

Module 4: Profiling

Today I'm going to provide you a detailed briefing of Module 4 – Profiling. If you have any questions, please feel free to ask them.

Today's agenda will cover the following key areas:

- Evaluation Reporting System
- Rater Overall Performance, which includes writing style and the rater tendency.
- Senior Rater Overall Potential, which includes the narrative, immature profile, small population, and profile management.

In addition, I'll also address how to access online tools, such as the Rater Tendency, Senior Rater Profile, and Manage Delegates.

The Evaluation Reporting System (ERS) is used to assess the quality of Soldiers while identifying the best talent and future leaders of our Army. With that, the primary function of the evaluation report is to provide key information to HQDA for use in making critical personnel management decisions.

Each evaluation report is a stand-alone assessment of the rated NCO for a specific rating period. The NCOER must be a thoughtful and fair appraisal of the rated NCO's abilities, based on observed performance and potential. Each evaluation report must be accurate and complete to ensure that sound personnel management decisions can be made and that the rated NCO's potential can be fully developed.

For the New NCOER, rating official roles and responsibilities have been clearly defined. The rater will focus on specific, quantifiable performance. The senior rater will address potential while maintaining a constrained senior rater profile 24% "MOST QUALIFIED" selection for SSG-CSM/SGM.

A key component of the centralized selection board process is the review of NCOERs. These reports are part of the "Whole File Concept" and assist board members in making promotion and separation decisions. To ensure the best talent and our future leaders are identified for promotions and key assignments, rating officials need to reserve the top box for those NCOs who are deserving and best suited for positions of greater responsibility.

As the overall caretaker of personnel systems, the commander is responsible for ensuring rating schemes are established in accordance with regulatory guidelines, rating officials understand their roles and responsibilities, and that timely counseling to subordinates on professionalism and job performance while encouraging self-development is conducted.

The rating chain for the rated NCO will be established at the beginning of the rating period. This allows the rated NCO and rating officials to properly execute their roles and responsibilities in the evaluation process. Rating officials must meet grade requirements, as well as time in position, in order to render evaluation reports.

The rater will be the immediate supervisor of the rated NCO and is responsible for directing and assessing the rated NCO's day-to-day performance and counseling.

The senior rater will be the immediate supervisor of the rater and is responsible for assessing the rated NCO's potential and providing mentorship. When a supplementary review is not required, the senior rater will ensure the NCOER meets the regulatory guidance of AR 623-3.

The supplementary reviewer, when required, is responsible for monitoring evaluation practices and providing assistance and advice to the rating officials as needed on matters pertaining to Army evaluations. (Note: If the supplementary reviewer determines comments are necessary, the supplementary reviewer will prepare a memorandum. The memorandum will comment on the accuracy and/or clarity (i.e., administrative data, rating chain) of the completed NCOER in accordance with AR 623-3. The comments will not include evaluative statements about the rated NCO or statements that amplify, paraphrase, or endorse the comments and/or ratings of the rating chain members.)

Keys to success:

Senior raters are responsible for the evaluation & to identify the best, as well as those who may need some work.

As leaders, we must mentor and share experiences with subordinates (how to write evaluations, manage profiles, know what right looks like).

Technique – When counseling those you rate, take the time to look over their counseling packets of their subordinates (who you senior rate) and discuss how & why they assess the way they do.

Read and reference ADP 6-0, ADP 6-22, AR 623-3 and DA PAM 623-3, and The Leader Development Guide published by the Center for Army Leadership. (HINT: The Leader Development Guide is an outstanding resource to understand the relationship between the attributes and competencies and shows examples of strengths or developmental needs.)

Know tools to track evaluations (Evaluation Entry System (EES), Evaluation Reporting System (ERS), S1 Net, read MILPER Messages)

Know how to assess – the narrative is key! Quantify comments for your very best.

Forecast, track, update evaluations and rating schemes ... use EES and ERS to track and submit evaluations. The EES provides error prevention and profile management tools.

HINT: When you counsel and use the NCOER Support Form, it is easier to track and sort the rated NCO's most significant accomplishments (what he/she did and how well he/she did it) from the completed support form and associate them with the respective attribute and competency as defined in ADRP 6-22. Then, concisely write the narratives. **Raters and senior raters can and should comment on NCOs' ability to employ mission command principles in narrative comments.** Mission command principles are incorporated in ADRP 6-22 as well.

