Part IId of the completed report (for example, when the senior rater has signed and dated the report). The report will then be given to the rated officer for signature and placement of an "X" in the appropriate box in Part IId.

b. The rated officer may comment if they believe that the rating or remarks are incorrect. The comments must be factual, concise, and limited to matters directly related to the evaluation on the OER; rating officials may not rebut rated officer's referral comments. Extraneous or voluminous material, material already contained in the officer's file and enclosures or attachments are not normally in the rated officer's best interest; and they, therefore, should be avoided. Any enclosures or attachments to rebuttal comments will be withdrawn and returned to the rated officer when the OER is forwarded to DA.

c. The rated officer's comments do not constitute an appeal. Appeals are processed separately as outlined in chapter 6. Likewise, the rated officer's comments do not constitute a request for a Commander's Inquiry. Such a request must be submitted separately.

d. If the senior rater decides that the comments provide significant new facts about the rated officer's performance and that they could affect the rated officer's evaluation, he or she may refer them to the other rating officials. They, in turn, may reconsider their evaluations. The senior rater will not pressure or influence them. Any rating official who elects to raise their evaluation of the rated officer as a result of this action may do so. However, the evaluation may not be lowered because of the rated officer's comments. If the evaluation report is changed but still requires referral, the report must again be referred to the rated officer for acknowledgment and new comments. Only the latest acknowledgment and comments (if submitted) will be forwarded to HQDA.

e. If the rated officer is unavailable to sign the OER for any reason or cannot be contacted and a written referral is required (AR 623-3, para 3-36) the following procedure must be followed:

(1) The senior rater will refer, in writing, a copy of the completed report (for example, a report that has been signed and dated by the senior rater) to the rated officer for acknowledgment and comment. (See fig 2-7 for a sample referral memorandum.) This will be done even if the rated officer has departed due to permanent change of station, retirement, or release from active duty. A reasonable suspense date should be given for the rated officer to complete this action. In this referral, the rated officer will be advised that his or her comment does not constitute an appeal or request for a Commander's Inquiry.

(2) On receipt of the rated officer's acknowledgment, the senior rater will attach it and the original or a signed copy of the referral letter to the original report and forward it to—

(a) The reviewer (if appropriate).

(b) The Bn/Bde or administrative section or HQDA (as appropriate).

(c) The other rating officials if paragraph d, above, applies.

1. If the rated officer fails to respond within the suspense period, the senior rater will attach a signed copy of their referral to the original report and indicate either on the original referral or a second attachment that the rated officer

failed to complete their acknowledgment. The senior rater will then send it to the reviewer. Reviewers will complete administrative review and forward to Bn/Bde administrative section or HQDA as appropriate.

2. Senior raters will, when possible, refer reports to the rated officer prior to their departure.

3. A rated officer is responsible for leaving a current forwarding address or e-mail address when he or she departs a unit. Mailing a referred OER by certified mail to an officer's last disclosed mailing address is sufficient to constitute constructive service of a referred OER. If an OER sent by certified mail to an officer's last known forwarding address is returned indicating that the officer may not be reached at that address, the senior rater will attach a signed copy of their referral to the original report and indicate either on the original referral or a second attachment that the rated officer failed to complete his or her acknowledgment. The senior rater will then send it to the reviewer, Bn/Bde administrative section or HQDA as appropriate.

(Letterhead)

(Office Symbol) (Marks Number)

(Date)

MEMORANDUM FOR (Rated officer's name and address)

SUBJECT: Officer Evaluation Report (OER) Referral (Report period). (Rated officer's name, rank, BR, SSN)

1. Under the provisions of AR 623-3, paragraph 3-34 and DA Pam paragraph 2-14, the enclosed copy of DA Form 67-9 for the period (REPORT PERIOD), is referred to you for acknowledgment. The specific reason for referral is (cite the reason(s) found in AR 623-3, applicable subparagraph of paragraph 3-34).

2. You must acknowledge receipt of the enclosed copy and may provide comments if desired. Any comments submitted must be factual, concise, and limited to matters directly related to the evaluation on the referred report. Enclosures to comments provided are not authorized and will be withdrawn prior to forwarding the report, referral, acknowledgment and comments to HQDA.

3. Should you submit comments with your acknowledgment you are advised that they will not constitute a request for a Commander's Inquiry or Appeal. Such requests must be submitted separately under the provisions of AR 623-3, chapter 6, as appropriate.

4. Acknowledge receipt of the referred OER and submit any desired comments, by return endorsement, in accordance with the above indicated suspense date.

Encl

(Signature block)

Figure 2-8. Sample format of Officer Evaluation Report (OER) referral

2-13. Relief for cause officer evaluation report instructions

If a rated officer or warrant officer is officially relieved (see AR 623-3, para 3-58), the following specific instructions apply to completing a relief report:

a. The potential evaluation in Part Va. DA Form 67-9 must reflect “Do not promote” or “Other”. A “Do not promote” recommendation is consistent with relief action and does not need further explanation. However, raters who want to make some other recommendation will check “Other” and will explain their recommendation and reasons in view of the action to relieve.

b. The rating restriction in (*a*), above, does not apply to a rater who has not directed the relief and does not agree with the relief. However, they must state their non-concurrence in the proper narrative portions of the OER.

c. The report will identify the rating official who directed the relief. This official will clearly explain the reason for relief in his or her narrative portion of the DA Form 67-9.

d. If the relief is directed by someone not in the designated rating chain, the official directing the relief will describe the reasons for the relief in an enclosure to the report.

2-14. Mandatory review of officer relief reports

a. When an officer (commissioned or warrant) is officially relieved of duties and a Relief for Cause Report is subsequently prepared, (see AR 623-3, para 3-58) relief for cause reports require referral to the rated officer or warrant officer as described in paragraph AR 623-3, paragraph 3-36. This referral must be completed before taking any of the actions in the following subparagraphs.

b. If the relief is directed by the rater or intermediate rater, the senior rater will do the review provided they are a U.S. Army officer. Otherwise, the first U.S. Army officer in the chain of command or supervision above the individual directing the relief will review the reports.

c. The procedures for reviewing relief reports are as follows:

(1) If the senior rater is qualified to serve as the reviewer and is satisfied that the report is clear, accurate, complete, and fully in accordance with the provisions of the regulation, they continue to process the report.

(2) If the senior rater (reviewer) finds that the report is unclear, contains errors of fact, or is otherwise in violation of AR 623-3, they will return the report to the rater or intermediate rater, indicating what is wrong. The senior rater will avoid all statements and actions that may influence or alter an honest evaluation by the rater or intermediate rater. When the report has been corrected, it will be returned to the senior rater. (NOTE: changed reports must be referred again by the senior rater, in accordance with AR 623-3, paragraph 3-36, to the rated officer so that the corrected report may be acknowledged and comments provided, if desired. Only the final referral and acknowledgment are forwarded with the report to HQDA.)

(3) If the corrected report is satisfactory to the senior rater (reviewer), the senior rater (reviewer) will continue to process the report.

(4) If the corrected report is not satisfactory to the senior rater (reviewer), or if the other rating officials disagree concerning the need for changes in the report, the senior rater (reviewer) will indicate objections to the report by adding an enclosure to the OER. When indicating objections the senior rater (reviewer) is restricted to the issues listed in paragraph 2-18.

(5) If the senior rater is not a U.S. Army officer or Department of The Army civilian, or if the relief was directed by the senior rater or someone above the senior rater in the chain of command or supervision, the report will be reviewed by the first U.S. Army officer in the chain of command above the individual directing the relief. This officer will perform the functions described in (1) through (4), above. Their comments will be prepared as an enclosure to the OER. If there is not a U.S. Army officer in the chain-of-command above the person directing the relief, the report will be forwarded to HQDA for review (see appendix B for the address).

2-15. Submitting an addendum to a previous report

a. The first commander in the chain of command receiving the new information will ensure that all members of the original rating chain are aware of it and are allowed to comment. If none of the original rating officials want to change or add to the original OER, no addendum will be prepared.

b. The addendum will be prepared as shown in chapter 5 and figure 5-1. It will contain the rated officer’s name, grade, SSN, and the period of the OER to which it applies. It will also state that all members of the rating chain have been allowed added comments; and it will list those who did not want to comment.

c. On completion of this action, the commander will refer a copy of the addendum to the rated officer for acknowledgment and comment before sending it to HQDA. If any of the rating officials have been released from active duty, incapacitated, or are otherwise unable to complete his or her part of an addendum, the commander will so indicate.

d. The commander's responsibility is only to coordinate the submission of the addendum. They may not add comments to the addendum unless they were a member of the original rating chain.

e. See appendix B for the address to submit and addendum to a previous report.

f. See table 2–8 for a list of codes and reasons for submitting report, table 2–9 for the codes and reasons for non-rated periods, and table 2–10 for USAR Command Codes.

Table 2–8 Codes and reasons for submitting reports		
Code	Reason	Entered on Report
02	Annual report	"Annual"
03	Change of Rater	"Change of Rater"
04	Change of Duty or PCS	"Change of duty" "PCS" "REFRAD, Retirement" "Discharge" This also will apply to Reserve Component (AGR, EAD, CO–EAD and Sanctuary). These type of USAR evaluations will be sent to HQDA in accordance with app B.
05	Relief for cause	"Relief for cause"
06	Depart Temporary Duty, Temporary Change of Station, Special Duty	"Depart TDY"
07	60 day Option report	"60 day opt"
08	Senior Rater Option	"SR–Option"
09	Complete the Record	"Complete Rec"
10	Extended annual	"Ext annual"
11	Rated officer failing selection for promotion	"Promotion"
12	Relief from ADT, ADSW, AT, TTAD or CO–TTAD (applies to Reserve Components only)	"REFRAD" Only used for USAR and NGB reports.
13	Rater Option	"Rater Option"
14	Initial tour on extended active duty (EAD) evaluation	"Initial"
16	Report based on application for RA appointment	"RA Appt"
17	Reports submitted on officers participating in the Judge Advocate General's Funded Legal Education Program or Excess Leave Program	"JAGC–OJT"
19	AHRC Directed	"AHRC directed"
31	National Guard Bureau directed	"NGB directed"
32	National Guard Bureau general officer nomination	"NGB GO nomination"
33	Transfer from National Guard to another component	"Trans to another comp"
34	Transfer from National Guard to retired reserve	"Trans fm NG to ret res"
35	National Guard departure on Active duty for training for more than 30 days	"NG DEP ADT (30 + days)"
36	National Guard departure on Full Time Training Duty for more than 30 days	"NG DEP ADSW (30 = days)"
37	Transfer to the Inactive National Guard	"Trans to ING"
41	Reassignment from one USAR unit to another USAR unit	"PCS"
42	Release from unit assignment or attachment to IRR Control Group	"Reassignment"
43	USAR general officer nomination	"GO nomination"
44	Relief from Temporary Active Duty	"RETAD"

**Table 2–8
Codes and reasons for submitting reports—Continued**

45	AHRC–St. Louis or CONUSA directed	Reference to the appropriate directive
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**Table 2–9
Codes and reasons for non-rated periods**

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

**Table 2–10
Command codes within OERS**

Code	Command	Command Abbreviation
12	78TH Division (Institutional Training)	78TH DIV (IT)
13	80TH Division (Institutional Training)	80TH DIV (IT)
14	98TH Division (Institutional Training)	98TH DIV (IT)
16	310TH Training Support Command	310TH TRNG SPT CMD
19	First Army, State Military Support Office	1ST ARMY, MIL SPT OFC
1C	77TH Regional Support Command	77TH RSC
1H	311TH Corps Support Command	311TH TNG SPT
1K	94TH Regional Support Command	94TH RSC
1L	3D Medical Command	3D MEDCOM
1U	99TH Regional Support Command	99TH RSC
21	100TH Division (Institutional Training)	100TH DIV (IT)
22	108TH Division (Institutional Training)	108TH DIV (IT)
23	412TH Engineer Command	412TH ENCOM
24	87TH Division Training Support	87TH DIV TRNG SPT
25	65TH Regional Support Command	65TH RSC
27	335TH Signal Command	335TH SIG CMD
29	Second Army, State Military Support Office	2ND ARMY, MIL SPT OFC
2D	143RD Transportation Corps Brigade	143D TRANSCOM
2H	81ST Regional Support Command	81ST RSC

**Table 2-10
Command codes within OERS—Continued**

31	311TH Theater Signal Command	311TH TSC
42	84TH Division (Institutional Training)	84TH DIV (IT)
43	85TH Division (Institutional Training)	85TH DIV (IT)
44	425TH Transportation Corps Brigade	425TH TRANSCOM
45	300TH Military Police Command (Prisoner of War)	300TH MP CMD (POW)
46	416TH Engineer Command (Construction)	416TH ENCOM
47	19TH Training Support Command	19TH TRNG SPT CMD
4H	88TH Regional Support Command	88TH RSC
4K	244TH Aviation Brigade	244TH AVN BDE
51	95TH Division (Institutional Training)	95TH DIV (IT)
53	377TH Support Brigade	377TH TSB
56	75TH Division (Exercise)	75TH DIV (EX)
59	Fifth Army, State Military Support Office	5TH ARMY, MIL SPT OFC
5C	89TH Regional Support Command	89TH RSC
5Q	90TH Regional Support Command	90TH RSC
61	91ST Division (Training Support)	91ST DIV TRNG SPT
62	104TH Division (Institutional Training)	104TH DIV (IT)
6B	63RD Regional Support Command	63RD RSC
6C	311TH Support Command (CORPS)	311TH COSCOM
6F	96TH Regional Support Command	96TH RSC
6G	70TH Regional Support Command	70TH RSC
AE	Army Acquisition Executive Support Agency	AAESA
AG	The Adjutant General	TAGO
AP	U.S. Army Reserve Personnel Command	AR-PERSCOM
AR	Army Reserve	ARMY RESERVE
AS	U.S. Army Intel & Sec Command	INSCOM
AU	U.S. Army Audit Agency	USAAA
CB	U.S. Army CI Command	USACIC
CE	U.S. Army Corps of Engineers	COR ENGR
CM	U.S. Army Information Systems Command	ISEC
CS	Army Staff	OCSA
CZ	U.S. Army Information Systems Command	ISEC
D1	Defense Finance and Accounting Service	DFAS
DF	Department of Defense Agencies	DEFAGCY
DJ	U.S. Special Operations Command and Subordinate Commands	JNT SOC
ER	U.S. Army Reserve, Europe	USARE
FC	U.S. Army Force Command	FORSCOM
FS	U.S. Army Signal Command	USASIGCM
FZ	FORSCOM GD Forces	GFRE
GB	Title 10 Soldiers working for Guard Bureau	NATL GRD
HR	COMP01 managed by USARC	HQ USARC
HS	Health Services Command	HSC
J1	U.S. Army Element Supreme HQ Allied Powers Europe	SHAPE

