

<b>1. ADMINISTRATIVE DATA</b>		I understand my signature below does not constitute agreement or disagreement. I acknowledge I have reviewed this report.		(YYYY/MM/DD)	(YYYY/MM/DD)
a. NAME (Last)	(Initials)	b. Reported-on Officer Signature	c. DATE OF RANK	d. DATE REPORTED	
e. UNIT		f. EMPLID	g. GRADE	h. ATU - OPFAC	i. DAYS NOT OBSERVED
j. PERIOD OF REPORT (YYYY/MM/DD)		k. OCCASION FOR REPORT ( <i>Mark only one</i> )		l. EXCEPTION REPORT	
/ / TO / /		<input type="radio"/> Annual/ <input type="radio"/> Semiannual <input type="radio"/> Detachment/Change of Reporting Officer <input type="radio"/> Detachment of Officer <input type="radio"/> Promotion		<input type="radio"/> Special <input type="radio"/> Concurrent	
				m. DATE SUBMITTED	
				/ /	

**2. DESCRIPTION OF DUTIES:** List primary duty and summarize all duties and responsibilities (provide Reserve time if applicable).

PRIMARY DUTY:

ATTACHMENTS:

**3. PERFORMANCE OF DUTIES:** Measures an officer's ability to manage and to get things done.

a. PLANNING AND PREPAREDNESS:	1	2	3	4	5	7	N/O	
Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a shared vision of the unit's and Coast Guard's future.	<input type="radio"/>	Got caught by the unexpected; appeared to be controlled by events. Set vague or unrealistic goals. Used unreasonable criteria to set priorities and deadlines. Rarely had plan of action. Failed to focus on relevant information.	<input type="radio"/>	Consistently prepared. Set high but realistic goals. Used sound criteria to set priorities and deadlines. Used quality tools and processes to develop action plans. Identified key information. Kept supervisors and stakeholders informed.	<input type="radio"/>	Exceptional preparation. Always looked beyond immediate events or problems. Skillfully balanced competing demands. Developed strategies with contingency plans. Assessed all aspects of problems, including underlying issues and impact.	<input type="radio"/>	<input type="radio"/>
b. USING RESOURCES:	<input type="radio"/>	Concentrated on unproductive activities or often overlooked critical demands. Failed to use people productively. Did not follow up. Mismanaged information, money or time. Used ineffective tools or left subordinates without means to accomplish tasks. Employed wasteful methods.	<input type="radio"/>	Effectively managed a variety of activities with available resources. Delegated, empowered, and followed up. Skilled time manager, budgeted own and subordinates' time productively. Ensured subordinates had adequate tools, materials, time and direction. Cost conscious, sought ways to cut waste.	<input type="radio"/>	Unusually skilled at bringing scarce resources to bear on the most critical of competing demands. Optimized productivity through effective delegation, empowerment, and follow-up control. Found ways to systematically reduce cost, eliminate waste, and improve efficiency.	<input type="radio"/>	<input type="radio"/>
c. RESULTS/EFFECTIVENESS:	<input type="radio"/>	Routine tasks accomplished with difficulty. Results often late or of poor quality. Work had a negative impact on department or unit. Maintained the status quo despite opportunities to improve.	<input type="radio"/>	Got the job done in all routine situations and in many unusual ones. Work was timely and of high quality; required same of subordinates. Results had a positive impact on department or unit. Continuously improved services and organizational effectiveness.	<input type="radio"/>	Maintained optimal balance among quality, quantity, and timeliness of work. Quality of own and subordinates' work surpassed expectations. Results had a significant positive impact on unit or Coast Guard. Established clearly effective systems of continuous improvement.	<input type="radio"/>	<input type="radio"/>
d. ADAPTABILITY:	<input type="radio"/>	Unable to gauge effectiveness of work, recognize political realities, or make adjustments when needed. Overlooked or screened out new information. Overreacted or responded slowly to change in direction or environment. Ineffective in ambiguous, complex, or pressured situations.	<input type="radio"/>	Receptive to change, new information, and technology. Effectively used benchmarks to improve performance and service. Monitored progress and changed course as required. Effectively dealt with pressure and ambiguity. Facilitated smooth transitions. Adjusted direction to accommodate societal trends or political realities.	<input type="radio"/>	Rapidly assessed and adjusted to changing conditions, political realities, new information and technology. Very skilled at using and responding to measurement indicators. Championed organizational improvements. Effectively dealt with extremely complex situations. Turned pressure and ambiguity into constructive forces for change.	<input type="radio"/>	<input type="radio"/>
e. PROFESSIONAL COMPETENCE:	<input type="radio"/>	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. Made little effort to grow professionally. Used knowledge as power against others or bluffed rather than acknowledging ignorance. Effectiveness reduced due to limited knowledge of own organizational role and customer needs.	<input type="radio"/>	Competent and credible authority on specialty or operational issues. Acquired and applied excellent operational or specialty expertise for assigned duties. Showed professional growth through education, training and professional reading. Shared knowledge and information with others clearly and simply. Understood own organizational role and customer needs.	<input type="radio"/>	Superior expertise; advice and actions showed great breadth and depth of knowledge. Remarkable grasp of complex issues, concepts, and situations. Rapidly developed professional growth beyond expectations. Vigorously conveyed knowledge, directly resulting in increased workplace productivity. Insightful knowledge of own role, customer needs, and value of work.	<input type="radio"/>	<input type="radio"/>