(Mission Command – the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of decisive action. (ADP 6-0). Mission command calls for leaders with the ability to build a collaborative environment, the commitment to develop subordinates, the courage to trust, the confidence to delegate, the patience to overcome adversity, and the restraint to allow lower echelons to develop the situation.)

Rating officials should develop and communicate their philosophy for those they rate. Rating officials should communicate what right looks like to subordinates and let them know where they stand. The purpose of counseling is to provide feedback about how well they are doing *and* ways to improve – think of counseling and support form use as a leadership In Progress Review (IPR) and the evaluation as the After Action Review (AAR). Completing IPRs ensures a better outcome.

TAKE SOME TIME AND DECIDE – What are your personal limits for “FAR EXCEEDED STANDARD” or “MOST QUALIFIED” indications? Will it be all tasks completed on time and to standard or just some? PT must be 270 or higher? A foundational understanding of Mission Command and MDMP? Or those who can understand implied tasks, take the initiative, and, at least, defend their position – if they are overridden, do they march on or fight every step? Able to think out of the box?

The Army generally does not use all available space in a profile. Why? Because when something occurs out of the norm – a new task org, a special board, HRC-directed evaluations – rating officials have the room to take care of the best. Highly recommend that you maintain room in your profile if it is managed (24%) or unmanaged like the rater tendency. The distribution of box checks lends value to the narrative.

HINT: When you counsel and use the NCOER Support Form, it is easier to point out to the rated NCOs why you are giving them a “MET STANDARD” or “HIGHLY QUALIFIED” indication – they will know it before you actually write the report – the key is to teach them what right looks like.

Use your narrative to communicate and quantify performance compared to other NCOs you have rated in your career. Once you, as a rating official, decide on your philosophy, stick to it. Remember – Identify your best and hold those not performing accountable in your rating.

Knowing your population is much more than knowing the names of those you rate or senior rate. You need to know each Soldier’s skills, knowledge, attributes, and talents.

As discussed in Module 3, the rater assesses the rated NCO’s performance using a four-box scale.

“FAR EXCEEDED STANDARD”

“EXCEEDED STANDARD”

“MET STANDARD”

“DID NOT MEET STANDARD”

Note: The direct-level report for Sergeant will only use “MET STANDARD” and “DID NOT MEET STANDARD.” The organizational- and strategic-level reports will use all four performance measures.

For the organizational-level and strategic-level reports, the rater will assess the rated NCO’s overall performance during the rating period compared against other NCOs, of the same rank, the rater currently rates and has rated previously.

The focus is on results achieved and the manner by which they were achieved.

If the rated NCO’s demonstrated performance surpassed the required Army and organizational standards of leader competencies and attributes of the majority of NCOs in that grade of the rater’s population; the rater will place an “X” in either the “EXCEEDED STANDARD” or “FAR EXCEEDED STANDARD” box. The rater will use the “EXCEEDED STANDARD” and “FAR EXCEEDED STANDARD” boxes

to identify the upper third of NCOs for each rank, with further stratification of the upper third by use of the “FAR EXCEEDED STANDARD” box. (Note: “FAR EXCEEDED STANDARD” is **demonstrated by the best of the upper third of NCOs of the same grade.**)

If the rated NCO **successfully achieved** and maintained the required Army and organizational standards of leader competencies and attributes consistent with the majority of NCOs in that grade of the rater’s population, the rater will place an “X” in the “MET STANDARD” box.

If the rated NCO **failed to meet or maintain the required Army standards and organizational goals of leader competencies and attributes** and performance was below the majority of NCOs in that grade of the rater's population, the rater will place an “X” in the “DID NOT MEET STANDARD” box.

To ensure the rated NCO receives an accurate and fair assessment, the rater’s comments will focus on specific, quantifiable performance. The comments should clearly explain what the rated NCO did and how well he/she performed. Being concise and to the point is preferred and assists selection boards in quickly identifying a rated NCO’s key achievements and accomplishments.

In the event the senior rater does not meet the minimum time requirements (i.e., designated as the rated NCO’s senior rater for a minimum period of 60 calendar days (For USAR TPU, DIMA, and drilling IRR NCOs and ARNG NCOs, the senior rater must have served in that capacity for a minimum of 90 calendar days)), then the rater’s comments are the sole basis for assessing the rated NCO. (Note: In such cases, the following statement is annotated: “Senior rater does not meet minimum qualifications.”)

As discussed in the previous slide, the rater’s assessment of overall performance is a comparison of the rated NCO’s performance during the rating period against other NCOs, of the same rank, the rater currently rates and has rated previously.