Table 2-10
Command codes within OERS—Continued

JA	Joint Activities (LESS SHAPE)	JNT ACTS
KR	KOREA	KOREA
MA	U.S. Military Academy	USMA
MB	U.S. Army Dental Activities	DSSADAC
MC	U.S. Army Medical Center and School	MEDCTRSC
MD	The Surgeon General	TSGO
ME	U.S. Army Health Promo and Preventive Medicine	CTRHPPM
MH	U.S. Army MED Command HQ	MEDCOMHQ
ML	U.S. Army Area Dental Laboratories	USADELB
MM	U.S. Army Health Service	HSSAMEDC
MP	U.S. Army Total Army Personnel Command	PERSCOM
MR	U.S. Army Material and Research Command	USAMRMC
MT	Military Traffic Management Command	MTMC
MV	U.S. Army Veterinary Command	USAVETCOM
MW	U.S. Army Military District of Washington	USA MDW
NG	National Guard Soldiers that do not fit into Code GB	NATL GRD
OT	Unilateral Command	UNL CMD
P1	U.S. Army Pacific	USARPAC
P8	8TH U.S. Army	8TH ARMY
P9	U.S. Army, Pacific Reserve Unit IX Corps	IX CORPS
PR	Pacific Reserve Units	PACIFIC RESERVE
S9	U.S. Army Special Operations Command Administrative Office	USASOC
SA	Office, Secretary of Army	OSA
SB	Field Operating Agencies of the Secretariat	OSA FOA
SC	2ND Psychological Operations Group	2ND PSY OPS
SD	5TH Psychological Operations Group	5TH PSY OPS
SE	7TH Psychological Operations Group	7TH PSY OPS
SF	351ST Civil Affairs	351ST CA
SG	352ND Civil Affairs	352ND CA
SH	353RD Civil Affairs	353RD CA
SI	The Army Staff – Intelligence	DAMI
SJ	358TH CA BDE	358TH CA BDE
SK	361ST CA BDE	361ST CA BDE
SL	The Army Staff – Logistics	DALO
SM	422ND CA BDE	422ND CA BDE
SO	The Army Staff – Operations and Plans	DAMO
SP	U.S. Army Special Operations Command	USASOC
SS	NONDEPT Army MGMT HQ Activity (SSA of the Secretariat)	SSA OF OSA
SU	U.S. Army South	USARSO
SX	The Army Staff – Personnel	ARMY STAFF
SZ	Special Staff	SPEC STF
TA	U.S. Army Recruiting Command	USAREC
TC	U.S. Army Training and Doctrine Command	TRADOC

Table 2-10
Command codes within OERS—Continued

TM	U.S. Army Military Entrance Processing Command	MEPCOM
TZ	TRADOC SUBCMD - Active Army Soldiers in support of RES COMP	TRADOC
U1	3D Air Traffic Control Battalion	31 TC BN E
U2	5TH Signal Command	5 SIG CMD
U3	66TH Military Intelligence Brigade	66 MI BDE
U4	53RD Support Group	53D ASG
U5	266TH Theater Finance Center	266 TFC
U6	80TH Support Group	80TH ASG
U7	98TH Support Group	98TH ASG
U8	100TH Support Group	100TH ASG
U9	104TH Support Group	104TH ASG
UA	U.S. Army Europe and 7TH Army	USAREUR7
UB	V Corps Artillery	VCORARTY
UC	1ST Personnel Command	1PERSCOM
UD	3RD Corps Support Command	3 COR SPT C
UE	12TH Aviation Brigade	12 AVN BDE
UF	7TH Signal Brigade	7 SIG BDE
UG	69TH Air Defense Artillery Brigade	69TH ADA BDE
UH	18TH Military Police Brigade	18 MP BDE
UI	22ND Signal Brigade	22 SIG BDE
UJ	1ST Transportation Movement Control Agency	1ST TMCA
UK	U.S. Army Special Forces Detachment	USASFDET
UL	7TH Army Training Command	7TH ATC
UM	U.S. Army Southern European Task Force	SETAF
UN	130TH Engineer Brigade	130 EGR BD
UO	11TH Aviation Group	11 AVN GP
UP	7TH Medical Command	7 MEDCOM
UQ	32ND Army Air Defense Command	32 AADCOM
UR	21ST Theater Area Command and 5TH Tactical Company	21ST TAACOM
US	V Corps (Nondivisional Units)	V CORPS
UT	205TH MI Bridgade	205 MI BDE
UU	1ST Armored Division	1 ARMD DIV
UV	30TH Medical Brigade	30 MED BDE
UW	Special Troops V Corps	SP TRPS VCOR
UX	3ND Infantry Division	3 INF DIV
UZ	Miscellaneous Activities	MISC ACT

Chapter 3

Noncommissioned Officer Evaluation Report Preparation

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

a. Purpose. Contribute to Army-wide improved performance and professional development by increased emphasis on performance counseling. The rater uses DA Form 2166-8-1 to prepare for, conduct, and record results of performance counseling with the rated NCO. Its use is mandatory for counseling all NCOs, CPL through CSM. The

purpose of the counseling and support form is to improve performance counseling by providing structure and discipline to the process.

b. Process.

(1) Within the first 30 days of the rating period, effective date of lateral appointment to corporal, or promotion to sergeant, the rater will conduct the first counseling session with the rated NCO (except for IRR and IMA NCOs completing more than 11 consecutive days on annual training (AT), active duty for training (ADT), active duty for special work (ADSW), or temporary tour of active duty (TTAD)). This counseling session is somewhat different from later counseling sessions in that the primary focus is on communicating performance standards to the rated NCO. It should specifically let the rated NCO know what is expected during the rating period. The rater shows the rated NCO the rating chain and a complete duty description, discusses the meaning of the values and responsibilities contained on the NCOER, and explains the standards for success. Before the rated NCO departs the counseling session, the rater records key points that were discussed and obtain the rated NCO's initials on the DA Form 2166-8-1.

(2) Counseling sessions will be conducted at least quarterly for Active Army and AGR NCOs and at least semiannually for ARNGUS and USAR NCOs performing IDT. These counseling sessions differ from the first counseling session in that the primary focus is on telling the rated NCO how well they are performing. The rater updates the duty description, and based on observed action and demonstrated behavior and results, discusses what was done well and what could be done better. The guide for this discussion is the success standards established in the previous counseling session. Prior to the conclusion of the counseling session, the rater records key points discussed and obtain the rated NCO's initials on the DA Form 2166-8-1.

(3) The rater will maintain one DA Form 2166-8-1 for each rated NCO until after the NCOER for that period has been approved and submitted to AHRC-Indianapolis; CNGB; State AG; or CDR, AHRC-St. Louis. For corporals, who do not receive a record NCOER, the counseling and support form will be maintained for one year. There is no regulatory requirement to keep the DA Form 2166-8-1 beyond this time. However, in some cases keeping it for possible future use to support personnel actions may be appropriate.

c. Samples. See figure 3-1 for a sample of this form.

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

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Figure 3-1. Sample DA Form 2166-8-1 NCOER Support Form

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

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Figure 3-1. Sample DA Form 2166-8-1 NCOER Support Form - Continued

3-2. Purpose and use - DA Form 2166-8 (NCO Evaluation Report)

a. Purpose. Rating chain members use the DA Form 2166-8 (NCOER) to provide DA with performance and potential assessments of each rated NCO. The DA Form 2166-8 also provides evaluation information to ensure that sound personnel management decisions can be made and that an NCO's potential can be fully developed. See appendix B for Human Resource Center Addresses.

b. Sample. See figure 3-3 for a sample of this form.

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

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Figure 3-2. Sample 2166-8 NCOER

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

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Figure 3-2. Sample 2166-8 NCOER - Continued

3-3. Evaluation forms

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

- a. DA Pam 623-3, chapter 2 - OER support and evaluation forms.
- b. DA Pam 623-3, chapter 3 - NCOER support and evaluation forms.
- c. DA Pam 623-3, chapter 4 - AER evaluation forms.

3-4. Part I, administrative data

Part I is for administrative data, which includes identifying the rated NCO, the period of the report, and the reason for submitting the report. See table 3-1 for administrative data noncommissioned officer evaluation report instructions.

Table 3-1
Administrative data noncommissioned officer evaluation report instructions

NCOER Part : Ia: Name

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

Reference: None

NCOER Part : Ib: Social Security Number

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

Reference: None

NCOER Part : Ic: Rank

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

Reference: AR 600-20

NCOER Part : Id: Date of Rank

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

Reference: None

NCOER Part : Ie: PMOS

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

Reference: None

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

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

— Enter data in order listed on form.

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

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

IRR: Individual Ready Reserve

IMA: Individual Mobilization Augmentee

DIMA: Drilling Individual Mobilization Augmentee

TPU: Troop Program Unit

EAD: Extended Active Duty

AGR: Active Guard Reserve

MOB: Mobilized Soldier

TTAD: Temporary Tour Active Duty

ADSW: Active Duty for Special Works

M-DAY: Man-Day NG Traditional Soldiers

Reference: None

Table 3-1**Administrative data noncommissioned officer evaluation report instructions—Continued**

NCOER Part : Ig: Reason for Submission**Action Required:** Enter the appropriate report code in the left-hand portion of the block and the type of report title in the right-hand portion of the block.**Reference:** Table 3-6

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

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

Reference: None

NCOER Part : li: Number of Months**Action Required:** The number of rated months is computed by dividing the basic rating period by 30. Do not use the "Period Covered" by the report, subtract all nonrated time. If 15 or more days are left after dividing by 30, they will be counted as a whole month. (For example, 130 days is 4 months and 10 days and is entered as 4 months; 140 days is 4 months and 20 days and is entered as 5 months.)**Reference:** None

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

NCOER Part : lk: Number of Enclosures**Action Required:** Enter number of enclosures. If there are no enclosures, enter 0 or leave blank.

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

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

NCOER Part : ll: Rated NCO's AKO e-mail address**Action Required:** Rated NCO's AKO e-mail address**Reference:** None

NCOER Part : lm: Unit Identification Code (UIC)**Action Required:** Enter the rated NCO's UIC**Reference:** None

NCOER Part : ln: Command Code**Action Required:** Enter rated NCO's Command Code (Two digits)**Reference:** AR 680-29

NCOER Part : lo: PSB code**Action Required:** Enter four character alphanumeric PSB code of the rated NCO's servicing Administrative Office; or for ARNG officers, two digit STATE MILPO CODE.**Reference:** AR 680-29

3-5. Part II, authentication

Part II is for authentication by the rated NCO and rating officials after they have completed their portions of the form at the end of the rating period. To facilitate the rated Soldier 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 HQDA until the thru date of the report. See table 3-2 for authentication noncommissioned officer evaluation report instructions. The following rules apply:

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

Table 3-2
Authentication noncommissioned officer evaluation report instructions

NCOER Part : IIa - Rater

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

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

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

Reference: None

NCOER Part : IIb - Senior Rater

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

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

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

Reference: None

NCOER Part : IIc - Reviewer

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

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

Reference: None

NCOER Part : IId - Reviewer concur/non-concur

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

- The reviewer has overall responsibility for ensuring the timely submission of an accurate DA Form 2166-8 in accordance with controls established by the commander.
- Reviewer places a typewritten or handwritten (in black ink) "X" in the appropriate block, indicating concurrence or non-concurrence. NOTE: Non-concurrence enclosure is mandatory (see para 3-6). Enclosures will not be used to add an additional concurrence to the report. The reviewer will ensure the rated NCO is provided a copy of the non-concurrence enclosure.

Second line: None

Reference: None

NCOER Part : IIe - Rated NCO's signature

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

Second line: None

Reference: None

3-6. Part III, duty description

Part III provides for the duty description 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. See table 3–3 for duty description noncommissioned officer evaluation instructions. The duty description—

- a. Is an outline of the normal requirements of the specific duty position.
- b. Should show type of work required rather than frequently changing tasks.
- c. 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.
- d. May be updated during the rating period.
- e. Is used at the end of the rating period to record what was important about the duties.

Table 3–3
Duty description noncommissioned officer evaluation instructions

NCOER Part : IIIa: Principal Duty Title

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

Reference: None

NCOER Part : IIIb: Duty MOSC

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

Reference: None

NCOER Part : IIIc: Daily Duties and Scope

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

Reference: None

NCOER Part : III d: Areas of Special Emphasis

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

Reference: None

NCOER Part : IIIe: Appointed Duties

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

Reference: None.

NCOER Part : III f: Counseling Dates

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

Reference: None.

3–7. Part IV, Army values/noncommissioned responsibilities

Army Values/NCO Responsibilities is completed by the rater, including the Army Physical Fitness Test (APFT) performance entry and the height and weight entry in Part IVc. Part IVa contains a listing of the Army values that define professionalism for the Army NCO. They apply across all grades, positions, and MOS. These Army values are needed to maintain public trust and confidence as well as the qualities of leadership and management needed to maintain an effective NCO Corps. These values are listed on the DA Form 2166–8 to emphasize and reinforce professionalism. They will be considered in the evaluation of the performance of all NCOs. See table 3–4 for Army values/attributes/skills/actions - noncommissioned officer evaluation report Instructions

a. *Values and NCO requirements/responsibilities.* Values and NCO requirements/responsibilities are the sole focus for evaluation of performance in part IV of the NCOER. Box marks (typewritten or handwritten X) and bullet comments (rules below) are used throughout the evaluation.

b. Bullet comments. Bullet comments are mandatory regardless of ratings given. Narrative rules for Part IV, bullet comments will—

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

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

Table 3-4
Army values/attributes/skills/actions - noncommissioned officer evaluation report Instructions

NCOER Part : IVa: Army Values

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

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

NCOER Part : IVb-f: Values/NCO Responsibilities

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

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

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

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

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

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

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

NCOER Part : IVc: APFT

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

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

- The rater will explain an APFT entry of "FAIL" or "PROFILE." Comments on "FAIL" entries will address reasons for failure and note any progress toward meeting physical fitness standards (see AR 350-1). Comments on "PROFILE" (both permanent and temporary) will describe the rated NCO's ability to perform assigned duties. Note, however, that if a NCO has appeared before a MOS Medical Retention Board (MMRB) and been determined fit for duty and deployable, rating officials may not state that the profile hinders duty performance.
- If the APFT has not been taken within twelve months of the THRU date of the report, and Soldier is not on any profile, the APFT data entry will be left blank. The rater will explain the absence of an APFT entry in Part IVc.

Table 3–4**Army values/attributes/skills/actions - noncommissioned officer evaluation report Instructions—Continued**

- An APFT entry is not required for Soldiers 60 years of age or older and pregnant NCOs who are exempt from the APFT in accordance with AR 40–501. Pregnant NCOs who have not taken the APFT within the last 12 months due to pregnancy, convalescent leave, and temporary profile, the rater will enter the following statement in part IVc: Exempt from APFT requirement in accordance with AR 40–501. NOTE: When using the electronic version, the APFT and HT/WT statement will be combined.
- As directed by the HQDA proponent for Army Physical Fitness Program (APFT), Deputy Chief of Staff G–3, deployed units unable to administer the APFT due to mission or conditions will annotate NCOERs with the following statement: “Soldier unable to take the APFT during this period due to deployment for combat operations/contingency operations”. NOTE: This does not exclude weight requirements.
- Personnel who meet Army minimum standards for APFT, but fail to meet unit standards, will not be given a rating of “needs improvement” for physical fitness and military bearing if such rating is based solely on the failure to meet unit standards.

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

NCOER Part : IVc: Height/Weight

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

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

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

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

3–8. Part V, overall performance and potential

Structured potential rating for overall performance and potential consists of, and includes, rater box marks for promotion/service potential; rater specific positions recommendation; senior rater overall performance and potential; and senior rater choice of alternatives for future performance. See table 3–5 for Part V - Overall performance noncommissioned officer evaluation report instructions.