COMMENTS:

	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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**7. REPORTING OFFICER COMMENTS:** Supplement or amplify Supervisor's evaluation.  Concur  Do not concur  RO is Supervisor

**8. PERSONAL AND PROFESSIONAL QUALITIES:** Measures selected qualities which illustrate the individual's character.

<p>a. <b>INITIATIVE:</b> Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.</p>	<p>1 <input type="radio"/></p>	<p>Postponed needed action. Implemented or supported improvements only when directed to do so. Showed little interest in career development. Feasible improvements in methods, services, or products went unexplored.</p>	<p>3 <input type="radio"/></p>	<p>Championed improvement through new ideas, methods, and practices; self-starter. Anticipated problems and took prompt action to avoid or resolve them. Sought opportunities for own career development. Pursued productivity gains and enhanced mission performance by applying new ideas and methods.</p>	<p>5 <input type="radio"/></p>	<p>Aggressively sought out additional responsibility. A self-learner. Made worthwhile ideas and practices work when others might have given up. Extremely innovative. Optimized use of new ideas and methods to improve work processes, decision-making, and service delivery.</p>	<p>7 <input type="radio"/></p> <p>N/O <input type="radio"/></p>
<p>b. <b>JUDGMENT:</b> Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk assessment, and analytical thought.</p>	<p><input type="radio"/></p>	<p>Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts, alternatives, and impact. Did not effectively weigh risk, cost, and time considerations. Unconcerned with political drivers on organization.</p>	<p><input type="radio"/></p>	<p>Demonstrated analytical thought and common sense in making decisions. Used facts, data, and experience, and considered the impact of alternatives and political realities. Weighed risk, cost and time considerations. Made sound decisions promptly with the best available information.</p>	<p><input type="radio"/></p>	<p>Combined keen analytical thought, an understanding of political processes, and insight to make appropriate decisions. Focused on the key issues and the most relevant information. Did the right thing at the right time. Actions indicated awareness of impact of decisions on others. Not afraid to take reasonable risks to achieve positive results.</p>	<p><input type="radio"/></p>
<p>c. <b>RESPONSIBILITY:</b> Ability to act ethically, courageously, and dependably and inspire the same in others; accountability for own and subordinates' actions.</p>	<p><input type="radio"/></p>	<p>Actions demonstrated questionable ethics or lack of commitment. Tolerated indifference or failed to hold subordinates accountable. Allowed organization to absorb personnel problems rather than confronting them as required. Tended not to speak up or get involved. Provided minimal support for decisions counter to own ideas.</p>	<p><input type="radio"/></p>	<p>Held self and subordinates personally and professionally accountable. Spoke up when necessary, even when expressing unpopular positions. Supported organizational policies and decisions which may have been counter to own ideas. Committed to the successful achievement of organizational goals.</p>	<p><input type="radio"/></p>	<p>Integrity and ethics beyond reproach. Always held self and subordinates to highest standards of personal and professional accountability. Did the right thing even when it was difficult. Succeeded in making even unpopular policies or decisions work. Actions demonstrated unwavering commitment to achievement of organizational goals.</p>	<p><input type="radio"/></p>
<p>d. <b>PROFESSIONAL PRESENCE:</b> Ability to bring credit to the Coast Guard through one's actions, competence, demeanor, and appearance. Extent to which an officer displayed the Coast Guard's core values of honor, respect, and devotion to duty.</p>	<p><input type="radio"/></p>	<p>Unaware of general CG objectives; uncooperative or biased in interactions. Lost composure in difficult situations. Conveyed poor image of self and CG. Ignorant of or sloppy with common military courtesies. Uniform appearance and grooming below standard. Failed to display the core values of honor, respect, and devotion to duty.</p>	<p><input type="radio"/></p>	<p>Knowledgeable in how CG objectives serve the public; cooperative and fair in all interactions. Composed in difficult situations. Conveyed positive image of self and CG. Well versed in military etiquette; precise in rendering and upholding military courtesies. Great care in uniform appearance and grooming. Abided by the core values of honor, respect, and devotion to duty.</p>	<p><input type="radio"/></p>	<p>Always self-assured, projected ideal CG image. Poised in response to others' provocative actions. Contributed leadership role in civilian/military community. Exemplified and held others accountable for the core values and finest traditions of military customs and protocol. Meticulous uniform appearance and grooming; inspired similar standards in others.</p>	<p><input type="radio"/></p>
<p>e. <b>HEALTH AND WELL-BEING:</b> Ability to invest in the Coast Guard's future by caring for the physical health, safety, and emotional well-being of self and others.</p>	<p><input type="radio"/></p>	<p>Did not adhere to the Coast Guard Fitness Program. Failed to meet minimum standards of weight control or sobriety. Tolerated or condoned others' alcohol abuse. Seldom considered subordinates' health and well-being. Unwilling or unable to recognize and manage stress despite apparent need. Failed to adequately identify and protect personnel from safety hazards.</p>	<p><input type="radio"/></p>	<p>Maintained weight standards and adhered to the Coast Guard Fitness Program. Committed to health and well-being of self and subordinates. Enhanced personal performance through activities supporting physical and emotional well-being. Recognized and managed stress effectively. Ensured that safe operating procedures were followed.</p>	<p><input type="radio"/></p>	<p>Remarkable vitality, enthusiasm, alertness and energy. Consistently contributed at high levels and actively followed a comprehensive fitness program. Optimized personal performance through involvement in activities which supported physical and emotional well-being. Monitored and helped others deal with stress, enhance health and well-being. Demonstrated a significant commitment towards safety of personnel.</p>	<p><input type="radio"/></p>

