

# Military Evaluation (OER & NCOER)

## Rater and Senior Rater Profile Management

Purpose: to provide basic information on military evaluations (IAW AR 623-3 policy) with an emphasis on Rater and Senior Rater profiles.



# Outline



- **Evaluation System Information**
  - General
  - Rating Official Roles
  
- **OER Information**
  - System
  - Narratives
  - Process
  - Rater Management
  - Senior Rater Management
  
- **NCOER Information**
  - System
  - Process
  - Rater Management
  - Senior Rater Management
  - Military Advisor



# Evaluation Purpose

- **Purpose of Evaluations:** Identify our Army's best performers and those with the greatest potential
  - Selection and Separation Boards and assignment managers are the audience
  - Requires candor and courage; frank and accurate assessment
  - Leaders must guard against “word inflation”...words matter most
  - Allows for field impact on selection of future leaders
- **Both OER and NCOER** are assessment tools ...do not counsel on assessments
  - OER and new NCOER are forced distribution systems
    - Senior Rater top box restricted to <50% for Officers and <24% for NCOs
    - Rater left most box restricted to <50% for Officers; NCOER unrestricted but tracked
  - Rater narrative focus is performance
  - Senior Rater narrative focus is quantifiable potential
  - NCOER Rater bullets focus is excellence & quantifiable performance
- **Selection & Promotion system is based on Army requirements**
  - Use the top box and quantified narratives to identify your best
  - Cannot predict selection board results on Top Box / Most Qualified or Highly Qualified labels as selection boards decide based on a series of reports (the Whole File Concept)
- **Commander is overall care-taker of all personnel systems**



# Army Evaluations



## Leaders Need Ability To:

- ✓ Identify Army's best
- ✓ Counsel, mentor, & coach
- ✓ Capture specific skills & qualifications
- ✓ Practice good stewardship of the Army's Human Resources

## Selection Boards Need:

- ✓ Ability to identify & select "best qualified" of a specific population based on specific, and changing, Army requirements

## Soldiers Need:

- ✓ Leader counseling / effective feedback on performance & abilities
- ✓ Input into evaluation system
- ✓ Opportunity based on their specific skills, performance, and desires
- ✓ Job satisfaction

Competing but complimentary interests for the Army's Evaluation Reporting System

## Managers Need:

- ✓ Identification & validation of job tasks, specific skills, and individual qualifications
- ✓ Knowledge of the expertise level within those skills
- ✓ Validation of training
- ✓ Correlation between evaluations and assignments



# Role of the Senior Rater



- **Senior Rater “owns” the Evaluation and is responsible for timely completion**
- **Mentor/Develop your subordinates**
  - Support Form – tool available to aid in defining / guiding goals and objectives throughout rating period, provides feedback to rated individual - not a lot of space but should be catalyst of conversation
- **Understand how our Evaluation Systems works**
  - Fairly and accurately assess subordinates - participate in counseling
  - Senior Rater Narrative is key: Exclusive vs. Strong Narrative to describe subordinate
  - Quantify potential... identify your best
  - Be Careful... What you don't say is just as telling as what you do say
- **Verify / Certify your subordinates on how to assess – ask them to bring their counseling and assessments with them to their counseling**
- **Understand how to manage your Senior Rater profile - develop your rating philosophy**
- **Anticipate and project “next” Evaluation**
  - Current thru date on file plus 12 months or known changes of rater
  - Complete the record dates for those being considered by a board
- **Monitor when reports are required, that they're submitted on time, and unit rating schemes are current and accurate (Leader responsibility)**
  - Use Evaluation Reporting System (ERS) and Evaluation Entry System (EES)
  - Use EES to submit – be aware of sequencing



# Role of the Rater



- Raters must read, understand, and assess performance based on ADRP 6- 22 Leadership Attributes and Competencies
  - Ensure rating schemes are published and understood
  - Provide Support Form and Counsel those you rate (mandatory)
  - Understand how to manage your Rater profile - develop your rating philosophy and communicate it to rated Soldiers
  - Anticipate and project “next” Evaluation
  - Recommend future Operational and Broadening Assignments on field grade form
  - Clearly and concisely communicate most significant achievements
  - Focus on narrative comments; selection board members use the rater’s assessment in their file deliberations
- 
- Anticipate and project future evaluations – When & Why?
  - Keep senior rating officials informed of upcoming evaluations
  - Track evaluations from submission to HRC thru completion