Table 3–5**Part V - Overall performance noncommissioned officer evaluation report instructions**

NCOER Part : Va: Rater - Overall Potential

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

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

Reference: None

NCOER Part : Vb: Rater - 3 Future assignments

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

Reference: None

Table 3-5

Part V - Overall performance noncommissioned officer evaluation report instructions—Continued

NCOER Part : Vc: Senior Rater - Overall performance

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

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

Reference: None

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

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

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

Reference: None

NCOER Part : Ve: Senior Rater bullet comments

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

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

Reference: None

3-9. Relief for cause noncommissioned officer evaluation report instructions

If a rated noncommissioned officer is officially relieved (see AR 623-3, para 3-59) the following specific instructions apply to completing a relief report:

- a. The rating official directing the relief will clearly explain the reason for relief in part IV, if the relieving official is the rater; if the relieving official is the senior rater, in Part Ve.
- b. If the relief is directed by an official other than the rater or senior rater, the official directing the relief will describe the reasons for the relief in an enclosure (not to exceed one page) to the report.
- c. Regardless of who directs the relief, the rater will enter the bullet, "The rated NCO has been notified of the reason for the relief" in Part IVf.
- d. The minimum rater and senior rater qualifications and the minimum rating period are 30 rated days. The fundamental purpose of this restriction is to allow the rated NCO a sufficient period to react to performance counseling during each rating period. Authority to waive this 30-day minimum rating period and rater and senior rater qualification period in cases of misconduct is granted to a general officer in the chain of command or an officer having general courts-martial jurisdiction over the relieved NCO. The waiver approval will be in memorandum format and attached as an enclosure to the report.
- e. The date of relief determines the "THRU" date of the report. Relief for Cause Reports may be signed at anytime during the closing or following month of the report.
- f. When the rater is relieved, or when the rated NCO and the rater are concurrently relieved, the senior rater will complete the rater and senior rater portions of the report for each of the rater's subordinates. Enter "rater relieved" in Part Ve, and do not identify the relieved rater in Part IIa. (Refer to AR 623-3, para 2-20).
- g. See table 3-6 for codes and reasons for submission and table 3-7 for codes for non-rated time.

**Table 3–6
Codes and reasons for submission**

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

**Table 3–7
Reason codes for non-rated time**

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

**Table 3–8
Command codes within NCOERS**

Code	Command	Command Abbreviation
12	78TH Division (Institutional Training)	78TH DIV (IT)
13	80TH Division (Institutional Training)	80TH DIV (IT)
14	98TH Division (Institutional Training)	98TH DIV (IT)
16	310TH Training Support Command	310TH TRNG SPT CMD
19	First Army, State Military Support Office	1ST ARMY, MIL SPT OFC
1C	77TH Regional Support Command	77TH RSC
1H	311TH Corps Support Command	311TH TNG SPT
1K	94TH Regional Support Command	94TH RSC

**Table 3–8
Command codes within NCOERS—Continued**

1L	3D Medical Command	3D MEDCOM
1U	99TH Regional Support Command	99TH RSC
21	100TH Division (Institutional Training)	100TH DIV (IT)
22	108TH Division (Institutional Training)	108TH DIV (IT)
23	412TH Engineer Command	412TH ENCOM
24	87TH Division Training Support	87TH DIV TRNG SPT
25	65TH Regional Support Command	65TH RSC
27	335TH Signal Command	335TH SIG CMD
29	Second Army, State Military Support Office	2ND ARMY, MIL SPT OFC
2D	143RD Transportation Corps Brigade	143D TRANSCOM
2H	81ST Regional Support Command	81ST RSC
31	311TH Theater Signal Command	311TH TSC
42	84TH Division (Institutional Training)	84TH DIV (IT)
43	85TH Division (Institutional Training)	85TH DIV (IT)
44	425TH Transportation Corps Brigade	425TH TRANSCOM
45	300TH Military Police Command (Prisoner of War)	300TH MP CMD (POW)
46	416TH Engineer Command (Construction)	416TH ENCOM
47	19TH Training Support Command	19TH TRNG SPT CMD
4H	88TH Regional Support Command	88TH RSC
4K	244TH Aviation Brigade	244TH AVN BDE
51	95TH Division (Institutional Training)	95TH DIV (IT)
53	377TH Support Brigade	377TH TSB
56	75TH Division (Exercise)	75TH DIV (EX)
59	Fifth Army, State Military Support Office	5TH ARMY, MIL SPT OFC
5C	89TH Regional Support Command	89TH RSC
5Q	90TH Regional Support Command	90TH RSC
61	91ST Division (Training Support)	91ST DIV TRNG SPT
62	104TH Division (Institutional Training)	104TH DIV (IT)
6B	63RD Regional Support Command	63RD RSC
6C	311TH Support Command (CORPS)	311TH COSCOM
6F	96TH Regional Support Command	96TH RSC
6G	70TH Regional Support Command	70TH RSC
AE	Army Acquisition Executive Support Agency	AAESA
AG	The Adjutant General	TAGO
AP	U.S. Army Reserve Personnel Command	AR-PERSCOM
AR	Army Reserve	ARMY RESERVE
AS	U.S. Army Intel & Sec Command	INSCOM
AU	U.S. Army Audit Agency	USAAA
CB	U.S. Army CI Command	USACIC
CE	U.S. Army Corps of Engineers	COR ENGR
CM	U.S. Army Information Systems Command	ISEC
CS	Army Staff	OCSA
CZ	U.S. Army Information Systems Command	ISEC

**Table 3–8
Command codes within NCOERS—Continued**

D1	Defense Finance and Accounting Service	DFAS
DF	Department of Defense Agencies	DEFAGCY
DJ	U.S. Special Operations Command and Subordinate Commands	JNT SOC
ER	U.S. Army Reserve, Europe	USARE
FC	U.S. Army Force Command	FORSCOM
FS	U.S. Army Signal Command	USASIGCM
FZ	FORSCOM GD Forces	GFRE
GB	Title 10 Soldiers working for Guard Bureau	NATL GRD
HR	COMP01 managed by USARC	HQ USARC
HS	Health Services Command	HSC
J1	U.S. Army Element Supreme HQ Allied Powers Europe	SHAPE
JA	Joint Activities (LESS SHAPE)	JNT ACTS
KR	KOREA	KOREA
MA	U.S. Military Academy	USMA
MB	U.S. Army Dental Activities	DSSADAC
MC	U.S. Army Medical Center and School	MEDCTRSC
MD	The Surgeon General	TSGO
ME	U.S. Army Health Promo and Preventive Medicine	CTRHPPM
MH	U.S. Army MED Command HQ	MEDCOMHQ
ML	U.S. Army Area Dental Laboratories	USADELB
MM	U.S. Army Health Service	HSSAMEDC
MP	U.S. Army Total Army Personnel Command	PERSCOM
MR	U.S. Army Material and Research Command	USAMRMC
MT	Military Traffic Management Command	MTMC
MV	U.S. Army Veterinary Command	USAVETCOM
MW	U.S. Army Military District of Washington	USA MDW
NG	National Guard Soldiers that do not fit into Code GB	NATL GRD
OT	Unilateral Command	UNL CMD
P1	U.S. Army Pacific	USARPAC
P8	8TH U.S. Army	8TH ARMY
P9	U.S. Army, Pacific Reserve Unit IX Corps	IX CORPS
PR	Pacific Reserve Units	PACIFIC RESERVE
S9	U.S. Army Special Operations Command Administrative Office	USASOC
SA	Office, Secretary of Army	OSA
SB	Field Operating Agencies of the Secretariat	OSA FOA
SC	2ND Psychological Operations Group	2ND PSY OPS
SD	5TH Psychological Operations Group	5TH PSY OPS
SE	7TH Psychological Operations Group	7TH PSY OPS
SF	351ST Civil Affairs	351ST CA
SG	352ND Civil Affairs	352ND CA
SH	353RD Civil Affairs	353RD CA
SI	The Army Staff – Intelligence	DAMI
SJ	358TH CA BDE	358TH CA BDE

Table 3-8
Command codes within NCOERS—Continued

SK	361ST CA BDE	361ST CA BDE
SL	The Army Staff – Logistics	DALO
SM	422ND CA BDE	422ND CA BDE
SO	The Army Staff – Operations and Plans	DAMO
SP	U.S. Army Special Operations Command	USASOC
SS	NONDEPT Army MGMT HQ Activity (SSA of the Secretariat)	SSA OF OSA
SU	U.S. Army South	USARSO
SX	The Army Staff – Personnel	ARMY STAFF
SZ	Special Staff	SPEC STF
TA	U.S. Army Recruiting Command	USAREC
TC	U.S. Army Training and Doctrine Command	TRADOC
TM	U.S. Army Military Entrance Processing Command	MEPCOM
TZ	TRADOC SUBCMD - Active Army Soldiers in support of RES COMP	TRADOC
U1	3D Air Traffic Control Battalion	31 TC BN E
U2	5TH Signal Command	5 SIG CMD
U3	66TH Military Intelligence Brigade	66 MI BDE
U4	53RD Support Group	53D ASG
U5	266TH Theater Finance Center	266 TFC
U6	80TH Support Group	80TH ASG
U7	98TH Support Group	98TH ASG
U8	100TH Support Group	100TH ASG
U9	104TH Support Group	104TH ASG
UA	U.S. Army Europe and 7TH Army	USAREUR7
UB	V Corps Artillery	VCORARTY
UC	1ST Personnel Command	1PERSCOM
UD	3RD Corps Support Command	3 COR SPT C
UE	12TH Aviation Brigade	12 AVN BDE
UF	7TH Signal Brigade	7 SIG BDE
UG	69TH Air Defense Artillery Brigade	69TH ADA BDE
UH	18TH Military Police Brigade	18 MP BDE
UI	22ND Signal Brigade	22 SIG BDE
UJ	1ST Transportation Movement Control Agency	1ST TMCA
UK	U.S. Army Special Forces Detachment	USASFDET
UL	7TH Army Training Command	7TH ATC
UM	U.S. Army Southern European Task Force	SETAF
UN	130TH Engineer Brigade	130 EGR BD
UO	11TH Aviation Group	11 AVN GP
UP	7TH Medical Command	7 MEDCOM
UQ	32ND Army Air Defense Command	32 AADCOM
UR	21ST Theater Area Command and 5TH Tactical Company	21ST TAACOM
US	V Corps (Nondivisional Units)	V CORPS
UT	205TH MI Bridgade	205 MI BDE
UU	1ST Armored Division	1 ARMD DIV

Table 3–8
Command codes within NCOERS—Continued

UV	30TH Medical Brigade	30 MED BDE
UW	Special Troops V Corps	SP TRPS VCOR
UX	3ND Infantry Division	3 INF DIV
UZ	Miscellaneous Activities	MISC ACT

3–10. Notifications

See figure 3–3 for a sample format of a reviewer’s non-concurrence enclosure.

(Letterhead)

(DATE)

(Office Symbol) (MARKS Number)

MEMORANDUM FOR RECORD:

SUBJECT: NCOER Nonconcurrency Memorandum For:
(Rated NCO's Name, Rank, SSN and period of report)

As the reviewer during the period in question I nonconcur with the (rater's and/or senior rater's) evaluation of (name of rated NCO). I submit the following to clarify the situation and indicate what I consider to be the proper evaluation of performance and/or potential. I... (submit your evaluation)...

(Signature Block)

Figure 3-3. Sample format of a reviewer's non-concurrence enclosure

Chapter 4

Academic Evaluation Report Forms and Preparation

Section I

DA Form 1059 Service School Academic Evaluation Report

4-1. Purpose and process

a. Purpose. Academic Evaluation Reports (AER) are prepared for Soldiers who take part in resident and nonresident training at service schools and noncommissioned officer (NCO) academies. A DA Form 1059 is required for Active Army, Reserve Component personnel, and personnel of other services taking courses at Army service schools, Department of Defense (DOD)-sponsored schools, NCO academies, allied nation schools, and Reserve Component chaplain candidates (see AR 623-3 for policy and schools). A DA Form 1059 is used to document an Army service member's participation in courses outlined in AR 623-3. For submission requirements, see AR 623-3, paragraphs 3-52 and 3-53.

b. Process. Information required to complete AERs for students attending service schools and installation NCO academies is described in table 4-1. The reporting official is responsible for the accuracy of the information in the completed AER. See appendix B, for Human Resource Center Addresses.

c. Sample form. See figure 4-1 for a sample of this form.

4-2. Administrative data (Items 1-10)

Part I is for administrative data and for identifying the rated officer, noncommissioned officer, the type of course attended, the period of the report, the reason for submitting the report, and explanation of non-rated periods. Part I is completed by rating official or rating official's designated representative.

Table 4-1 Administrative data

AER Item: 1 - Name

Action Required: Enter Soldier's LAST, FIRST, MI (ALL CAP)

Reference: None

AER Item: 2 - SSN

Action Required: Enter Soldier's SSN 9 digits (XXX-XX-XXXX)

Reference: None

AER Item: 3 - Grade

Action Required: Use 3-character code (680-29). Examples: SGT, MSG, CW2, CPT, COL

Reference: AR 680-29

AER Item: 4 - Branch

Action Required: Use 2-character code (AR 680-29) reflecting basic branch for commissioned officers or management group for warrant officers as shown in Section I, career field on DA Form 4037 (Officers Records Brief).

Reference: AR 680-29

AER Item: 5 - Specialty/MOSC

Action Required: Enter the AOC codes for commissioned officers (example 12/54), see DA Pam 611-21. For warrant officers and enlisted personnel enter the individual's Primary MOS (See section I, ORB (DA Form 4037) and Section I, ERB): DA Pam 611-21.

Reference: DA Pam 611-21

AER Item: 6 - Course Title

Action Required: Enter course title (include class number and year). For resident officer career development course, indicate in the space provided the military education code as follows:

Reference: None

AER Item: 7 - Name of School

Action Required: Enter name of school

Reference: None

AER Item: 8 - Comp

Action Required: Enter component of the Soldier. Enter RA, ARNG, or USAR

Reference: None

AER Item: 9 - Referred report

Action Required: If the report is a referred report in accordance with AR 623-3, chapter 3-35, then the rater will mark the first box in Part 9. The report will then be given to the rated Soldier for signature/validation and placement of an "X" in the appropriate box. ("NO" if the rated Soldier does not wish to make comments or "YES" if the rated Soldier is going to attach comments).

Reference: AR 623-3, chapter 3-35

AER Item: 10 - Duration of Course

Action Required: Enter the From date (beginning date of the course) and the Thru date (last date of the course). (YYYYMMDD)

Reference: None

AER Item: 11 - Authentication

Action Required: This section will be prepared and signed by the rater and reviewer and the rated Soldier. The commandant or an authorized representative will review and sign the report. The rated Soldier will sign the report prior to school departure but after the rater and reviewer have signed the report. If the Soldier is unavailable for signature or refuses to sign the report, add the following comments "Rated Soldier unavailable for signature" or "Rated Soldier refuses to sign." in Item 14.

Reference: None

4-3. Performance summary (Item 11)

a. This item must be completed for all officer and enlisted courses except for students released from a course for no fault of their own, approved retirement, or resignation from a course for no fault of their own, approved retirement, or

resignation from the service, which will be explained in item 14. Performance summary is intended to measure the level of performance of each student against the course standards. The rating official will identify each student's level of performance by placing an "X" beside the most appropriate entry as described below:

(1) "Exceeded course standards" - For those students whose overall course achievement are significantly above the standards of the course. The category is restricted to those students who are considered deserving by the commandant, but will not exceed 20 percent of the class enrollment.

(2) "Achieved course standards" - For those students who achieved the overall acceptable course standards.

(3) "Marginally achieved course standards" - For those students who achieved with difficulty, the minimum acceptable course standards as identified in the course grading plan.

(4) "Failed to achieve course standards" - self-explanatory.

b. Comments are required, (1), (3), and (4) above, must be in detail to justify the level of performance indicated. Use item 14 for supporting comments. Over-stamping with "Distinguished Graduate", "Honor Graduate", "Commandant's List," or any other over-stamping or highlighting is prohibited.

c. If MARGINALLY ACHIEVED or FAILED TO ACHIEVE is checked see AR 623-3, chapter 3-35 for referred reports.

4-4. Demonstrated abilities (Item 12)

a. This item must be completed for all officer and enlisted courses. Indicate the level of performance by placing an "X" beside the appropriate entry as described below:

(1) A "superior" rating indicates the student has demonstrated an ability that is significantly above the standard.

(2) A "satisfactory" rating indicates the student has demonstrated an acceptable level of proficiency.