COMMENTS:

**9. COMPARISON SCALE (FOR GRADES W2 TO O2):** Compare this officer with others of the same grade whom you have known in your career.

UNSATISFACTORY      A QUALIFIED OFFICER      ONE OF THE MANY COMPETENT PROFESSIONALS WHO FORM THE MAJORITY OF THIS GRADE      AN EXCEPTIONAL OFFICER      A DISTINGUISHED OFFICER

                      

**10. POTENTIAL:** Describe ability to assume greater leadership roles and responsibilities (e.g. command, special assignment, promotion, and special skills).

**11. REPORTING OFFICER AUTHENTICATION** (YYYY/MM/DD)

a. NAME AND SIGNATURE	b. GRADE	c. EMPLID	d. TITLE OF POSITION	e. DATE / /
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**12. REVIEWER AUTHENTICATION**

b. NAME AND SIGNATURE	c. GRADE	d. EMPLID	e. TITLE OF POSITION	f. DATE / /
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## INSTRUCTIONS

**PURPOSE:** The Officer Evaluation Report (OER) primarily provides information for officer corps promotion, selection, and assignment determinations. Secondary purposes include: (1) prescribing common standards of expected performance; (2) reinforcing Coast Guard values; and (3) acting as one means of performance feedback for the Reported-on Officer.

**GUIDING INSTRUCTION:** Chapter 10-A of the CG Personnel Manual, COMDTINST M1000.6 (series), contains all official guidance on OES requirements.

**RESPONSIBILITIES:** All Coast Guard officers and raters of CG officers should be aware of their OES responsibilities as outlined in the CG Personnel Manual.