# Role of Supplementary Reviewer



- Reviews reports to ensure accuracy and clarity
- Required for evaluations that:
  - Senior Rater is 2LT – 1LT, WO1 – CW2, or SFC - 1SG / MSG (for NCOER)
  - No Army Uniformed Rating Official (for OER)
  - Senior Rater or someone outside rating chain directs relief for cause evaluation
- If the Supplementary Reviewer determines comments are necessary, he / she will enclose a memorandum
- Supplementary Reviewer's comments will not include evaluative statements about the rated Soldier or statements that amplify, paraphrase, or endorse the ratings of other rating chain members



# Develop a Rating Philosophy



- **Leaders must know your population and identify your very best**
- **Best Practice: Establish and discuss goals/expectations with the rated NCO during initial/quarterly counseling and support form use (ATP 6-22.1)**
- **Decide how to assess, particularly “FAR EXCEEDED STANDARD” based on performance and “MOST QUALIFIED” based on potential**
  - What is the standard?
    - Is scoring 181 on PT exceeding the standard?
    - The competency of Develops? Is it allowing Soldiers time to study or leading Soldiers through tasks and reinforcing positive behaviors?
    - Most qualified – who is the best? All around or at a specific function? This is a consideration of potential to succeed at the next higher grade.
- **Manage your rater tendency and/or senior rater profile in accordance with Army guidance**
  - Rater tendency is not limited – an all left justified tendency will limit your voice during the selections process. Tendency is visible to your Rater and Senior Rater when they are counseling you
- **Anticipate and project “next” evaluation(s)**
  - PCS dates for Rater or Rated Soldier, expected upcoming boards, changes of duties.





**OER**



# OER (Goals)



- Provide selection boards and personnel managers adequate information to make decisions
- Allow for field impact / input on selection of future leaders
  - Opportunity to advance the “Best”
  - Establish Rating official Accountability
  - Confidence that others cannot inflate
  - Narratives focus on Quantitative Performance & Potential
- Enhance Leader Development
  - Focus on Officer Development at Company Grade Level
  - Basis in Army Values, Doctrine & Leadership
  - Emphasis on Counseling
  - Link with OPMS
- Link Performance to Mission



# Officer Evaluations (DA Form 67-10)



- Four separate evaluation reports based on grade:
  - Company Grade (2LT-CPT & WO1-CW2) - has a Rater & Senior Rater profile (<50%)
  - Field Grade (MAJ-LTC & CW3-CW5) - has a Rater & Senior Rater profile (<50%)
  - Strategic Leaders (COL) - Senior Rater profile only (<24% & cumulative less than 50%)
  - Brigadier General - No profile
  - P designator after rank (CPT (P), LTC (P)), moves rated officer to next grade plate
- Raters assess performance based on leadership attributes and competencies. Recommend reading doctrine and use of the Leader Development Guide.
- Pooling is not authorized - When in doubt, call Evaluations Policy (502) 613-9019
- An Army Officer Supplementary Review is required for Rating Chains that do not include an Army Officer
- Future Operational and Broadening Assignment Recommendations - use DA PAM 600-3 (PAM 600-4 for AMEDD) - listed by job titles, separated by commas, no narratives
- Support form is mandatory for WO1-COL
- Evaluation Entry System (EES) replaced AKO



# Evaluation Narrative



- Selection boards should understand what input the Rating Chain is providing without having to guess
- Raters focus on specifics to quantify and qualify performance - Narrative should explain what the rated officer did and how well he / she did it
- Senior raters need to amplify their potential box checks by using the narrative to clearly send the appropriate message to selection boards. Focus on potential (3 to 5 years; command, assignment, schooling and promotion)
- Cannot mention Box Check in the narratives
- There are no “magic” or “buzz” words to convey Senior Rater intent
- Be careful with your narrative:
  - What is not said can have the same impact as what is said
  - Don't say the same thing for all your people (Boards can easily detect repeated verbiage)
  - Avoid using the same verbiage year to year for the same officer (cut and paste)
  - Accurately and fairly assess all officers regardless of branch and functional area



# Rater



## **OER MISSIONS / FUNCTIONS**

- Maintain discipline
- Promote leader development / professionalism
- Link performance to missions
- Provide input to selection boards