How well the NCO performed the mission against what he/she was tasked or said he/she was going to do.

The rater tendency is maintained for all raters for NCOs in the rank of Staff Sergeant through Command Sergeant Major / Sergeant Major (SSG-CSM/SGM). This applies to all components (Regular Army, Reserve, and Guard). The rater tendency is the rater’s rating history for each grade they rate. (Note: Raters do not maintain a rater tendency on NCOs in the rank of Sergeant (SGT).)

The rater tendency emphasizes the rater’s role and responsibility to provide credible information (i.e., honest and accurate assessments) to HQDA. This is one of the rater’s most critical actions and affects decisions regarding the Army’s future leadership.

Because the rater tendency is calculated as each report is submitted to HQDA for processing, the rater must monitor and manage their rater tendency to ensure it’s in accordance with Army guidance and does not reflect inflation. Due to the rater tendency label being imprinted on the completed NCOER, there’s a greater importance for the rater to maintain a credible rater tendency.

Similar to the senior rater profile, the rater tendency continues without interruption as the rater (in either a military or civilian status) moves from unit to unit and position to position. This also applies to raters if and when they are promoted.

In order to request a rater tendency restart in a particular grade, the rater must meet the following requirements:

- A total of six NCOERs have processed against that grade at HQDA (that is, completed processing through HQDA)
- The rater has obtained written authorization from the first general officer commander (or equivalent) within his/her organization.

To restart an entire rater tendency, the rating tendency for a single grade, or any portion of the rater tendency, a rater will personally contact HRC Evaluations Branch. No restart will be made until the rater and HRC Evaluations Branch agree to the effective date and grades to be affected. Rater tendency restarts will become effective the first date of a given month and will impact all NCOERs received after the agreed upon date.

The rater tendency label depicts the rater's overall rating history in a particular grade. The example shows that the rater rendered 12 ratings for Sergeant First Class (SFC). Of those 12, the rater identified two (2) as "FAR EXCEEDED STANDARD," three (3) as "EXCEEDED STANDARD," six (6) as "MET STANDARD," and one (1) as "DID NOT MEET STANDARD." Because the rater tendency is unconstrained (i.e., no limitation), it is imperative that the rater maintain a credible rating history. In the event the rater tendency reflects inflation (for example, out of 12 total ratings, eight (8) are either "FAR EXCEEDED STANDARD" or "EXCEEDED STANDARD"), then there is the potential for the rater's credibility to be questioned when reviewed by a DA Centralized Selection Board and/or the rater's rating chain.

When selection board members view the Rater Overall Performance section, they will see the performance box check, the rater's tendency, and comments quantifying/qualifying the box check.

An additional feature within the Evaluation Entry System (EES) is the ability for the rater's rater and senior rater to view the rater's rater tendency. This will allow the rater's rating chain to provide oversight and guidance to ensure the rater is managing his/her rater tendency in accordance with Army guidance.

It is also important to note that the rater's rater and senior rater will have visibility of the rater's tendency report. Leaders are responsible for developing, mentoring, and counseling raters in order to discourage inflation and protect a rater's credibility.

The rater tendency report shows the rater's overall rating history for each grade they have rendered reports. In the example, the rater assessed NCOs in the grades of E-6, E-7, E-8, and E-9. This information is very useful in managing and projecting assessments to ensure the rater maintains a credible rater tendency.

For the organizational- and strategic-level reports, the senior rater will assess the rated NCO's overall potential during the rating period compared against other NCOs, of the same rank, the senior rater currently senior rates and has senior rated previously.

If the rated NCO's potential exceeds that of the majority of NCOs in the senior rater's population, then the senior rater will place an "X" in the "MOST QUALIFIED" box. This box check identifies NCOs with strong potential for promotion in the secondary zone and ahead of peers. In order to maintain a

credible profile, the senior rater cannot have more than 24% of total ratings of a rank in the “MOST QUALIFIED” top box.

If the rated NCO’s potential is consistent with the majority of NCOs in the senior rater’s population, then the senior rater will place an “X” in the “HIGHLY QUALIFIED” box. This box check identifies NCOs with a strong potential for promotion with peers.

If the rated NCO’s potential is adequate, but beneath the majority of NCOs in the senior rater’s population, then the senior rater will place an “X” in the “QUALIFIED” box. This box check identifies NCOs who demonstrate potential to be successful at the next level, promote if sufficient allocations are available. This population would probably not be large.