(3) A "unsatisfactory" rating is self-explanatory.

(4) A "not evaluated" rating is self-explanatory.

b. Comments, where required (1) and (3), above), must be in detail to justify the level of proficiency indicated. Use item 14 for supporting comments. If UNSAT is checked see AR 623-3, paragraph 3-35.

4-5. Academic potential (Item 13)

a. Indicate the student's potential for selection to the next higher level of schooling/training. If "NO" is checked see AR 623-3, paragraph 3-35. This pertains to the normal career progression/professional development courses as follows:

(1) Commissioned officers; advanced course, ILE, and Senior Service College.

(2) Warrant officers; Master Warrant Officer Training.

(3) Enlisted personnel; basic, advanced, and Sergeants Major Course.

b. The evaluation should assess the student's—

(1) Ability to apply the knowledge derived from the school.

(2) Potential compared to students with similar experiences and motivation.

(3) Ability to contribute to group discussions.

4-6. Rating official comments (Item 14)

a. Comments are required concerning the capabilities, potential, or limitations of the student to include achievements and awards. Explain entries requiring further description and enter additional comments.

b. In particular, comments should be made if the student—

(1) Displayed exceptional potential; demonstrated any exceptional capabilities, aptitudes, or limitations which should be considered in future selection/assignments.

(2) Lacked ability or motivation.

(3) Demonstrated moral or character deficiencies.

(4) Failed to respond to recommendations for improving academic or personal affairs.

(5) Was released from student status through no fault of his own (for example, medical, compassionate) and is recommended for reinstatement in the course.

(6) Was released from student status based on an approved retirement or resignation.

(7) Was required to appear before an academic board.

(8) Is on dual component status (see para 4-4d).

c. If appropriate, comments should also be made if the student has demonstrated the potential to be a service school instructor.

d. For students in Senior Warrant Officer Training Courses, enter as appropriate: "Officer (is) (is not) determined to be tactically and technically certified to serve as a Senior Warrant Officer in MOS _____."

e. For students in Master Warrant Officer training courses, enter as appropriate: Officer (is)(is not) determined to be tactically and technically certified to serve as a Master Warrant Officer in MOS _____.

f. For students who are awarded the Master of Strategic Studies degree, enter: “Student is awarded the Master of Strategic Studies degree”.

4–7. Referred reports

a. See AR 623–3, paragraph 3–35 for policy to determine whether an AER report is referred or requires an addendum.

b. After signing a referred report or completing an addendum, the reviewing official will forward the report/addendum to the student, via a memorandum, for acknowledgement and comment. The reviewer will ensure that the provisions of AR 623–3, chapter 3, section V, Academic Evaluation Reports (AER) responsibility have been followed. The student will acknowledge receipt of the referred report or addendum and will mark the “Yes”, comments attached or “No” box in Item 9. The student may enclose a comment or statement if they feel that the rating or remarks are incorrect. The student’s statement must be factual. The referral memorandum and acknowledgement are forwarded with the report to HQDA.

(1) Comments or statements by the student do not constitute an appeal. Appeals are filed and processed separately as outlined in AR 623–3, chapter 6.

(2) If the student has departed the school under circumstances that preclude immediate referral of a report a copy will be sent by certified return mail directly to the student marked “Personal in Nature,” or send a copy to the student’s commander for acknowledgment and comment. If the student fails to acknowledge receipt of the report in the time period specified (a reasonable suspense period), the certified mail number will constitute acknowledgment.

Section II

DA Form 1059–1 Civilian Institution Academic Evaluation Report

4–8. Purpose and process

a. *Purpose.* Civilian Institution Academic Evaluation Reports (AER). See AR 623–3 for policy pertaining to the AER and under what circumstances a DA Form 1059–1 will be prepared. These reports are generally prepared for Soldiers who take part in resident and nonresident training at civilian institutions. A DA Form 1059–1 is required for Active Army, Reserve Component personnel:

(1) Participating in full-time (on duty) degree programs at an educational, medical or industrial institution

(2) Active Army personnel participating in a part-time (after duty) degree program.

b. *Process.* Information required to complete AERs for students attending civilian institutions is described in Table 4–2. The reporting official is responsible for the accuracy of the information in the completed AER. See appendix B Human Resource Center Addresses and AR 623–3 for submission requirements and policies.

c. *Sample form.* See figure 4–2 for a sample of this form.

4-9. Reporting the civilian academic evaluation report

See table 4-2 for information pertaining to Civilian Academic Evaluation Report Processing.

Table 4-2

Civilian Academic Evaluation Report Processing

AER Item: 1 - Name

Action Required: Last name, first name, middle initial (ALL CAPS)

Reference: None

AER Item: 2 - SSN

Action Required: Enter Soldier's SSN 9 digits (XXX-XX-XXXX)

Reference: None

AER Item: 3 - Grade

Action Required: Use 3-character code (AR 680-29). Examples: SGT, MSG, CW2, CPT, COL

Reference: AR 680-29

AER Item: 4 - Branch

Action Required: Use 2-character code (AR 680-29) reflecting basic branch for commissioned officers or management group for warrant officers as shown in item 11, DA Form 2B (Personnel Qualification Record, Part 1 - Warrant Officer). Leave blank for enlisted Soldiers.

Reference: AR 680-29

AER Item: 5 - Specialty/MOSC

Action Required: Enter the AOC codes for commissioned officers (example 12/54), see DA Pam 611-21. For warrant officers and enlisted personnel enter the individual's Primary MOS (See section II, Item 8, DA Form 2B or Section II: item 4, DA Form 2A (Personnel Qualification Record, Part I — Enlisted): DA Pam 611-21.

Reference: DA Pam 611-21

AER Item: Item 6 - Component

Action Required: Enter component of the Soldier. Enter RA, ARNG or USAR

Reference: None

AER Item: 7 - Applicable Regulation

Action Required: Identify the regulation that outlines the degree program under which the student participated.

Reference: None.

AER Item: 8 - Referred Report

Action Required: If the report is a referred report in accordance with AR 623-3, chapter 3-35, then the rater will mark the first box in Part 8. The report will then be given to the rated Soldier for signature/validation and placement of an "X" in the appropriate box. ("NO" if the rated Soldier does not wish to make comments or "YES" if the rated Soldier is going to attach comments).

Reference: AR 623-3, chapter 3-35

AER Item: 9 - Duration of Course

Action Required: Enter the from date (beginning date of the course) and the Thru date (last date of the course). (YYYYMMDD)

Reference: None

AER Item: 10 - Name and address of civilian institution

Action Required: Enter the name and address of civilian institution.

Reference: None

AER Item: 11 - Evaluation

Action Required: The dean, department chairman, faculty advisor, or a responsible official of the civilian institution will evaluate the student. This will include an accurate and complete description of the subject area of study. The dean, department chairman, faculty advisor, or a responsible official of the civilian institution will date, type name, title and telephone number and then sign the evaluation.

Reference: None

AER Item: 12 - Did student successfully complete the course?

Action Required: Check the appropriate box

Reference: None

Table 4-2
Civilian Academic Evaluation Report Processing—Continued

AER Item: 13 - Reviewer Comments

Action Required: This section will be completed and reviewed by HQDA, Chief, National Guard Bureau, or the Installation Education Services officer prior to inclusion in the student's OMPF. Comments are required concerning the reason for an individual's release from a degree program (that is, approved retirement, resignation from the service, or through no fault of his or her own). The reviewer will date, type name and title and then sign the evaluation.

Reference: None.

AER Item: 14 - Authentication

Action Required: This section will be prepared and signed by the rater and reviewer and the rated Soldier. The commandant or an authorized representative will review and sign the report. The rated Soldier will sign the report prior to school departure but after the rater and reviewer have signed the report. If the Soldier is unavailable for signature or refuses to sign the report, add the following comments "Rated Soldier unavailable for signature" or "Rated Soldier refuses to sign." in Item 14.

Reference: None

Chapter 5

Evaluation Forms Preparation and Forwarding

Section I

Preparing and Forwarding Officers Evaluation Reports and Noncommissioned Evaluation Reports

5-1. Officer evaluation report and noncommissioned evaluation report preparation and copying

a. Processing. If sent in hard copy, DA Forms 67-9 OER and DA Form 2166-8 NCOER will be typed, or printed, using a laser or dot matrix printer, in either pica (10 pitch) or elite (12 pitch) type face or 12 point for computers. The most commonly accepted fonts for electronically generated forms are CG Times or Times New Roman. Bolding and compressed type face or spacing will not be used. A clear original is required so that legible copies of the report can be given to both the rated officer's or noncommissioned officer's Official Military Personnel File (OMPF) at HQDA. The only electronically generated DA Form 67-9 and DA Form 2166-8 series forms authorized are those forms designed and distributed by the Army Publishing Directorate and applications approved by them. Evaluation reports will be printed on one sheet of paper, front and back, and head to head. Good quality paper must be used. Evaluation reports submitted on poor quality and tissue thin paper will be returned. Authorized abbreviations may be used; however, avoid acronyms. Facsimile signatures are not authorized.

b. Copying. Each rated officer or NCO will be given a copy of each OER/NCOER by the senior rater or senior rater's designated representative once it has been completed and processed locally. This copy may be either an electronic or machine-reproduced paper copy of the original OER/NCOER. Rated officers or noncommissioned officers who fail to receive a copy of their evaluation after the close of the reporting period should request a copy from:

- (1) Their senior rater or administrative section.
- (2) Their appropriate Active, Reserve points of contact enumerated in appendix B.
- (3) Official Military Personnel File (OMPF)

(a) Active and Reserve Component available thru *iPERMS (Integrated Personnel Electronic Records Management System)* online at <https://iPERMS.army.mil>.

(b) Army National Guard available thru *iPERMS* at <https://statepermsompf.hoffman.army.mil>. When ARNGUS officer and enlisted military personnel records are filed on *iPERMS*, paper copies should be returned to the Soldier. The *iPERMS* record is the Soldier's Official Military Personnel File (OMPF). The *iPERMS* record should also be used by the Human Resource Office (HRO) as the Soldier's Career Management Information File as AGR management files.

5-2. Officer evaluation report and noncommissioned evaluation report forwarding requirements

a. Tasks. The responsible senior rater, senior rater's designated representative, or unit administrative office will provide the rated officer or noncommissioned officer a copy of the completed OER or NCOER. Confidentiality will be ensured. The unit will mail a copy to the forwarding address or Army Knowledge On-Line address if the rated officer or noncommissioned officer departs the organization before receiving a copy of the completed report. The Battalion/Brigade S-1 or unit administrative office will retain an additional electronic or printed copy in suspense for 120 days for use if the rated individual does not receive a copy. The senior rater, senior rater's designated representative, or unit administrative office will ensure that:

- (1) Reports are complete and administratively correct.

(2) Reports (OER, NCOER, and AER) must be forwarded to reach HQDA (see appendix B for addresses and points of contact) within the period up to 90 days after the thru date on the report.

(3) The centralized selection, promotion and school boards schedule must be closely monitored to ensure eligible reports, both mandatory and optional, are forwarded to HQDA in sufficient time to be included in the board file.

b. Processing. Reports are processed, profiled, and processed in order of receipt at HQDA. If applicable, HQDA electronically generated labels are applied to the reports based on the date received at HQDA regardless of the “Thru” date of the report and the senior rater signature date (unless senior rater profile restart is involved (see AR 623–3, para 3–13 for senior rater profile restarts)).

c. Sequencing (if applicable). Senior raters are responsible for ensuring OER reports process at HQDA in the desired sequence. Reports failing to process in the sequence desired by the senior rater are not a basis for appealing the report.

d. Enclosures.

(1) No enclosures, other than those authorized by AR 623–3, chapters 2 and 3 will be forwarded to HQDA.

(2) Medical examinations, consultation sheets, or other documents containing official medical opinions or diagnoses will not be attached as enclosures to a report. These will be processed under established medical procedures.

(3) When a paper copy enclosure is used in the above cases, it will be prepared on 8 1/2 by 11 inch bond paper and attached to the report. The enclosure will contain:

(a) The rated officer’s full name, SSN, and grade.

(b) The period of report.

(c) The signature of the originator.

5–3. Officer evaluation report and noncommissioned evaluation report submission to HQDA by Forms Content Management Program

The Army Publishing Directorate’s Forms Content Management Program (FCMP) provides an Army enterprise solution to manage business workflow – the lifecycle of transaction-based information currently managed by forms. FCMP includes software to provide an electronic approval capability for forms and non-forms-based transactions. FCMP will replace the FormFlow software with the modern PureEdge electronic forms package. FCMP is accessible behind the AKO portal. To see the latest standard operating procedures, see the current Web sites listed in appendix B.

5–4. Officer evaluation report and noncommissioned evaluation report submission to HQDA by digital transmission or via e-mail

This program is an evolving program that provides an alternate method of getting OERs and NCOERS to AHRC (other than U.S. mail, overnight mail, or courier) while maintaining a quality evaluation in an officer’s or noncommissioned officer’s Official Military Personnel File (OMPF). To view the latest standard operating procedures for these applications (to include authorization instructions for OER by e-mail program), see the current websites listed in appendix B. Once operational, FCMP will be an authorized application for military evaluations.

5–5. Officer evaluation report and noncommissioned evaluation report and noncommissioned officer evaluation report submission to HQDA by mail

a. Officer evaluation report Submission. The Senior Rater, Senior Rater’s Designated Representative, S–1, or unit Administrative office will ensure that:

(1) OER Reports are complete and administratively correct and forwarded to HQDA in the desired sequence.

(2) The original copy of an evaluation report is transmitted electronically using AKO My Forms or placed unfolded in an envelope and with letter of transmittal and forwarded to AHRC (see app B).

(a) Address for forwarding Active Duty Officer Evaluation Reports and subsequent addendums: Army Human Resources Command - Alexandria, ATTN: AHRC–MSE–R 200 Stovall Street, Alexandria, VA 22332–0442 Phone: DSN 221–4200/7789 or commercial (703) 325–4200/7789.

(b) Forward United States Army Reserve officer and warrant officer OERs to: Army Human Resources Command - St. Louis ATTN: AHRC–PAV–EO 1 Reserve Way St. Louis, MO 63132–5200 Phone: DSN 892–0676/0576 or commercial (314) 592–0676/0576/0377

(c) Forward ARNGUS title 10 officer and warrant officer OERs to: NGB–ARP–C OER Section National Guard Bureau, ARNG Readiness Center ATTN: NGB–ARP–C (OER Section) 111 South George Mason Drive Arlington, VA 22204–1382.

(d) Forward OER reports for ARNGUS non title 10 AGR officers and warrant officers and subsequent addendums to: State Adjutant General (Insert State) Officer of the Chief, Army Reserve ATTN: DAAR–PE Washington, DC 20310

b. Noncommissioned evaluation report submission.

(1) NCOERs must be complete and administratively correct.

(2) The original NCOER report and enclosures authorized by AR 623–3, chapter 2 are placed unfolded in an envelope and forwarded via first-class mail to:

(a) Address for forwarding Active Duty NCOERs and subsequent addendums: Army Human Resources Command - Indianapolis ATTN: AHRC-EEC 8899 East 56th Street Indianapolis, IN 46249

(b) Forward United States Army Reserve NCOERs and subsequent addendums to: Army Human Resources Command - St. Louis ATTN: AHRC-PAV-EO 1 Reserve Way St. Louis, MO 63132-5200 Phone: DSN 892-0676/0576 or commercial (314) 592-0676/0576/0377

(c) Forward ARNGUS title 10 NCOERs to: NGB-ARP-C OER Section National Guard Bureau, ARNG Readiness Center ATTN: NGB-ARP-C (OER Section) 111 South George Mason Drive Arlington, VA 22204-1382.