**The OER is as important to the Army for the behavior it causes as for that which it measures.**

## **RATER ROLE**

- Rater: Performance / counseling / development
  - ✓ Met standards? Yes / No
  - ✓ Narrow, more specific



# Rater Counseling



- **Provide Rater's support form** along with that of the Senior Rater to the rated Soldier.
- **Discuss the scope of the rated Soldier's duty description with the rated Soldier** within 30 days after the beginning of the rating period. This counseling will include, as a minimum, the rated Soldier's duty description and the performance objectives to attain. The discussion will also include the relationship of the duty description and objectives with the organization's mission, problems, priorities, and similar matters.
- **Counsel the rated Soldier** - gives the rated Soldier a guide for performance while learning new duties and responsibilities
- **Assess the performance** of the rated Soldier, using all reasonable means, to include personal contact, records and reports, and the information provided by the rated officer



# Rater Box Check Definition



- **Excels:** Results far surpass expectations. The officer readily (fluently / naturally / effortlessly) demonstrates a high level of all attributes and competencies. Recognizes and exploits new resources; creates opportunities. Demonstrates initiative and adaptability even in highly unusual or difficult situations. Emulated; sought after as expert with influence beyond unit. Actions have significant, enduring, and positive impact on mission, the unit and beyond. Innovative approaches to problems produce significant gains in quality and efficiency.
- **Proficient:** Consistently produces quality results with measurable improvement in unit performance. Consistently demonstrates a high level of performance for each attribute and competency. Proactive in challenging situations. Habitually makes effective use of time and resources; improves position procedures and products. Positive impact extends beyond position expectations.
- **Capable:** Meets requirements of position and additional duties. Capable of demonstrating Soldier attributes and competencies and frequently applies them; Actively learning to apply them at a higher level or in more situations. Aptitude, commitment, competence meets expectations. Actions have a positive impact on unit or mission but may be limited in scope of impact or duration.



# Senior Rater



## **OER MISSIONS / FUNCTIONS**

- Maintain discipline
- Promote leader development / professionalism
- Link performance to missions
- Provide input to selection boards

**The OER is as important to the Army for the behavior it causes as for that which it measures.**

## **SENIOR RATER ROLE**

- Senior rater: Potential / mentor / lynch pin to DA
  - ✓ Capstone evaluation, spread quality
  - ✓ Broad, more general





# Senior Rater Consistency



## Recommendations:

• **Senior raters need to amplify their Potential box checks by using the narrative to clearly send the appropriate message to selection boards.** The following classification of types of narratives may serve as a guide and assist in sending a clear message:

- \* **Exclusive narratives.** Those which clearly describe superior performance/potential above that of the vast majority, associated with early promotion and are restrictive in nature (e.g. top 1%, 3%, 5%, etc. of all officers, the best among a select grade or group, promote below the zone). **Should only be used for:**
  - **The best Most Qualified (MQ) reports within a mature profile**
  - **Highly Qualified (HQ) reports that follow an MQ for same rated officer with discretion, for the very best officers with HQ reports in small population/immature profile situations**
  
- \* **Strong narratives.** Those which describe significant performance accomplishments and enthusiastically recommend promotion, assignment to key duty positions linked to upward mobility and appropriate military schooling (e.g. among the best, easily in the top third of the officer corps, definitely promote this officer, below the zone potential, one of my best officers). **Should be used for:**
  - **MQ reports**
  - **The very best officers receiving HQ reports**



# Senior Rater Bottom Line



- Understand “How the Evaluation, Selection and Promotion system works”.
- Make the hard calls.
- Be fair and open. Communicate your philosophy, and counsel.