If the rated NCO’s potential is below the majority of NCOs in the senior rater’s population, then the senior rater will place an “X” in the “NOT QUALIFIED” box. This box check identifies NCOs who do not demonstrate potential for promotion, recommend separation.

To ensure the rated NCO receives an accurate and fair assessment, the senior rater’s comments should quantify and qualify the passion (or lack thereof) that the senior rater has for the rated NCO’s potential. To ensure HQDA Centralized Selection Boards understand the senior rater’s intent, the comments should be clear, concise, and focus on the next three to five (3-5) years while addressing assignment, schooling, and promotion potential.

Senior rater comments should be specific to the rated NCO; avoid using the same language for all your NCOs.

Senior rater comments should always complement and enforce the box check. For example, the senior rater should reserve strong, exclusive narrative comments for “MOST QUALIFIED” selections and, in rare cases, when a “HIGHLY QUALIFIED” box check is made due to an immature profile and/or small population.

Prohibited narrative comments include those that mention the box check (i.e., “MOST QUALIFIED NCO,” “If my profile allowed, I would rate this NCO higher”) or board language (i.e., “6+ NCO”). In the event a report is found to have prohibited comments, then it will be returned to the rating official(s) for correction.

To ensure senior rater consistency, the narrative comments should amplify and reinforce the box check.

An exclusive narrative is one that clearly describes superior performance/potential above that of the vast majority. This is associated with promotion in the secondary zone and is restrictive in nature.

Senior raters should reserve exclusive narratives for the following:

- The best “MOST QUALIFIED” reports within a mature profile
- “HIGHLY QUALIFIED” reports that follow a “MOST QUALIFIED” report for the same rated NCO
- “HIGHLY QUALIFIED” reports for the very best NCOs in a small population / immature profile situation

A strong narrative is one that describes significant performance accomplishments and enthusiastically recommends promotion, key assignment, and/or schooling. Senior raters should reserve strong narratives for the following:

- “MOST QUALIFIED” reports
- For the very best NCOs receiving “HIGHLY QUALIFIED” reports

Enumeration is a technique used to rank order NCOs in a particular grade based on their demonstrated performance and potential. An examples is #1 of 6. The use of enumeration allows senior raters to further reinforce the box check and narrative.

The administrative information on the senior rater profile label is designed to assist selection board members to quickly identify when an immature profile and/or small population exists for the senior rater and the rated NCO’s NCOER.

An immature profile is when the senior rater has rendered five (5) or less reports for a particular grade.

A small population is when the senior rater’s population is three (3) or less for a particular grade.

Here is an example of how it works:

If you look at the “TOTAL RATINGS” on the HQDA label, you can see that this is the senior rater’s third SGM rating. This is an immature profile which is defined as up to five (5) reports rendered for a particular grade.

If you look at Part V block a, you can see that it reflects a small population (any number of 3 or less). Examples of small populations are: one Army Sergeant First Class in a Joint office, or two Army Sergeants Major working in a battalion. When the number is small, you know the senior rater is not going to be able to write a lot of reports that impact their profile. The rated NCO may get an annual, another annual, and a change of rater.

When you combine an immature profile and/or small population with the “Silver bullet” exception (one of the first four reports assessed as “MOST QUALIFIED”), then there is a strong likelihood that most reports processed by HQDA and viewed by DA Centralized Selection Boards will be “HIGHLY QUALIFIED” assessments. Taking all of this into account, selection board members will be advised to focus on the narrative to determine the senior rater’s intent.

The senior rater profile calculation begins when the senior rater renders his/her first NCOER for SSG-CSM/SGM. To determine the senior rater profile, you have to divide the # of “MOST QUALIFIED” assessments by the total number of reports rendered. In the example, the senior rater utilized the “Silver bullet” exception and rendered a “MOST QUALIFIED” assessment for the first report. The next seven are either “HIGHLY QUALIFIED,” “QUALIFIED,” or “NOT QUALIFIED.” After the fourth report, the senior rater profile is 25%. Because the senior rater profile is limited to 24%, the next time the senior rater can render another “MOST QUALIFIED” assessment is the ninth report for a particular grade.

Please note that the Evaluation Entry System (EES) will automatically calculate the senior rater profile. If the senior rater profile does not support a “MOST QUALIFIED” box check, the system will gray out that option and it will not be available to the senior rater. In the event a hard copy report is mailed to HRC, the senior rater box check for overall potential will be verified against the senior rater profile. If the

senior rater profile does not support a “MOST QUALIFIED” box check, the report will be considered a “MISFIRE” and then automatically downgraded to a “HIGHLY QUALIFIED” prior to processing.