(d) NCOER reports for ARNGUS non title 10 AGR NCOs will be forwarded to: State Adjutant General (Insert State) Officer of the Chief, Army Reserve ATTN: DAAR-PE Washington, DC 20310

Section II

Preparing and Forwarding Academic Evaluation Reports

5-6. Academic evaluation report preparing and copying

a. *Preparing.* When sent in hard copy, DA Forms 1059 and DA Form 1059-1 AER will be typed, or printed, using a laser printer, in either pica (10 pitch) or elite (12 pitch) type face or 12 point for computers. The most commonly accepted fonts for electronically generated forms are CG Times or Times New Roman. Bold and compressed type face or spacing will not be used. A clear original is required so that legible copies of the report can be given to both the rated officer and the microfiche files at HQDA. The only electronically generated DA Form 67-9 and DA Form 2166-8 series forms that are authorized, are the forms designed and distributed by the Army Publishing Directorate. Evaluation reports will be printed on one sheet of paper. Good quality paper must be used. Evaluation reports submitted on poor quality and tissue thin paper will be returned. Authorized abbreviations may be used; however, avoid acronyms. Facsimile signatures are not authorized. Signatures will be in black ink only.

b. *Copying.* Each rated officer or NCO will be given a copy of the AER by the military or civilian academic institution's designated representative once it has been completed by the proper officials and processed locally. This copy may be either an electronic or machine-reproduced paper copy of the original. Once submitted to HQDA, AERs are reviewed and sent directly to the individual recipient's OMPF. Rated officers or noncommissioned officers who fail to receive a copy of their evaluation after the close of the reporting period should request a copy from:

- (1) Their academic advisor or administrative section.
- (2) Their appropriate Active, Reserve points of contact enumerated in appendix B.
- (3) Official Military Personnel File (OMPF)

(a) Active and Reserve Component available thru *iPERMS (Integrated Personnel Electronic Records Management System)* on-line at <https://iPERMS.army.mil>.

(b) Army National Guard available thru *iPERMS* at <https://statepermsompmf.hoffman.army.mil>. When ARNGUS officer, warrant officer, and enlisted military personnel records are filed on *iPERMS*, paper copies should be returned to the Soldier. The *iPERMS* record is the Soldier's Official Military Personnel File (OMPF). The *iPERMS* record should also be used by the Human Resource Office (HRO) as the Soldier's Career Management Information File as AGR management files.

5-7. Academic evaluation forwarding

Academic evaluation report (AER) submission for Service School academy commandants, civilian institution preparing officials, or unit/school Administrative office will ensure that:

a. AERs will be forwarded to HQDA or appropriate non US Army Service address NLT 90 days after the course completion date (or students release whichever comes first) using the addresses listed at appendix B.

b. All significant information that can be evaluated must be reported. The same care and attention must be exercised in preparing this report as is exercised in preparing OERs and NCOERs.

c. Evaluation reports (OERs or NCOERs) must be submitted for individuals assigned a principal duty before the start of a course, between coursed, or after a course. An OERs and NCOERs will be mailed to the appropriate HQDA addresses below or Non U.S. Army addresses enumerated in appendix B.

d. The original AER and enclosures authorized by AR 623-3 are placed unfolded in an envelope and forwarded via first-class mail to those addresses listed in appendix B.

e. If a lieutenant's source of commissioning is Reserve Officer Training Corps (ROTC), upon completion of a military Officer Basic Course, send one copy of the AER to the region for the school from which the individual officer was commissioned.

- (1) Commander, Eastern Region, USACC ATTN: ATOE-TR Building 203, Old Ironsides Fort Knox, KY 40121.
- (2) Commander, Western Region, USACC ATTN: ATOW-TR Box 339500-MS 83 Fort Lewis, WA 98433-9500.

Table 5-1
Sponsoring agency addresses

Sponsoring Agency	Address
For Active Army officer personnel (except AMEDD, JAGC and chaplains) - CG, Army Human Resource Command.	Officer Personnel. Commander, Army Human Resource Command, ATTN: AHRC-OPB-D, Alexandria, VA 22332-0400
For Active Army enlisted personnel (except AMEDD, JAGC and chaplains) - CG, Army Human Resource Command.	Enlisted personnel. Commander, Army Human Resource Command, ATTN: AHRC-EPT, Alexandria, VA 22331-0400
For Army Medical Department (AMEDD) officers and enlisted personnel - The Surgeon General.	Commander, AMEDD Student Detachment, Academy of Health Sciences, U.S. Army, Fort Sam Houston, TX 78234
For JAGC officers and officers for whom JAGC is the control branch - The Judge Advocate General.	Judge Advocate Recruiting Office, 1777 North Kent Street, Suite 5200, Rosslyn, VA 22209-2194
For chaplains - Office of the Chief of Chaplains.	Office of the Chief of Chaplains, ATTN: DACH-DMI, 1421 Jefferson Davis Highway, Arlington, VA 22202-3259
For Army National Guard personnel - The Chief, National Guard Bureau.	Army National Guard Schools Branch, ARNG Operating Activity Center, BLDG. E4430, Edgewood Area, Aberdeen Proving Ground, MD 21010-5001

Section III

Addendum Preparation and Forwarding (Officer Evaluation Report and Academic Evaluation Report)

5-8. Preparing an addendum to a previous report

a. If rating officials become aware of verified derogatory information that would have resulted in a lower evaluation of the rated individual, they will submit an addendum to the previous report (see AR 623-3, para 3-41 and 3-42). The first commander, in the chain of command, receiving the new information will ensure that all members of the original rating chain are aware of it and allowed to comment. If none of the original rating officials want to change or add to the original OER, no addendum will be prepared. If all conditions of AR 623-3, paragraph 3-41 and 42 (an addendum is warranted) rating officials will refer the report (OER or AER) to the rated individual for acknowledgement/comments.

b. The addendum will be prepared as shown in figure 5-1. It will contain the rated individual's grade, SSN, and the period of the report to which it applies. It will also state that all members of the rating chain have been allowed added comments; and it will list those who did not want to comment.

c. The commander's responsibility is only to coordinate the submission of the addendum. They may not add comments to the addendum unless they were a member of the original rating chain.

5-9. Steps for preparing an addendum

A sample of the addendum is shown in figure 5-1. Steps for preparing an addendum are outlined in table 5-1.

(Letterhead)

(Office Symbol) (Marks Number)

(Date)

MEMORANDUM FOR See Appendix B for correct Personnel Center Address
(use name address where OER/AERs are sent)

SUBJECT: Modification to a Previously Submitted OER/AER (Rated officer's
name, grade, SSN, period of report)

1. The information described in the enclosures became known or was verified after the submission of the above indicated OER.
2. Each member of the original evaluation chain was made aware of this new information. After considering this information, the original (rater, intermediate rater, senior rater) decided that the information is significant enough to warrant additional comments. Their comments are at enclosures 1, 2, and so forth.
3. A copy of my referral to the rated officer is also enclosed. The rated officer's acknowledgment and comments are at enclosure ___ (or the rated officer has failed to respond).

Enclosures

*(Signature block of first Commander
aware of verified derogatory information)*

Figure 5-1. Addendum Format

Table 5–2**Addendum preparation**

Step	Work Center	Action Required
1	Rating Chain	Upon receipt of previously unknown or unverified derogatory information, contact the BN/BDE S–1 or Administrative Office assistance in determining if an addendum is appropriate or authorized (see AR 623–3, paras 3–41 and 3–42).
2	BN/BDE S–1 or Administrative Office	Identify previously submitted evaluation reports covering the period pertaining to the newly received derogatory information.
3	Commander	Ensure information is accurate and verified.
4	BN/BDE S–1 or Administrative Office	Identify the rating chain that prepared the previously submitted report. Provide the newly received information to each rating chain member and determine if any member desires to comment.
5	BN/BDE S–1 or Administrative Office	If no rating chain member desires to comment on the new information, close the matter as completed action. If any member chooses to comment, prepare addendum comments using the format shown in figure 5–1. Ensure that separate addendums are prepared for each rating official submitting comments.
6	BN/BDE S–1 or Administrative Office	An addendum must be referred to the rated officer following the procedures outlined in para 5–8. The referring official must be the current unit commander. They may not submit addendum comments unless they were a member of the original rating chain. The referral letter should follow the format provided in figure 5–1.
7	BN/BDE S–1 or Administrative Office	When all administrative processing procedures have been completed, prepare a forwarding memorandum for the commander’s signature as shown in figure 5–1.
8	Commander	Sign the final addendum that will be prepared for forwarding to HQDA. Include comments from all rating officials if provided. No comments will be submitted unless they were a member of the original rating chain.
9	BN/BDE S–1 or Administrative Office	Using the commander’s forwarding memorandum, forward all addendum, the commander’s referral letter, and the rated individual’s acknowledgment/comment (or the commander’s statement of failure to acknowledge, if appropriate) to the appropriate address indicated at appendix B.

Chapter 6 Constructing an Evaluation Report Appeal

6–1. Deciding to appeal

a. An appellant who perceives that an evaluation report is inaccurate in some way has the right to appeal for redress to the appropriate agency. However, before actually preparing an appeal, an objective analysis of the report in question should be made.

b. Review the evaluation report and version of AR 623–1 and AR 623–3 that was in effect on the “Thru” date of the report in question, along with this appendix and chapter 6 of the current regulation. Call or visit your career management officials at HQDA to determine whether an appeal is advisable. Local Staff Judge Advocate and Battalion or Brigade S–1, or appropriate administrative personnel are also available to advise and provide assistance in the preparation of an appeal. AR 623–3, section II, paragraphs 6–3 through 6–5, and table 6–1, provide guidance for a rated individual to request a Commander’s Inquiry.

c. Be realistic in the assessment of whether or not to submit an appeal.

(1) An evaluation report which is inconsistent with others in an OMPF does not mean that it is inaccurate or unjust. Some individuals do not perform certain duties as well as others and this is one of the things that the evaluation reporting system should indicate.

(2) Appealing an evaluation report on the sole basis of a self-authored statement of disagreement will not be successful. Likewise, statements from rating officials claiming that they did not intend to evaluate as they did will not, alone, serve as the basis for altering or withdrawing an evaluation report.

(3) Careful consideration should be given before submitting an appeal of an evaluation report in which the narrative portions are positive, but the numerical markings or box checks are less than the maximum. HQDA expects rating officials to evaluate subordinates based on their own individual conscience and judgment. It is extremely difficult to successfully appeal a report of this nature without compelling evidence to support the appellant.

d. The weight accorded to evidence is critical to the success of an appeal. Appellants should carefully decide what evidence is needed to support claims, whether or not such evidence is available and how to go about obtaining it. If, after considering the nature of a claim, an appellant still believes the evaluation report is inaccurate and evidence is available to support the argument, an individual should prepare and submit an appeal.

6-2. Preparing an appeal

a. Develop rationale. An appeal's success depends on the care with which the case is prepared, the line of argument presented and the strength of the evidence presented to support it. Begin by specifically identifying those entries or comments to be challenged, the perceived inaccuracy in each entry or comment, the evidence you think is necessary to prove the alleged inaccuracy, and where and how to obtain such evidence.

b. Obtain evidence.

(1) Collect supporting evidence necessary to adequately refute the contested evaluation report.

(2) Third party statements form the basis of most substantive appeals: "Third parties" are persons who have official knowledge of the rated individual's duty performance during the period of the report being appealed. Statements from individuals who establish they were on hand during the contested rating period, who refute faulting remarks on the evaluation report and who served in positions from which they could observe the appellant's performance and their interactions with rating officials, are both useful and supportive. These statements should be specific and not deal in general discussions of the appellant. As an example, if an appellant desired to challenge a comment concerning their ability to communicate effectively with subordinates, it would be advantageous for that appellant to provide statements from a cross-section of individuals who could provide specific information pertaining to the faulting comment. Although third party statements can be provided by knowledgeable subordinates, peers, and superiors, additional weight is normally given those statements where the authors occupied vantage points during the contested period that closely approximated those of the rating officials. An example could be a battalion executive officer that had knowledge of the situation in a company, battery or troop. Such third party statements should be on letterhead if possible, describe the author's duty relationship to the appellant during the period of the contested report, degree (frequency) of observation and should include the author's current address and telephone number.

(3) Statements from rating officials often reflect retrospective thinking, or second thoughts, prompted by an appellant's non-selection or other unfavorable personnel action claimed to be the sole result of the contested report. As a result, claims by rating officials that they did not intend to evaluate as they did will not, alone, serve as the basis of altering or withdrawing an evaluation report. Rating officials may, however, provide statements of support contending the discovery of new information that would have resulted in an improved evaluation had it been known at the time of report preparations. Such statements must describe what the new information consists of, when and how it was discovered, why it was reportedly unknown at the time of report preparation and the logical impact it may have had on the contested report had it been known at the time the report was originally prepared (see para 3-40).

(4) Official documents may substantiate that an evaluation report is in error.

(a) In an administrative appeal, for example, a certified copy of a published rating scheme in effect during a specific report period may indicate that an incorrect rating official prepared an evaluation; or duty appointment orders and appropriate extracts from local personnel records may indicate that the period of a report, duty title or periods of non-rated time are incorrect.

(b) For substantive claims certain documents such as Annual General Inspection results may be helpful in refuting faulting remarks on an evaluation report concerning an appellant's duty performance, provided such documents are certified as official true copies, are relevant to the report period and specifically pertain to faulting comments.

(c) Award citations and letters of commendation may or may not be of value. The period and circumstances surrounding an award or letter of commendation must be compared to the contested period and circumstances surrounding the contested evaluation report. Are they relevant to the period? Germane? Do they refute the report?

(5) To obtain current mailing addresses of Army personnel, check first with your local BN or BDE S-1, administrative office or servicing Army human resource provider to see if your installation has a copy of the US Army Locator for members on active duty. If so, make arrangements to review that file for current Army addresses. If not available, write to the Active Army Locator. Appellants (both officer and enlisted) should include the full name and SSN of those individuals and address correspondence to the Army World Wide Locator, 8899 E. 56th St., Indianapolis, IN 46249-5301. If the individuals in question have since retired or have otherwise left active duty, write to the National Personnel Records Center, Army Reference Branch (NCPMA) 1 Reserve Way, St. Louis, MO 63132-5200. The individual's full name and SSN must be provided along with the request. State that this is for official use, that is, in conjunction with an OER appeal. To protect the privacy of individuals no longer on active duty, these agencies will normally forward correspondence to the appropriate individual rather than provide an address.

(6) Relevant portions of official documents such as AGI, ARTEP, or Command Inspection results may be obtained under the Freedom of Information Act (FOIA) by writing the individual unit or headquarters responsible for conducting such inspections. Addresses for military organizations can be obtained by contacting your servicing administrative office.

(7) To obtain records and verify dates, start with the Military Personnel Records Jacket (Field 201 File) for orders and other documents, or contact former organization or unit level Army human resource service provider to determine whether records are still retained.

c. Cover memorandum and appeal format.

(1) Refine arguments and formalize the appeal. Appropriate cover memorandum formats can be found in figures 6-1 through 6-6. The appeal cover letter should be a typed, military memorandum on letterhead or white bond paper.

Identify in the first paragraph name, rank, branch, SSN, period of report, and priority of appeal, as determined in AR 623-3, paragraph 6-10. Include a DSN or commercial phone number and correct mailing address. Home address may be used, if preferred. Use this memorandum as the transmittal of the appeal.

(2) Identify the specific portion(s) of the report being contested. Be clear, brief and specific. If detailed information is essential, add a statement as an enclosure to the appeal. Indicate the specific changes requested, that is, a single change, a combination of changes or total removal of the report. All enclosures should be tabbed and listed for ease of reference and cited in the written presentation of the case. Sign and date the cover letter.

d. Submission.