**SUBMISSION SCHEDULE:**

Grade	Active Duty	IDPL
Captain	Apr	Apr
Commander	Mar	Mar
Lieutenant Commander	Apr	Apr
Lieutenant	May	May
Lieutenant (Junior Grade)	Jan and Jul	Jul
Lieutenant (Junior Grade) in zone for LT	Jun	Jun
Ensign	Mar and Sep	Mar
Chief Warrant Officer (W4)	Apr	Apr
Chief Warrant Officer (W3)	Jul	Jul
Chief Warrant Officer (W2)	Jun	Jun

**Notes:**

(1) An OER period may be extended for up to 92 days (semiannual) or 182 days (annual) under certain conditions. Consult PERSMAN for further guidance.

(2) OERs for IDPL grades of CAPT, LTJG, and ENS are annual. All other IDPL OERs are biennial.

(3) Officers assigned to DUINS follow an annual/semiannual schedule according to school terms.

**TIMELINE:**

- 21 days before end of period:  
Reported-on Officer submits to Supervisor a list of significant accomplishments during the period, supporting documents (as required), administrative data required for OER Section 1, and a completed OER page 4.
- 10 days after the period:  
Supervisor sections of OER due to Reporting Officer (RO).
- 30 days after the period:  
Supervisor and Reporting Officer sections due to the Reviewer.  
After Reviewer signs the OER, Reported-on Officer reviews the OER and signs in Section 1.b.
- 45 days after the period:  
OER due to CGPC for review and entry into the official record.

**RESTRICTIONS:**

Raters shall not mention a Reported-on Officer's: (1) First name; (2) Non-selection for promotion, including allusions thereto; (3) Record appeals; (4) Psychological or medical conditions; (5) marital or family status (including pregnancy); or (6) Performance observed outside the reporting period. Raters also shall not: (1) Expressly evaluate or place emphasis on gender, religion, color, race, or ethnic background (applies to both member and third parties); or (2) Include information which is subject to a security classification. See PERSMAN for additional restrictions that apply to disciplinary proceedings.

**PREPARATION CHECKLIST (OPTIONAL):**

Administrative Data and Description of Duties (Sections 1 and 2):

\_\_\_ All fields completed (enter dates in YYYY/MM/DD format and enter only one occasion for report).

\_\_\_ Primary duty will be capitalized (no other text enhancements, such as underlining, bolding, or all capital letters, are allowed throughout the OER).

\_\_\_ Attachments listed (only personal award citations, punitive letters, or letter reports for senior service school allowed).

Performance Evaluation (Sections 3-5 and 7-8)

\_\_\_ Marks assigned according to standards which most closely describe Reported-on Officer's performance during the period.

\_\_\_ Specific examples cited for each mark which deviated from "4". When applicable, comments on seamanship or airmanship ability are distinct.

Comparison or Rating Scale and Potential (Sections 9 and 10):

\_\_\_ Section 9 mark assigned according to the instructive clause on the form.

\_\_\_ Comments describe Reported-on Officer's overall potential for greater responsibility (include, as appropriate, recommendations for promotion, special assignment, and command).

**TIPS FOR EFFECTIVE COMMENTS:**

1. Be specific.  
Concisely describe the performance by relating the action observed and its impact; quantify the action whenever possible and explain why it was important; avoid empty superlatives. Do not repeat the dimensions.
2. Save space.  
Use information bullets; reduce the use of pronouns; use member's name sparingly, if at all; use action verbs and semicolons; and avoid excess words. Acronyms and abbreviations are effective only if they are common to all Coast Guard communities or are initially defined in the comments.
3. Be clear.  
Don't lose the meaning; watch for cryptic comments.

**13. RETURN ADDRESS.** (Name and address to which a copy is sent after filing the original in the officer's record.)

**14. OER ADMINISTRATOR REVIEW:**

a. Initials:	b. Date: / /
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**PRIVACY ACT STATEMENT**  
This information is requested under the authority of 14 U.S.C. 833 to determine an officer's suitability for promotion or job assignment. Submitting this information is mandatory. Failure to provide it could adversely affect promotion opportunities and job assignments or lead to disciplinary action.