As each NCOER is rendered, the Evaluation Entry System (EES) will automatically calculate the senior rater profile. If the senior rater profile does not support a “Most Qualified” selection, then EES will display a warning notification and the “MOST QUALIFIED” option will be grayed out.

When it comes to senior rater profile labeling, there are three rules.

- Rule #1 – If the senior rater checks the “HIGHLY QUALIFIED,” “QUALIFIED,” or “NOT QUALIFIED” box, then the report is always labeled as indicated on the form. Please note that the sum of “Highly Qualified,” “Qualified,” and “NOT QUALIFIED” box checks must always be at least 76% of total number of ratings rendered.
- Rule #2 – If the senior rater checks the “Most Qualified” box and the senior rater’s use of “Most Qualified” is no more than 24% of the total ratings rendered in that grade, then the report is labeled “Most Qualified.”
- Rule #3 – This typically applies to hard copy evaluations once received at HQDA. If the senior rater completes a .pdf-fillable NCOER and checks the “Most Qualified” box and the senior rater profile is greater than 24% of the total ratings rendered in that grade, then the report is categorized as a “MISFIRE,” automatically downgraded and labeled as a “Highly Qualified” upon receipt at HQDA and the senior rater is charged with a “MOST QUALIFIED.” (Note: The Evaluation Entry System (EES) is designed to prohibit a “MISFIRE.” If the senior rater profile does not support a “MOST QUALIFIED” assessment, the “MOST QUALIFIED” box check is grayed out.)

The next couple of slides will show how the profile labeling rules are applied.

Rule #1 – If the senior rater checks the “HIGHLY QUALIFIED,” “QUALIFIED,” or “NOT QUALIFIED” box, then the report is always labeled as indicated on the form. Please note that the sum of “Highly Qualified,” “Qualified,” and “NOT QUALIFIED” box checks must always be at least 76% of total number of ratings rendered.

As you can see, each report submitted as a “HIGHLY QUALIFIED,” “QUALIFIED,” or “NOT QUALIFIED” will be label as indicated on the form regardless of the senior rater profile.

Rule #2 – If the senior rater checks the “Most Qualified” box and the senior rater’s use of “Most Qualified” is not more than 24% of the total ratings, then the report is labeled “Most Qualified.”

With this example, the senior rater profile (prior to the submission of the “MOST QUALIFIED” assessment) reflects one (1) “MOST QUALIFIED,” five (5) “HIGHLY QUALIFIED,” two (2) “QUALIFIED,” and zero (0) “NOT QUALIFIED” assessments for a total number of eight (8) ratings.

When the “MOST QUALIFIED” assessment is added to the senior rater profile, it counts as two (2) “MOST QUALIFIED,” five (5) “HIGHLY QUALIFIED,” two (2) “QUALIFIED,” and zero (0) “NOT QUALIFIED” assessments for a total number of nine (9) ratings. Based on the calculation of two (2) “MOST QUALIFIED” of nine (9) total reports rendered, the senior rater profile is 22.2% (2 of 9).

Because the senior rater's use of "MOST QUALIFIED" is not more than 24% for this pay grade, the report is labeled "MOST QUALIFIED."

Rule #3 – This typically applies to hard copy evaluations once received at HQDA. If the senior rater completes a .pdf-fillable NCOER and checks the "Most Qualified" box and the senior rater profile is greater than 24%, then the report is categorized as a "MISFIRE", automatically downgraded and labeled as a "Highly Qualified," and the senior rater is charged with a "MOST QUALIFIED." (Note: The Evaluation Entry System (EES) is designed to prohibit a "MISFIRE." If the senior rater profile does not support a "MOST QUALIFIED" assessment, the "MOST QUALIFIED" box check is grayed out.)

With this example, the senior rater profile (prior to the submission of the "MOST QUALIFIED" assessment) reflects two (2) "MOST QUALIFIED," five (5) "HIGHLY QUALIFIED," two (2) "QUALIFIED," and zero (0) "NOT QUALIFIED" assessments for a total number of nine (9) ratings.

When the "MOST QUALIFIED" assessment is added to the senior rater profile, it counts as three (3) "MOST QUALIFIED," five (5) "HIGHLY QUALIFIED," two (2) "QUALIFIED," and zero (0) "NOT QUALIFIED" assessments for a total number of ten (10) ratings. Based on the calculation of three (3) "MOST QUALIFIED" of ten (10) total reports rendered, the senior rater profile is 30% (3 of 10).