(1) Before finalizing the appeal, an appellant should have the entire package reviewed by a trusted disinterested third party. This third party review may help remove emotionalism and poor logic from the case. The appeal package should not be submitted until the appellant is satisfied that they presented a logical, well-constructed case, as fully documented as possible.

(2) For an appeal contesting an evaluation report pertaining to a period of active duty, submit the finalized appeal in duplicate (that is, two complete packets) directly to Army Human Resources Command-Alexandria, ATTN: AHRC-MSE-A, 200 Stovall Street, Alexandria, VA 22332-0442.

(3) Appeals contesting an evaluation report for a period of inactive Reserve should be submitted to Army Human Resources Command-St. Louis, ATTN: AHRC-PAV-EA, 1 Reserve Way, St. Louis, MO 63132-5200.

(4) Appeals contesting an evaluation report for a period of National Guard service:

(a) For OERs submit to National Guard Bureau, ARNG Readiness Center, ATTN: NGB-ARP-C (Appeals Section), 111 S. George Mason Drive, Arlington, VA 22204-1382.

(b) For NCOERs consisting of an administrative error: The Adjutant General (appropriate state).

(c) For NCOERs consisting of substantive error: Chief, National Guard Bureau, Army National Guard Readiness Center, ATTN: NGB-ARP-PE, 111 S. George Mason Dr., Arlington, VA 22204-1382

(5) Verify all necessary information (SSN, signature, date, mailing address, and telephone number).

e. Samples. See figures 6-1 through 6-6 for samples of memorandums to be used at if an appeal is necessary at evaluation time.

(Letterhead)

(DATE)

(Office Symbol) (MARKS Number)

MEMORANDUM FOR (Appropriate Agency)

SUBJECT: Minor Correction to Evaluation Report (Rated Soldier's Name, Rank, PMOS, SSN)

1. This is a request for minor correction to the evaluation report for the period (Report period).
2. (Identify specific portion of report, state entry as it now appears and as it should appear after correction.)
3. (Support the request with related documents, for example, orders, leave and earnings statements, or other documents.)
4. (Unit requests must be limited to very minor corrections to recently submitted reports. Any significant changes must be requested by the NCO.)
5. (Give a POC and DSN number. Also include the rated Soldier's mailing address and DSN number, in the event an inquiry is necessary. ARNGUS and USAR soldiers not on active duty may include commercial telephone numbers.)

FOR THE COMMANDER:

Encls
1. Copy of report
(number and list encls of
appropriate evidence)

(Signature block)

Figure 6-1. Format for minor corrections

(Letterhead)

(Office Symbol) (Marks Number)

(Date)

MEMORANDUM FOR Appropriate Agency, ATTN:.....(Appropriate address)

SUBJECT: Evaluation Report Appeal (Report period) (Appellant's name, rank, BR, SSN)

1. Under the provisions of AR 623-3, Chapter 6, I appeal the evaluation report (Report Period). (Include your current promotion/career status, pending personnel actions and appeal processing priority.)

2. The basis of this appeal is substantive inaccuracy, (Use this paragraph to briefly identify the specific portion of the report and the basis of your disagreement. Avoid general allegations. Be clear, brief, and specific. If a detailed explanation is essential to your appeal, include your own statements as an enclosure to the appeal. Limit the information in this letter to basic facts. Be sure to support your appeal with relevant statements from knowledgeable observers.)

3. (Request the specific corrective action you believe is justified by the evidence you provide. Your request may be a single change to one portion or removal of the entire report. Your request must be supported by sufficient evidence to warrant such correction.) (If the OER or NCOER exceeds the 3 year limit as outlined in paragraph 6-7, add a paragraph explaining why a waiver should be granted. Only exceptional justification will be accepted by the SRB who is the approval authority on the waivers.)

4. (Provide a telephone number, preferably DSN.)

Enclosures

1. Copy of Report
(number and list encls of
appropriate evidence)

(Signature block)

(Mailing address if other
than address on letterhead)

Figure 6–2. Format for substantive appeals

(Letterhead)

(DATE)

(Office Symbol) (MARKS Number)

MEMORANDUM FOR (Appropriate Agency)

SUBJECT: Evaluation Report Appeal (Report period) (Appellant's Name, Rank, PMOS, SSN)

1. Under the provisions of AR-623-3, chapter 6, I appeal the evaluation report (Report period), (Include pending personnel actions and appeal processing priority.)
2. This appeal is based solely on administrative error. (Identify each portion of the report with which you disagree. State the entry as it now appears and as it correctly should appear.)
3. (Include certified true copies of related documents to support your request, for example, rating schemes in effect throughout the entire report period, orders, leave and earning statements, APFT score(DA Form 705) or other verifying documents. Original statements from knowledgeable individuals also may support your request.)
4. (Be sure to include a telephone number, preferably DSN, Notify addressee promptly if your address changes.)

Encls

1. Copy of Report

(Signature block)

(Mailing address, if other (number and list encls than address on letterhead) of appropriate evidence)

Figure 6-3. Format for an administrative appeal

(Letterhead)

(DATE)

(Office Symbol) (MARKS Number)

MEMORANDUM FOR (Appropriate Agency)

SUBJECT: Evaluation Report Appeal (Report period)
(Appellant's Name, Rank, PMOS, SSN)

1. Under the provisions of AR-623-3, Chapter 6, I appeal the evaluation report (Report period), (Include pending personnel actions and appeal processing priority.)
2. This appeal is based on both administrative and substantive error... (Identify the specific portion of the report you believe is in error. State the entry as it now appears and as it should appear. Support your claim of technical error with certified true copies of verifying documents, for example, rating schemes in effect throughout the entire rating period, orders, duty appointment memorandum, leave and earnings statements, APFT score (DA Form 705) or other related documents.)
3. The substantive error is (Identify the specific portion of the report and state your disagreement. Be clear, brief and specific. Limit your explanation to basic facts. If detailed information is essential, add your own statement from knowledgeable individuals independent of the rating chain. Statements from the rating officials may be added as supplemental information.)
4. (Request the specific changes you believe are justified by the evidence you provide. Your request may be a combination of changes or total removal of the report. Remember that you must document your request with sufficient evidence to warrant corrective action.) (If the OER or NCOER exceeds the 5-year limit as outlined in paragraph 6-7, add a paragraph explaining why a waiver should be granted. Only exceptional justification will be accepted by the SRB who is the approval authority on the waiver.)
5. Provide a telephone number, preferably DSN.)

Encls

1. Copy of Report
(number and list encls
of appropriate evidence)

(Signature block)

(Mailing address, if other
than address on letterhead)

Figure 6-4. Format for a combined administrative and substantive appeal

(Letterhead)

(DATE)

(Office Symbol) (MARKS Number)

Dear (....):

SUBJECT: Evaluation Report Appeal (Report period)
(Appellant's Name, Rank, PMOS, SSN)

The purpose of this letter is to seek your assistance in my effort to successfully appeal an evaluation report rendered for the period through, while I served ad (appellant's duty position).

(In the body of the request letter cite those portions of the contested report you would like to have addressed by the recipient of the letter. You may wish to also enclose a copy of the contested report. Request that the addressee follow the sample format for a third party letter of support and include a copy of that sample.)

(To be of assistance to the addressee, you may wish to enclose a self-addressee, stamped envelope and mention in the letter that this has been done.)

(In closing, you may wish to urge a prompt response and thank the addressee in advance for any and all assistance he/she might provide).

Encls

Sincerely

(Signature block)
(Mailing address if other
than address on letterhead)

Figure 6-5. Format for a requesting third party support

(Letterhead)

(DATE)

(Office Symbol)(MARKS Number)

MEMORANDUM FOR*

SUBJECT: Supporting Statement for Evaluation Report Appeal of(Appellant's Name, Rank, SSN)

(During the period from throughI served as (author's duty position and unit of assignment). In that position, I observed (appellant's name), followed by words describing the frequency or closeness of observation, including, if appropriate, whether author was knowledgeable of the working relationship between the appellant and the rating chain or their expectations of him/her.)

(In the body of the support memorandum/letter, relate any first-hand knowledge of events and circumstances that might be of assistance to the appellant in attempting to individually refute the specific shortcomings for which he/she was faulted on the contested evaluation report.)

(Provide a telephone number, preferably DSN, where you may be reached by the Board, if clarification is necessary.)

(Signature block)

*Memorandum may be addressed to either the rated NCO, whom it may concern, or the agency that will adjudicate the appeal. However, the statement must be provided to the rated Soldier for inclusion with the appeal.

Figure 6-6. Format for a third party memorandum of support

Appendix A References

Section I Required Publications

AR 40-501

Standards of Medical Fitness. (Cited in paras 2-4 and 3-4.)

AR 600-9

The Army Weight Control Program. (Cited in tables 2-4 and 3-4.)

AR 600-20

Army Command Policy. (Cited in para 2-1.) (Cited in para 2-1.)

AR 623-3

Evaluation Reporting System. (Cited in chaps 1, 2, 3, 4, 5, 6, and app C, and D.)

AR 600-8-104

Military Personnel Information Management/Records. (Cited in table 2-3.)

AR 680-29

Military Personnel- Organization and Type of Transaction Codes. (Cited in tables 2-1, 3-1, 4-1, and 4-2.)

Section II Related Publications

A related publication is additional information. The user does not have to read it to understand the publication. DOD publications are available <http://www.dtic.mil/whs//directives>. United States Codes are available at www.gpoaccess.gov/uscode/.

AR 1-201

Army Inspection Policy.

AR 11-2

Management Control.

AR 15-6

Procedure for Investigating Officers and Boards of Officers.

AR 15-185

Army Board for Correction of Military Records.

AR 25-52

Authorized Abbreviations, Brevity Codes, and Acronyms.

AR 25-55

The Department of Army Freedom of Information Act Program.

AR 27-1

Legal Services, Judge Advocate Legal Services.

AR 27-10

Military Justice.

AR 135-91

Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures.

AR 135-175

Separation of Officers.

AR 135–200

Active Duty for Missions, Projects, and Training for Reserve Component Soldiers.

AR 135–215

Officer Periods of Service on Active Duty.

AR 140–145

Individual Mobilization Augmentation (IMA) Program.

AR 165–1

Chaplain Activities in the United States Army.

AR 200–3

Natural Resources– Land, Forest, and Wildlife Management.

AR 335–15

Management Information Control System.

AR 340–21

The Army Privacy Program.

AR 350–1

Army Training and Leader Development.

AR 350–10

Management of Army Individual Training Requirements and Resources.

AR 350–100

Officer Active Duty Service Obligations.

AR 351–3

Professional Education and Training Programs of the Army Medical Department.

AR 380–5

Department of the Army Information Security Program.

AR 385–10

The Army Safety Program.

AR 600–8

Military Personnel Management.

AR 600–8–22

Military Awards.

AR 600–8–24

Officer Transfers and Discharges.

AR 600–8–29

Officer Promotions.

AR 600–37

Unfavorable Information.

AR 601–100

Appointment of Commissioned and Warrant Officers in the Regular Army.

AR 614–30

Overseas Service.

AR 614-200

Enlisted Assignments and Utilization Management.

AR 621-1

Training of Military Personnel at Civilian Institutions.

AR 621-7

Army Fellowships and Scholarships.

AR 621-108

Military Personnel Requirements for Civilian Education.

AR 690-500

Position Classification, Pay and Allowances.

AR 735-5

Policies and Procedures for Property Accountability.

DA Memo 600-1

Officer Evaluation Report Appeals.

DA Pam 350-59

Army Correspondence Course Program Catalog.

DA Pam 600-3

Commissioned Officer Professional Development and Career Management.

DA Pam 611-21

Military Occupational Classification and Structure.

DOD 5000.52

Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program.

DOD 5200.2

DOD Personnel Security Program.

FM 6-22

Army Leadership.

Joint Publication 1-02

Department of Defense Dictionary of Military and Associated Terms. (Available at www.dtic.mil/doctrine.)

NGR (AR) 600-100

Commissioned Officers-Federal Recognition and Related Personnel Actions. (Available at www.ngbpdc.ngb.army.arngfiles.asp.)

10 USC 175

Reserve Forces Policy Board.

10 USC 3021

Army Reserve Forces Policy Committee

10 USC 10211

Policies and Regulations: Participation of Reserve Officers in Preparation and Administration.

10 USC 12301(d)

Reserve Components Generally

10 USC 12402

Army and Air National Guard of the United States: Commissioned Officers; Duty in National Guard Bureau

Section III

Prescribed Forms

This section contains no entries.

Section IV

Referenced Forms

Except where otherwise indicated below, the following forms are available as follows: DA forms are available on the APD Web site (<http://www.apd.army.mil>); DD forms are available from the OSD Web site (<http://www.dior.whs.mil/icdhome/forms.htm>); and Standard forms (SF) are available from the GSA Web site (<http://www.gsa.gov>).

DA Form 2A

Personnel Qualification Record, Part I - Enlisted.

DA Form 2b

Personnel Qualification Record, Part I - Warrant Officer.

DA Form 67-9

Officer Evaluation Report.

DA Form 67-9-1

Officer Evaluation Report Support Form.

DA Form 67-9-1a

Developmental Support Form.

DA Form 67-9-2

Senior Rater Profile Report. (Available at <https://www.hrc.army.mil/indexflash.asp>.)

DA Form 705

Army Physical Fitness Test Scorecard.

DA Form 1059

Service School Academic Evaluation Report.

DA Form 1059-1

Civilian Institution Academic Evaluation Report.

DA Form 1380

Record of Individual Performance of Reserve Duty Training.

DA Form 2166-8

NCO Evaluation Report.

DA Form 2166-8-1

NCOER Counseling and Support Form.

DA Form 4037

Officer Record Brief.

Appendix B Human Resource Command Addresses

B-1. Addresses for various applications

Table B-1 provides AHRC addresses for submitting various forms for certain circumstances.

B-2. Official Military Personnel File

OMPFs are available at the following Web addresses:

- a. For Active Duty personnel, <https://iperms.army.mil/rms/login.jsp>.
- b. For ARNG personnel, <https://statepermsompf.hoffman.army.mil/rms/login.jsp>.
- c. For USAR personnel, <https://www.2xcitizen.usar.army.mil/portal/default.asp>.