**MOST QUALIFIED**: Strong potential for BZ and CMD; potential ahead of peers

**HIGHLY QUALIFIED**: Strong potential for promotion with peers

**QUALIFIED**: Capable of success at the next level; promote if able

**NOT QUALIFIED**: Not recommended for promotion



# NCOER



# NCOER (DA Form 2166-9)



- Three NCOER forms aligned with Army Leadership Doctrine (ADP 6-22)
  - SGT (Direct)
  - SSG-1SG/MSG (Organizational)
  - CSM/SGM (Strategic)
- Rater Tendency (i.e. rating history) for Raters of SSG-CSM/SGM; imprinted on completed NCOER
- Senior Rater Profile established for SSG-CSM/SGM; limited to 24% for “MOST QUALIFIED” selection
  - Identifies best performers and forces leader accountability
- Delineation of Rating Official Roles/Responsibilities
  - Rater assesses performance; Senior Rater assesses potential
- Assessment Format
  - Rater
    - Bullet comments (SGT-1SG/MSG)
    - Narrative comments (CSM/SGM)
  - Senior Rater – narrative comments for all NCOs
- New Support Form aligned with Army Leadership Doctrine (ADP 6-22)
  - New Senior Rater comments box
  - Senior Rater should counsel at least twice during rating period
- Supplementary reviewer required when:
  - Senior Rater is a 2LT-1LT, WO1-CW2, or SFC-1SG/MSG
  - No uniformed Army-designated rating officials
  - Senior Rater or someone outside the rating chain directs relief



# Keys to Success (NCOER)



- Published Rating scheme that establishes rating officials
- NCOER Counseling & Support Form
  - Mandatory face-to-face counseling (documented)
  - Conducted within first 30 days of rating period and quarterly thereafter
- NCOER
  - Duty description (clearly defined)
  - Senior rater portion (quantitative assessments)
- Developmental Counseling
  - Not a requirement for submission of evaluations
  - Recommend it as requirement in your unit



# Rater (NCOER) Box Check Definition



- “FAR EXCEEDED STANDARD” = Rated NCO performs extraordinarily above the required Army standards and organizational goals of leader competencies and attributes
  - “EXCEEDED STANDARD” = Rated NCO performs above the required Army standards and organizational goals of leader competencies and attributes
  - “MET STANDARD” = Rated NCO successfully achieves and maintains the required Army standards and organizational goals of leader competencies and attributes
  - “DID NOT MEET STANDARD” = Rated NCO fails to meet or maintain the required Army standards and organizational goals of leader competencies and attributes
- 
- NCOERs with all “FAR EXCEEDED STANDARD” box checks are the rare exception; reserved for the very best performers
  - Justify “FAR EXCEEDED STANDARD” and “EXCEEDED STANDARD”  
Bullets - Tell the story ...
  - Must have at least one bullet per attribute and competency
  - Ensure Rating Officials and Rated NCO understand performance measures
  - NCOER Quality Control - suggest using CSM / SGM / 1SG



# Senior Rater Narrative



- Selection boards should not have to guess – Send a clear message
- What is not said can have the same impact as what is said
- Be careful with your narrative – don't say the same thing for all your NCOs
- Avoid using the same verbiage year-to-year for the same NCO
- Be consistent ... words match the box check
- Cannot mention box check or board language in the narrative (i.e., "MOST QUALIFIED NCO", "6+ NCO", "If my profile allowed, I would rate this NCO higher."); these are considered prohibited narrative comments and will be removed by HQDA

**Should quantify and qualify the passion (or lack thereof)  
that the senior rater has for the rated NCO's potential**



# Senior Rater Four Box Check System



- Redefines the Senior Rater four-box check system and label technique for DA Form 2166-9-2 (SSG – 1SG/MSG) and DA Form 2166-9-3 (CSM/SGM)
- Senior Raters will assess the rated NCO's potential compared to all NCOs of the same rank:
  - “MOST QUALIFIED” = the rated NCO's potential exceeds that of the majority of NCOs in the Senior Rater's population.
  - “HIGHLY QUALIFIED”- the rated NCO's potential assessment is consistent with the majority of NCOs in that grade
  - “QUALIFIED”- the rated NCO's potential is adequate, but beneath the majority of NCOs in the Senior Rater's population for that grade and the Senior Rater believes the rated NCO should be retained
  - “NOT QUALIFIED”- the rated NCO's potential is below the majority of NCOs in the Senior Rater's population for that grade and the Senior Rater does not believe the rated NCO should be retained on active duty





# Senior Rater Overall Potential



PART V - SENIOR RATER OVERALL POTENTIAL	
<p>a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate _____ Army NCOs in this grade.</p> <p><input type="checkbox"/> MOST QUALIFIED <i>(limited to 24%)</i></p> <p><input type="checkbox"/> HIGHLY QUALIFIED</p> <p><input type="checkbox"/> QUALIFIED</p> <p><input type="checkbox"/> NOT QUALIFIED</p>	<p>b. COMMENTS:</p> <p>← <b>Limited to 24% for SSG – CSM/SGM</b></p>