Because the senior rater profile is greater than 24%, the report is categorized as a "MISFIRE," automatically downgraded and labeled as a "HIGHLY QUALIFIED," and the senior rater is charged with a "MOST QUALIFIED." This means that the senior rater must submit six (6) additional reports ("HIGHLY QUALIFIED," "QUALIFIED," "NOT QUALIFIED") to make up for the "MISFIRE."

On the Evaluation Entry System (EES) homepage, there are several tools that will assist you as the rating official and/or delegate.

On the Evaluation Entry System (EES) homepage, there are two tools that will give the rating official or his/her delegate(s) access to the rater tendency and senior rater profile. The designated rating official or delegate can click the appropriate tab, "View my Rater and Senior Rater Profile" or "View Profiles where I am a delegate."

Within EES, the rater tendency and senior rater profile will list the rating official's role (i.e., Rater, Senior Rater) and the current number of assessments rendered by grade.

For the rater tendency, it will list by grade the number of reports rendered as "FAR EXCEEDED STANDARD," "EXCEEDED STANDARD," "MET STANDARD," and "DID NOT MEET STANDARD."

Note: The rater profile only applies to Officers.

For the senior rater profile, it will list by grade the number of reports rendered as "MOST QUALIFIED," "HIGHLY QUALIFIED," "QUALIFIED," and "NOT QUALIFIED."

Note: The Multi-Star, Promote to BG, Retain as COL, and Unsatisfactory assessments only apply to Colonels.

Another tool located on the EES homepage, is the Evaluation Status and Management Tools, which is commonly known as Evaluation Reporting System (ERS). It allows the user to access profiles and query reports.

From the Evaluation Reporting System (ERS) website, the senior rater can click “Dashboards” to view their DASH 2 (i.e., Senior Rater Profile).

The Senior Rater Profile Management Tool allows rating officials and designated personnel (i.e., G-1, S-1) to manually calculate and manage the senior rater profile. Based on the senior rater’s guidance and philosophy, the data can be analyzed to provide the senior rater with the flexibility to project ratings to ensure those individuals the senior rater deems as “MOST QUALIFIED” can receive those assessments when the reports are due.

Note: Promotable NCOs serving in the next higher grade will count against the senior rater profile at the next grade. For example, a SFC(P) serving in an authorized MSG billet will count against the senior rater profile for MSG.

The “Manage Delegates” function allows the rating official to designate individual(s) to serve as a delegate(s). Depending on the permissions granted, the delegate is able to view profile(s), draft, edit, remove signatures, and submit evaluations on the rating official’s behalf. Each rating official can designate no more than 10 total delegates with two of them being administrators. (Note: The delegate cannot sign for the rating official.)

A new EES feature for the New NCOER allows the rating official to designate up to two senior NCOs to review and comment on all evaluation reports in which the rating officials render reports.

From the “Manage Delegates” page, the rating official will select “Add Delegate.”

From the “Delegate Selection” page, the rating official will need a valid DOD ID Number (or SSN) for the person who will be managing the profile.

As the rating official, ensure you select the role you are authorizing your delegate to view.

Each rater and senior rater is authorized two (2) administrators who will be able to “Manage Delegates,” “View Rating Profile,” and “Edit and Submit Evaluations” to HQDA for processing. The two (2) administrators can assign up to eight (8) additional delegates to “Edit and Submit Evaluations” for a specific period of time (i.e., “Start/End Date”) on the rater’s and/or senior rater’s behalf.

Note: The rating official or administrator must click “Update Permissions” to validate the transaction within EES. Delegate permissions are valid for one year by default and apply to all OERs and NCOERs for the rating officials.

In order to remove a delegate’s permission(s), select your role (i.e., Rater, Senior Rater).

Click the “Remove” tab for the delegate and then click “Update Permissions” to validate the transaction.

A new feature within EES is the delegate role, “Rater / Senior Rater Enlisted Advisor.” The enlisted advisor is able to review the NCOER and provide comments to the rating official. This information is only viewable by the rating official and his/her enlisted advisor. Once the report is processed to completion by HQDA, the comments are purged from the system after 90 days.

To recap Module 4 – Profiling, we covered the following key areas:

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- Rater Overall Performance, which included writing style and the rater tendency.
- Senior Rater Overall Potential, which included the narrative, immature profile, small population, and profile management.

In addition, we covered how to access online tools, such as the rater tendency, senior rater profile, and manage delegates.