Table B-1

AHRC addresses

Contact information	Soldier status and applicable form
Army Human Resources Command–Alexandria ATTN: AHRC–OPL–L 200 Stovall Street Alexandria, VA 22332–0411	Active Army, DA Form 1059–1
Army Human Resources Command–Alexandria ATTN: AHRC–MSE–R 200 Stovall Street Alexandria, VA 22332–0442 DSN: 221–4200/1703 Commercial :(703) 325–4200/1703	For officers in Active Army, USAR and ARNG, DA Form 67-9 and DA Form 1059 Request for HQDA review of DA Form 67-9
Army Human Resources Command–Alexandria ATTN: AHRC–MSE–A 200 Stovall Street Alexandria, VA 22332–0442 DSN: 221–8642/43 Commercial: (703) 325–8642/43	Active Army, DA Form 67–9 and DA Forms 1059 and 1059–1 appeals and addendums
Army Human Resources Command–Alexandria ATTN: AHRC–MSE (Evaluation Systems Office) 200 Stovall Street Alexandria, VA 22332–0442 DSN: 221–9660 Commercial: (703) 325–9660 https://www.hrc.army.mil/site/active/TAGD/MSD/ESO/eso.htm (Policy information, clarification, and access to all evaluation related applications are available at the web address.)	For officers in Active Army, USAR and ARNG Commander's/Commandant's Inquiry: DA Form 67–9 DA Form 2166–8 DA Form 1059 (Officer and Enlisted) DA Form 1059–1 (officer only) Requests for senior rater profile, DA Form 67-9-2 (also available online) Policy and initiative questions can start here but also can be address to specific component evaluation offices listed in subsequent rows.
Army Human Resources Command–Indianapolis ATTN: AHRC–EFS 8899 East 56th Street Indianapolis, IN 46249–5301 DSN: 699–3696 Commercial: (317) 510–3696 Website: https://www.hrc.army.mil/site/erec/index.htm (Policy information, clarification, and access to all evaluations-related applications is available at the Web address.)	Active Duty, DA Form 2166–8, and enlisted, DA Form 1059
Army Human Resources Command–Indianapolis ATTN: AHRC–RE 8899 East 56th Street Indianapolis, IN 46249–5301 DSN: 699–3696/3699 Commercial: (317) 510–3696/3699	Active Duty enlisted, DA Form 2166-8, and enlisted, DA Form 1059 appeals

Table B-1
AHRC addresses—Continued

<p>Army Human Resources Command—St. Louis ATTN: AHRC–PAV–EO 1 Reserve Way St. Louis, MO 63132–5200 DSN: 892–0676/0576/0377 Commercial: (314) 592–0676/0576/0377</p>	<p>USAR, 2166-8, 1059 (for enlisted Soldiers), 1059-1 (for enlisted Soldiers), and subsequent addendums</p>
<p>Army Human Resources Command—St. Louis ATTN: AHRC–PAV–EA 1 Reserve Way St. Louis, MO 63132–5200 DSN: 892–3226 Commercial: (314) 592–3226</p>	<p>USAR, appeal requests: DA Form 67–9 DA Form 2166–8 DA Form 1059 (Officer and Enlisted) DA Form 1059–1</p>
<p>Army Human Resources Command—St. Louis ATTN: AHRC–PAV (SR Profile) 1 Reserve Way St. Louis, MO 63132–5200 DSN: 892–0679 Commercial: (314) 592–0679 https://www.2xcitizen.usar.army.mil/portal</p>	<p>Policy and initiative implementation issues as discussed in the Eval Systems Office address. Requests for Nonrated time memoranda.</p>
<p>National Guard Bureau, ARNG Readiness Center ATTN: NGB–ARP–C (OER Section) or (AER Section) 111 South George Mason Drive Arlington, VA 22204–1382 DSN: 327–7111 Commercial: (703) 607–7111</p>	<p>Policy and initiative implementation issues as discussed in the Eval Systems Office address. NGB Fm 25 requests.</p>
<p>National Guard Bureau, ARNG Readiness Center ATTN: NGB–ARP–C (Appeals Section) 111 South George Mason Drive Arlington, VA 22204–1382 DSN: 327–7111 Commercial: (703) 607–7111</p>	<p>ARNG, DA Form 67–9 and officer, DA Form 1059 appeals</p>
<p>Chief, National Guard Bureau, ARNG Readiness Center ATTN: NGB–ARP–PE 111 South George Mason Drive Arlington, VA 22204–1382 DSN: 327–7111 Commercial: (703) 607–7111</p>	<p>ARNG, DA Form 2166–8 and enlisted, DA Form 1059 appeals</p>
<p>US Navy: Information Technology Center ITC 14, Building 3, Third Floor ATTN: CDM 2251 Lakeshore Drive New Orleans, LA 70145</p> <p>US Air Force: HQ, AFPC/DPPPED 550 C Street West Suite 7 Randolph AF Base, TX 78150–4709</p> <p>US Marine Corps: Commandant, USMC HQ, US Marine Corps 2008 Elliot Road Quantico, VA 22134–5030</p>	<p>Non-U.S. Army service member, DA Form 1059</p>

Appendix C

Counseling

C-1. Army Evaluation Reporting System counseling process

a. Counseling is a key aspect of the ERS process.

(1) Officers have two forms designed to facilitate performance and developmental counseling, the OER Support Form (DA Form 67–9–1) and the Developmental Support Form (DA Form 67–9–1a (DSF)). The DA Form 67–9–1

will be used for officers of all ranks. The DA Form 67-9-1a, DSF, is used along with the DA Form 67-9-1 for CPT/LT/CW2/WO1 and is optional for other ranks. Instructions on the use of these forms are in chapter 2 of this pamphlet.

(2) Noncommissioned Officers, the DA Form 2166-8-1, NCO Counseling and Support Form is designed to facilitate both performance and developmental counseling. Detailed instructions on the use of DA Form 2166-8 are in chapter 3 of this pamphlet.

b. Counseling forms. These forms may be used when it is appropriate to counsel officers and noncommissioned officers matriculating through an Army course of instruction. Civilian institutions will use appropriate local forms and academic reviews as applicable.

c. Referred reports. See AR 623-3, paragraph 3-34.

C-2. Counseling preparation

The primary purpose of counseling is to improve performance and to professionally develop the rated Soldier. The best counseling is always looking forward. It does not dwell on the past and on what was done, rather on the future and what can be done better. Counseling at the end of the rating period is too late since there is no time to improve before evaluation. It is important for the rater and the rated Soldier to prepare for counseling. Rater preparation will ensure the counseling session is organized and stays on track. Rated officer and noncommissioned officer preparation enhances the two-way communication and involvement in objective setting and performance assessment. Table C-1, below, provides preparation recommendations for both raters and rated Soldiers.

Table C-1
Counseling session preparation

Session: Initial Counseling - All Officers

DA Form: 67-9-1

Time Frame: within 30 days

Rated Soldier: — Draft duty description and major performance objectives

— Provide draft Support Form copy to rater.

— Prepare to discuss duties and objectives

Rater: — Provide rated officer/warrant officer copies of rater's/senior rater's support forms & blank Support Form with initial drafted duty description

— Receive/review rated officer's draft Support Form

— Select site (private) and schedule with rated officer

— Make outline/plan for conducting session

Session: Initial Counseling - Officers in the rank of WO1, CW2, LT, or CPTDA

DA Form: 67-9-1a

Time Frame: within 30 days

Rated Soldier: — Review draft Support Form

— Review values/attributes/skills/actions-DSF/FM 22-100

Rater: — Outline possible developmental tasks

— Review FM 22-100

— Outline possible developmental tasks for each area on the DSF

— Make outline/plan for conducting session

Session: Initial Counseling - Noncommissioned Officers

DA Form: 2166-8-1

Time Frame: within first 30 days

Rated Soldier: — Draft duty description and major performance objectives.

— Prepare to discuss duties and objectives

— Request copy of and review rating chain support forms

Rater: — Provide rated noncommissioned officer copies of rater's/senior rater's performance objectives & blank support form with initial drafted duty description

— Receive/review rated Soldier's draft Support Form

— Select site (private) and schedule with rated Soldier

— Make outline/plan for conducting session

Session: Follow-up counseling - All Officers

DA Form: 67-9-1

Time Frame: mid point and as needed

Table C-1**Counseling session preparation—Continued**

Rated Soldier: — Conduct self assessment.

- Draft revisions/duties/performance objectives.
- Prepare to discuss revisions, performance, changing priorities, and so forth.

Rater: — Review OER Support Form.

- Observe and assess rated officer.
 - Review record of observation/assessment.
 - Make outline/plan for conducting session.
-

Session: Follow-up counseling - Officers in the rank of WO1, CW2, LT, or CPT

DA Form: 67-9-1a

Time Frame: quarterly

Rated Soldier: — Conduct self-assessment

- Prepare to discuss revisions, performance, changing priorities, and so forth
- Outline target areas for development, and corresponding developmental tasks

Rater: — Review OER Support Form and Developmental Support Form

- Observe and assess rated officer
 - Review record of observation/assessment
 - Outline target areas for development and corresponding developmental tasks
-

Session: Follow-up counseling - Noncommissioned Officers

DA Form: 2166-8-1

Time Frame: Quarterly for Active Army and AGR NCOs and at least semiannually for ARNGUS and USAR NCOs performing IDT

Rated Soldier: — Conduct self-assessment

- Prepare to discuss revisions, performance, changing priorities, and so forth
- Outline target areas for development, and corresponding tasks or objectives

Rater: — Review Counseling and Support Form

- Observe and assess rated NCO
 - Review record of observation/assessment
 - Make outline/plan for conducting session
-

C-3. Counseling outline

a. Field Manual 22-100. The FM covers counseling in more detail and describes four basic components of a counseling session. Below is a recommended outline by component for both initial and follow-up counseling.

b. Initial counseling outline.

(1) *Open the Session.* State purpose: discuss/record duty description and major performance objectives on the applicable OER or NCOER support forms.

(a) *TIP:* Identify the purpose up front. Establish a comfortable environment. Invite subordinate to talk early.

(b) *TIP:* Employ active listening, both verbal and non-verbal.

(2) *Discuss Issue.* Jointly review duty description/performance objectives on the Support Form.

(a) Provide feedback concerning the duty description and performance objectives. Revise as needed.

(b) Relate the meaning of the values, attributes, skills, and actions listed on the OER to the unit/organization and duties. Discuss expectations associated with each of these items.

1. *TIP:* Invite the subordinate to talk early on in the session. Ask open ended questions. Employ verbal and non-verbal active listening techniques. Respond to clarify message and check understanding. Allow time for reflection. Provide specific feedback and back with specific observations/behaviors on positive attributes and successes and targeted improvement areas. Avoid generalizations.

2. *TIP:* Highlight successes as well as shortcomings.

(3) *Develop an Action Plan.* Identify actions to facilitate the attainment of the performance objectives listed on the OER Support Form (good technique: let rated officer, warrant officer, or noncommissioned officer discuss ideas first).

(a) CPTs/LTs/CW2s/WO1s: Use DSF, DA Form 67-9-1a Part III, to record the developmental plan. Developmental tasks should: target performance objectives on the DA Form 67-9-1 Support Form; specify desired result; be measurable/verifiable; and specify target completion date/ timeframe.

(b) Raters of NCOs will summarize developmental goals and objectives using bullets prescribed in sample DA Form

2166–8–1 in chapter 3. Developmental tasks should: target performance objectives on the DA Form 2166–8–1 Support Form; specify desired result; be measurable/verifiable; and specify target completion date/ timeframe.

1. TIP: Emphasize development and improvement. Encourage subordinate involvement to create/modify plan.
2. TIP: Performance Objectives:
 - a. Supportive of unit goals?
 - b. Relevant to an important aspect of the duty position?
 - c. Measurable with qualitative or quantitative criteria?
 - d. Results oriented?
 - e. Specific?
 - f. Clearly worded?
 - g. Set in a reasonable time?
 - h. Achievable?
 - i. Challenging?
 - j. Supported by authority and resources?
 - k. Backed by an action plan?
- (4) *Close the Session.* Review duty description, performance objectives, and action plan.
 - (a) TIP: Summarize main points.
 - (b) TIP: Record comments for future assessments.
 - c. *Follow-up counseling outline.*
 - (1) *Open the Session.* State purpose: review performance and update duty description, major performance objectives, and action plan.
 - (2) *Discuss the Issue.* Jointly review duty description/major performance objectives and update as needed. Discuss performance and potential areas for development.
 - (3) *CPTs/LTs/CW2s/WO1s.* From the DSF, determine values, attributes, skills and actions where development will be focused. An area of focus should be tailored to rated officer or warrant officer. A focus area may or may not change each quarter. Modify or create new developmental tasks to continue the developmental process. Developmental tasks can be tied to the activities the officer or unit performs everyday: on the unit training schedule, and/or unit peacetime and wartime missions.
 - (4) *Develop an Action Plan.* Update the rated officer, warrant officer, or noncommissioned officer action plan. Note the changes, updates, to goals or objectives on the OES, or NCOES support forms as applicable.
 - (5) *Close the Session.* Review revised duty description, performance objectives and action plan. End the session on a positive note. Remind rated officer that goal is to improve performance and mission accomplishment, and not to rate.
- d. *4 Components of a Counseling Session - Tips: (FM 22–100, chapter 6-section I/chapter 7-section III).*
 - (1) *Open the Session.* Identify the purpose up front. Establish a comfortable environment. Invite subordinate to talk early. Employ active listening, both verbal and non-verbal.
 - (2) *Discuss the Issue.* Ask open ended questions. Respond to clarify message and check understanding. Allow time for reflection. Provide specific feedback and back with specific observations/behaviors. Avoid generalizations. Highlight successes as well as shortcomings.
 - (3) *Develop an Action Plan.* Emphasize development and improvement. Encourage subordinate involvement to create/modify plan.
 - (4) *Close the Session.* Summarize main points. Record all comments for future assessments.

Appendix D NCOER Discrepancy List-Active Army

D-1. General

This appendix guidance on the NCOER discrepancy list for the Active Army.

D-2. Explanation

The NCOER discrepancy list in table D1 pertains to discrepancies revealed during processing at USAEREC of the NCOER for the NCO's OMPF.

**Table D-1
Noncommissioned officer evaluation report discrepancy list - Active Army**

Error Code	Location on NCOER	Discrepancy code explanation
02	Circled in red on the NCOER	Form is not a mirror image 02a. Encl exceeds 1 page 02b. Type of report is wrong 02c. Report is poor quality 02d. Ending date 02e. Description of duties/counseling dates missing 02f. Rank of rater/senior rater/reviewer 02g. Date rater/senior rater/reviewer/rated NCO signed the NCOER is blank or wrong 02h. Rater/senior rater/rated NCO/reviewer signature is missing 02i. (Deleted) 02j. Reviewer block not checked 02k. Name page 2 02l. SSN page 2 02m. THRU date page 2
10	Part I, Block G	Complete-the-Record Report and individual not identified on zone roster (see AR 623-3, para 3-60)
11	Part II, Block A	Rater's rank not senior to rated NCO or civilian not GS-9 or above (see AR 623-3, para 2-5c).
13	Part II, Block A	Annual (Code 2), or complete-the-record (code 9), and rater signed prior to 14 days of the THRU date (see DA Pam 623-3, para 3-5)
16	Part I Block H	Complete-the-Record Report and ending date incorrect for specified selection/promotion board (see AR 623-3, para 3-60)
17	Part I, Block C	Complete-the-Record Report and rank less than SSG (see AR 623-3, para 3-60)
18	Part IV, Block F	Relief-for-Cause Report and notification statement missing on NCOER and/or enclosure (see AR 623-3, para 3-59)
20	Part III, Block A	Duty title missing (see table 3-3)
21	Part III, Block B	Duty MOS missing (see table 3-3)
27		Either page 1 or 2 of NCOER is missing or pages are separated
28	Part I, Block O	Invalid PSB code (see table 3-3)
29	Part IVc	Needs improvement box marked based on APFT and APFT score not provided; or excellence box is checked and bullet comment not provided (see para 3-7, table 3-5)
32	Part I, Block G	Complete-the-Record Report and period less than 90 rated days (see AR 623-3, para 3-60)
33	Part I, Block B	Name and/or SSN does not match enlisted master file (EMF)
34	Part Block H	Beginning date overlaps ending date of previous report
35	Part II, Block B and D	Senior rater/reviewer are the same and senior rater is not a general officer, officer of flag rank, or SES (see AR 623-3, para 2-8b)
36	Part I, Block G	Annual report does not cover 12 months (see AR 623-3, para 3-45)
37	Part I, Block G	Period of report less than 90 rated days and type of report not relief-for-cause or sixty-day option (see AR 623-3, paras 3-59 and 3-62)

Table D-1
Noncommissioned officer evaluation report discrepancy list - Active Army—Continued