- **“MOST QUALIFIED”** – identify NCOs with strong potential for promotion in the secondary zone; ahead of peers (Note: Senior rater cannot have more than 24% of total ratings in a grade to retain the MOST QUALIFIED label.)
- **“HIGHLY QUALIFIED”** – identify NCOs with strong potential for promotion with peers
- **“QUALIFIED”** – identify NCOs who demonstrate potential to be successful at the next level; promote if able
- **“NOT QUALIFIED”** – identify NCOs who do not demonstrate potential for promotion; recommend separation



# Profile Management



# Rater Profile (OER)



- A Rater profile is established for raters of company and field grade officers when the Rater initiates an evaluation and locks a rating for the first time
- Maintain less than 50% of reports written by grade in the “Excels” box (for raters of LTCs and below)
- Flexibility - Raters have a one-time “credit” of 3 in the “Proficient” box to start profile
- Rater OER profiles calculated based on Profile LOCK date as evidenced by “LOCKING” the profile indication (Locking as a Rater is the same as signing and sending to HQDA for a Senior Rater); once an indication of performance is LOCKED, the rater cannot retrospectively change his mind (undo) a block check without HQDA exception to policy (email to: [usarmy.knox.hrc.mbx.tagd-eval-policy@mail.mil](mailto:usarmy.knox.hrc.mbx.tagd-eval-policy@mail.mil)).
- LOCKING cannot be completed earlier than 14 days before the THRU Date on the Evaluation.
- OERs are due at HRC within 90 days after the thru date of evaluation
  - Maintain a working copy of your rater profile and monitor for accuracy
  - Profile calculators are provided for raters to use on the Evaluation Webpage at HRC.



# Rater Box Check



FIELD GRADE PLATE (O4 - O5; CW3 - CW5) OFFICER EVALUATION REPORT For use of this form, see AR 623-3 the proponent agency is DCS, G-1		SEE PRIVACY ACT STATEMENT IN AR 623-3		
PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM, COMPETENCIES AND ATTRIBUTES (Rater)				
e. This Officer's Overall Performance is Rated As:(Select one box representing Rated Officer's overall performance compared to others of the same grade whom you have known in your career. Managed at less than 50% in EXCELS.)		I currently rate <u>3</u> Army Officers in this grade.		
EXCELS (49%) <input type="radio"/>	PROFICIENT <input checked="" type="radio"/>	CAPABLE <input type="radio"/>	UNSATISFACTORY <input type="radio"/>	
Comments:				
Performance Evaluation Comments Continued				
Overall Performance Rating	<a href="#">Profile Stats</a>	No. of Officers currently rated in this grade	<input type="text" value="3"/>	
<b>Performance Rating has been locked for profiling.</b>				
An overall performance indication of EXCELS is not authorized as your profile does not support. If you have other evaluations to process that would allow this report to process with an EXCELS indication, process those first. If you have any further questions, please contact Human Resources Command Evaluation Policy Section at (502) 613-9019, DSN 635				
EXCELS (49%) <input type="radio"/>	PROFICIENT <input checked="" type="radio"/>	CAPABLE <input type="radio"/>	UNSATISFACTORY <input type="radio"/>	
Are you serving as both the rater and senior rater? <input type="radio"/> Yes <input checked="" type="radio"/> No			<b>Lock</b>	
Comments for Overall Performance Rating: MAJ Lewis performs at the level expected of a junior Field Grade Officer.				
<input type="button" value="Previous"/>	<input type="button" value="Exit"/>	<input type="button" value="Next"/>	<input type="button" value="Go to Signatures"/>	<input type="button" value="Print Draft"/>

Allows Raters to see their profile





# Rater Box Check Warning

Rater Profiles

One item found.

Role	Rank Rated	EXCELS	PROFICIENT	CAPABLE	UNSATISFACTORY
RATER	LTC	2	3	0	0

**Overall Performance Rating Error**

A top rank is not available with the Rater's current profile.