39	Part I, Block H	Duplicate report
44	Part II, Block C	Reviewer MSG or MSG(P) not filling CSM/SGM billet (see AR 623-3, para 2-8b)
47	Part I, Block H	Beginning date not day following last day of previous report
48	Part II	Box not marked and/or part IV bullet comments missing part V 48a. APFT/profile date after report period 48b. APFT date older than 12 months 48c. Yes/No missing from height/weight 48d. Profile statement missing 48e. Statement addressing progress in remedial PT or weight control program missing 48f. Bullets do not match box markings 48g. Blocks not checked 48h. Nonrated code missing 48i. Nonconcurrency enclosure invalid 48j Report contains bullet comment "with body fat standards" 48k. Pass/profile/fail mixture in part IVc
49	Part II, Block A and B	Rater and senior rater are the same, no explanation given in Part Ve (see AR 623-3, paras 3-44 and 3-59)
50		Unauthorized enclosure for relief for cause (see AR 623-3, para 3-59)
51		Army rating official missing (see AR 623-3, para 2-8d)
52		Reference made to chapter discharge, Art 15, or unproven derogatory information and punitive or administrative action on NCOER and or enclosure (see AR 623-3, paras 3-23 and 3-24)
56		Reference made to pregnancy on NCOER and or enclosure (see para 3-7, table 3-5)
57	Part II	Nonconcurrency block marked and enclosure missing (see
58		Narrative gimmick (see AR 623-3, para 3-22)
59		Bullet comment used more than once (see para 3-6)
60	Part IV, Part V(a)	Values/NCO responsibilities box marked needs improvement while overall performance and potential marked among the best (see para 3-8)
61	Part I, Block G, Part I, Block I	Annual report covering more than 12 months with 4 or more rated months (see AR 623-3, para 3-45)
62	Part II, Part IV and Part V	Multiple blocks marked (see para 3-6)
64	Part V, Block B	Rater duty assignments blank (see para 3-8)
71	Part II, Block D	Civilian reviewer not GS-12 or above (see AR 623-3, para 2-8b)
72	Part V	Senior rater bullet comments not provided for marginal, fair, or poor markings (see para 3-8)
74	Part IV	Bullets not double spaced (see para 3-7)
75	Part IV	Bullets not preceded by small "o" (see para 3-7)
77	Part IV and Part V	Bullets contain more than two lines (see para 3-7)
78		Reference made to marital status and/or spouse (see AR 623-3, para 3-25)
79		True copy report not signed by Bn/BDe S-1 or administrative office
80	Part Va & Vd	Inconsistent rating

Glossary

Section I Abbreviations

ABCMR

Army Board for Correction of Military Records

ADAPCP

Alcohol and Drug Abuse Prevention and Control Program

ADSW

active duty for special work

ADT

active duty for training

AER

Academic Evaluation Report (DA Form 1059) **or** Civilian Institution Academic Evaluation Report (DA Form 1059-1)

AG

Adjutant General

AHRC

U.S. Army Human Resources Command

AGR

Active Guard Reserve

AKO

Army Knowledge Online

AMEDD

Army Medical Department

AOC

area of concentration

APFT

Army physical fitness test

ARNGUS

Army National Guard of the United States

ARTEP

Army Training and Evaluation Program

AT

annual training

AWOL

absent without leave

BDE S1

brigade S-1 (human resource provider)

BG

brigadier general

BN S1

battalion S-1 (human resource provider)

CAR

Chief, Army Reserve

CDR

commander

CE

commander's evaluation

CG

commanding general

CR

conditional release

CMIF

career management individual file

CNGB

Chief, National Guard Bureau

CO-EAD

contingency extended active duty

CPL

corporal

CPT

captain

COL

colonel

CONUS

continental United States

CO-TTAD

contingency temporary tours of active duty

CSM

command sergeant major

CTT

common task test

CW

chief warrant officer (two, three, four, or five)

DAC

Department of the Army Civilian

DOD

Department of Defense

DIMA

drilling individual mobilization augmentee

DISA

Defense Intelligence Service Agency

DMOS

duty military occupational specialty code

DSF

developmental support form

DSN

defense switched network

EAD

extended active duty

e-mail

electronic mail (means of report submission)

EO

equal opportunity

EPMS

Enlisted Personnel Management System

ERS

Evaluation Reporting System

ETS

expiration term of service

FCMP

Form Content Management Program

FLEP

Fully Funded Legal Education Program

FOIA/PA

Freedom of Information Act/Privacy Act

FTNGD

Full Time National Guard Duty

HQDA

Headquarters, Department of the Army

IDT

inactive duty training

ILE

intermediate level education

IMA

individual mobilization augmentee

ING

inactive National Guard

IRR

individual Ready Reserve

IWRS

Interactive Web-Response System

JAGC

Judge Advocate General's Corps

KPUP

Key Personnel Upgrade Program

LT

lieutenant (second or first)

LTC

lieutenant colonel

MG

major general

MAJ

major

MOB

mobilize

MOS

military occupational specialty

MPD

military personnel division

MPRJ

military personnel records jacket

MS3

Manpower Staffing Standards Systems

MT

military technician

MUSARC

Major United States Army Reserve Command

NAAD

national Army Medical Department augmentation detachment

NCO

noncommissioned officer

NCOER

Noncommissioned Officer Evaluation Report (DA Form 2166-8)

NCOERS

Noncommissioned Officer Evaluation Reporting System

NCOES

Noncommissioned Officer Education System

NGB

National Guard Bureau

OCAR

Office of the Chief, Army Reserve

OER

Officer Evaluation Report (DA Form 67-9)

OES

Officer Evaluation System

OMPF

official military personnel file

PCS

permanent change of station

PERMS

Personnel Management Assistance System

PMOS

primary military occupational specialty code

PPG

personnel policy guidance

RA

Regular Army

RC

Reserve Component

ROTC

Reserve Officer Training Corps

RRC

Regional Readiness Command

RTU

reinforcement training unit

SANC

sanctuary Soldiers

SD

special duty

SES

Senior Executive Service

SRB

Special Review Board

SWC

Standard Work Center

TDA

table of distribution and allowance

TDRL

temporary disability retired list

TDY

temporary duty

TOE

table of organization and equipment

TPU

troop program unit

TTAD

temporary tour of active duty

UCMJ

Uniform Code of Military Justice

USAR

United States Army Reserve

USARC

U.S. Army Reserve Command

USACAPOC

United States Army Civil Affairs and Psychological Operations Command

USASOC

United States Army Special Operations Command

USC

United States Code

USMA

United States Military Academy

WO

warrant officer

Section II**Terms****Appeal**

The procedure taken by the rated NCO or another interested party to correct administrative or substantive type errors for evaluation reports accepted for inclusion in the rated Officer's or NCO's Official Military Personnel File.

Appointed duties

Additional responsibilities not normally associated with the duty description.

Bullet comments

Short, concise, to-the-point comments starting with action words (verbs) or possessive pronoun (his/her). Bullet comments will not be longer than two lines, preferably one, and no more than one bullet to a line.

Competence

The knowledge, skill, and ability necessary to be an expert in the current duty assignment and to perform adequately in other assignments within the MOS when required. Competence is both technical and tactical and includes reading, writing, speaking, and basic mathematics. It also includes sound judgment, ability to weigh alternatives, form objective options, and make good decisions. Closely allied with competence is the constant desire to better, to listen and learn more, and to do each task completely to the best of one's ability. Learn, grow, set standards, and achieve them, create and innovate, take prudent risks, never settle for less than the best. Committed to excellence.

Commander inquiry

Investigation into a Soldier's evaluation report made by an official in the chain of command above the designated rating officials involved in the allegations to determine if an illegality, injustice or regulatory violation has occurred. The appointing official for a commander's inquiry into an OER will normally be the commander, commandant or

civilian supervisor who rates the senior rater. The appointing official for an NCOER will normally be the commander, commandant or civilian supervisor who rates the reviewer.

Complete the record

An optional evaluation intended to update an individual's file with performance and potential information since the most recent evaluation that has not previously been provided.

Dual supervision

An officer or warrant officer who, during the entire period of evaluation, is assigned separate responsibilities and receives supervision from two different chains of command or supervision. This provision does not apply to noncommissioned officer rating schemes or NCOERs or any Academic Evaluation Report (DA Form 1059 series).

Evaluation timeliness

A resulting equation (percentage of reports submitted on time) that is correlated to individual senior raters on those reports and reflects submission to HQDA within proscribed guidelines.

“From” date

The beginning date of the evaluation period; the day or month following the ending date or month of the most recent evaluation period (see DA Pam 623-3 for procedures unique to each type of report).

HQDA electronically generated label

For OERs, a label generated and placed over the senior rater's potential box check in Part VII, Block b. For MAJ-BG, and CW3, through CW5, this label is a comparison of the senior level supervisor. This provision does not apply to non-commissioned officer NCOERs or Academic Evaluation reports

Intermediate rater

A supervisor in a rated officer's chain of command or supervision between the rater and senior rater. This level of supervision may be in the rated officer's organization or in a separate organization if under Dual Supervision.

Leadership

Influencing others to accomplish the mission. It consists of applying leadership attributes (beliefs, values, ethics, character, knowledge, and skills). It includes setting tough, but achievable standards and demanding that they be met; caring deeply and sincerely for subordinates and their families and welcoming the opportunity to serve them; conducting counseling; setting the example by word and act/deed; can be summarized by skills, attributes and traits as exhibited on the front side of the OER (DA Form 67-9) and NCOER (DA Form 2166-8) Instill the spirit to achieve and win. Inspire and develop excellence. A Soldier who is cared for today is a Soldier who leads tomorrow.

Performance counseling

Informs Soldiers about their jobs and the expected performance standards and provides feedback on actual performance. Soldiers' performance includes appearance, conduct, mission accomplishment, and the way duties are carried out. Provides honest feedback to let Soldiers know how they are performing.

Performance evaluation

Judges how well the rated individual met their duty requirements and adhered to Army professional leadership standards. Performance is evaluated by observing a rated individual's action, demonstrated behavior, and results from the point of view of the values and responsibilities. Due regard is given to experience of the rated individual, efforts made, and results achieved.

Period of report

The period of time the report covers including rated and non-rated time. For NCOERs it begins the month following the ending month of the last report with the THRU date that is the month of the event generating the report. For OERs the period begins on the day following the completion of the most recent evaluation and ends on the day of the event causing the current report.

Physical fitness and military bearing

Physical fitness is the physical and mental ability to accomplish the mission - combat readiness. Total fitness includes weight control, diet and nutrition, smoking cessation, control of substance abuse, stress management, and physical training. It covers strength, endurance, stamina, flexibility, speed, agility, coordination, and balance. Officers and noncommissioned officers are responsible for their own physical fitness and that of their subordinates. Military bearing consists of posture, dress, overall appearance, and manner of physical movement. Bearing also includes an outward

display of inner feelings, fears, and overall confidence and enthusiasm. An inherent Army individual responsibility is concern with the military bearing of the individual Soldier, to include on-the-spot corrections.

Potential evaluation

An assessment of the rated individual's ability, compared with that of other individuals of the same grade, to perform in positions of greater responsibility and/or higher grade.

Rated Individual

A rated officer or noncommissioned officer.

Rater

First line supervisor of the rated individual and designated as the rater on the rating scheme. Primary role is that of evaluating, focusing on performance, and performance counseling. Conducts face-to-face performance counseling with the rated individual on duty performance and professional development within the first 30 days of each rating period and at least quarterly thereafter.

Rating chain

The rated individuals rating officials (rater, senior rater, and reviewer) as published on the rating scheme. For officer evaluations only, an intermediate rater may be placed on a published rating scheme.

Rating officials

Individuals (rater, senior rater, and reviewer) as published on the rating scheme who render an evaluation on the rated individual

Rating scheme

The publication, in writing, of a rated individual's rating scheme.

Redress

Procedures by which rated individuals can address errors, bias, or injustice during and after the preparation of an evaluation and have them corrected.

Referral

The forwarding of a completed evaluation report to the rated officer for review and acknowledgement. Referral is accomplished, in writing, by the senior rater. This procedure ensures the rated officer is advised they are permitted to comment on adverse information contained in the OER before it becomes a matter of permanent record. This provision does not apply to rated noncommissioned officer NCOERs or NCO AERs.

Relief

The removal of a rated individual from an assignment based on a decision by a member of the person's chain of command or supervisory chain that their personal or professional characteristics, conduct, behavior, or performance of duty warrant removal in the best interest of the U.S. Army. Relief actions require the completion of a Relief for Cause OER or NCOER. A relieved officer can not prepare or submit an evaluation on their subordinates during the suspension leading up to the relief or after the relief is final.

Responsibility and accountability

The proper care, maintenance, use, handling, and conservation of personnel, equipment, supplies, property, and funds. Maintenance of weapons, vehicles, equipment, conservation of supplies and funds is a special leadership responsibility because of its links to the success of all missions, especially those on the battlefield. It includes inspecting Soldier's equipment often, using a manual or checklist; holding Soldiers responsible for repairs and losses; learning how to use and maintain all the equipment Soldiers use; being among the first to operate new equipment; keeping up-to-date component lists; setting aside time for inventories; and knowing the readiness status of weapons, vehicles, and other equipment. It includes knowing where each Soldier is during duty hours, why the Soldier is going on sick call, where do they live, and their family situation. It involves reducing accidental manpower and monetary losses by providing a safe and healthful environment; it includes creating a climate that encourages young Soldiers to learn and grow; and to report serious problems without fear of repercussions. Also rated individuals must accept responsibility for their own actions and for those of their subordinates.

Reviewer

Third line rating official. Must be an officer, command sergeant major, or sergeant major in the direct line of supervision and senior in pay grade, grade of rank, or date of rank to the senior rater. Promotable master sergeants may serve as reviewers provided they are serving in an authorized SGM/CSM position. Primary role is that of rating

safeguard/over-watch. For OERs, the senior rater typically conducts the final review, unless the senior rater is not an Army Officer qualified to perform the senior rating of a rated individual.

Senior rater

Second line rating official. Must be in the direct line of supervision of the rated individual and senior to the rater by either pay grade or date of rank. Primary role is evaluating, focusing on potential; responsible for over-watching the performance evaluation; and mentoring. Obtains the rated individual's signature or enters appropriate statement if rated individual refuses or is not available.

Senior rater profile

For OERs only, a rating history, compiled at HQDA, displays the senior rate's rating history by grade.

Senior rater restart

For OERs only, the deletion of an established rating history for all grades or a specific grade or grade grouping. When accomplished, a new rating history (profile) is structured based on evaluation reports rendered following the restart.

Suspension

The temporary removal of the rated individual from their duty position pending a final decision on an adjudicated issue. The period of suspension must be shown as non-rated time on the evaluation report. An officer can not prepare or submit an evaluation on their subordinates during the time they are suspended.

“Thru” date

The ending date of the evaluation period; the day or month reported for each type of report following the ending date or month of the most recent evaluation period (see DA Pam 623-3 for procedures unique to each type of report).

Training

Preparing individuals, units, and combined arms teams for duty performance; and the teaching of skills and knowledge. Army Leaders contribute to team training, are often responsible for unit training (squads, crews, sections), but individual training is the most important. Quality training bonds units; leads directly to good discipline; concentrates on wartime missions; is tough and demanding without being reckless; is performance oriented; sticks to Army doctrine to standardize what is taught to fight, survive, and win as small units. Good training means learning from mistakes and allowing plenty of room for professional growth. Sharing knowledge and experience is the greatest legacy one can leave subordinates.

Values

Values tell us what we need to be, every day, in every action we take. Army values form the very identity of America's Army, the solid rock upon which everything else stands. Values are the glue that binds us together as members of a noble profession. They make the whole much greater than the sum of the parts. They are nonnegotiable; they apply to everyone, all the time, and in every situation.

Section III

Special Abbreviations and Terms

C&S

command and staff

DCS, G-1

Deputy Chief of Staff, G-1

EREC

Enlisted Records and Evaluation Center

EVAL

evaluation

FTSMD

U.S. Army Reserve Full-Time Support Management Division

IG

Inspector General

IOPR

in/out-processing

HR

Human resource/personnel support

QMP

Qualified Management Program

SS

Staff support

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