Ok

Performance Evaluation Comments Continued

Was a completed DA Form 67-1 submitted for evaluation and review?  
 Yes  No (explain in comments)

Overall Performance Rating [Profile Stats](#) No. of Officers currently rated in this grade

**EXCELS (49%)**   **PROFICIENT**  **CAPABLE**  **UNSATISFACTORY**

Is this individual serving as both the Rater and Senior Rater?  
 Yes  No

**Excels unavailable for selection (grayed out)**



# Rater Tendency (NCOER)



## The Rater Tendency Report

- Tracks the rating history of each rater for NCOs of all components, by rank, for Staff Sergeant through Command Sergeant Major.
- Emphasize the importance of the rater's role and responsibility to provide credible information to HQDA. This is one of the rater's most critical actions. It affects decisions regarding the Army's future leadership and has great impact on how the Army accomplishes its missions.
- Emphasize the importance of a rater's sequencing of NCOER submissions. Within a rater's tendency, HQDA will always process NCOERs daily in the order received, based on the date and time of receipt, regardless of the "THRU" date of the NCOER.
- Provide information to HQDA selection boards and the Army leadership on the rater's tendency history as a means of disciplining the rating system. Evaluations received at HQDA will receive and display the rater's tendency history on completed NCOERs.
- Continue without interruption as the rater (in either a military or civilian status) moves from job to job.
- Follow the rater as long as he or she is eligible to provide rater evaluations to Army NCOs in applicable grades.



# Rater Tendency (cont.)



- The rater tendency report will be authorized for placement (first page summary) in the rater's AMHRR and may be updated annually or as necessary.
- Rater profiles will be subject to senior rater submission timelines which may give creditability or take it away based upon submission date.

**The Rater Assessment** --will assess the rated NCO's overall performance during the rating period. This performance is evaluated in terms of rated NCO compared against other NCOs, of the same rank, the rater currently (and previously) rates.

\*\*Retired NCOs recalled to active duty are not included in the tendency population.\*\*



# Rater Tendency / Rater and Senior Rater Profiles (EES View)

## Rater Tendency

4 items found, displaying

Role	Rank Rated	FAR EXCEEDED STANDARD	EXCEEDED STANDARD	MET STANDARD	DID NOT MEET STANDARD
RATER	SSG	1	2	4	0
RATER	SFC	2	3	6	1
RATER	MSG	1	1	4	0
RATER	SGM	0	1	0	0

## Rater Profiles

3 items found, displaying all items.

Only applies to Officers

Role	Rank Rated	EXCELS	PROFICIENT	CAPABLE	UNSATISFACTORY
RATER	CPT	1	3	0	0
RATER	CW2	1	3	0	0
RATER	MAJ	0	4	0	0

## Senior Rater Profiles

3 items found, displaying all items

Role	Rank Rated	MOST QUAL / MULTI STAR	HIGHLY QUAL / PROMOTE TO BG	QUAL / RETAIN AS COL	NOT QUAL / UNSATISFACTORY
SENIOR RATER	SSG	1	2	0	0
SENIOR RATER	SFC	0	3	0	0
SENIOR RATER	1LT	0	1	0	0





# Manage Profile Technique



- The Managed Profile Technique is a system that ensures a senior rater can have confidence that other senior raters are not gaining an advantage and that they are still able to give their best Soldier a good rating without hurting others.
- The bottom line of this technique is senior raters must keep less than 50% of all OERs written (separated by grade) and less than 24% of all NCOERs written (separated by grade) as a top box **Most Qualified** selection to retain the **Most Qualified** label on the final OER.



# Senior Rater Profiling



- Senior Rater profile established for Senior Raters for officers in the grade of WO1-COL and noncommissioned officers SSG-CSM/SGM
- Must maintain less than 50% of reports (by grade) in the “Most Qualified” box (for raters of LTCs and below)
- Must maintain less than 24% of reports written by grade in the “Most Qualified” box (for raters of SSG – CSM/SGM)
- Senior Raters who senior rate O6 (COL’s) profile was reset for this grade only and each senior rater was given a credit of 5 “Retain as Colonel” box checks. The COL grade plate uses 2 managed top boxes (Multi-star Potential at 24%; Promote to BG at 25-49%) The sum of the top 2 boxes cannot exceed 49.9%
- A rule in AR 623-3 allows any one of the first four OERs written in each grade to be an Most Qualified, even though the percentage will exceed the 50% rule (known as the ‘silver bullet’). After the first four reports are rendered, OERs for each grade must maintain an Most Qualified percentage less than 50%.
- Senior Rater OER profiles are calculated based on date and time of receipt at HQDA; once an evaluation is completed, the senior rater cannot retrospectively change mind on block check
- OERs are due at HRC within 90 days after the thru date of evaluation.
- Maintain a working copy of your profile and monitor for accuracy.



# Senior Rater Profile “Misfires”



- A profile “misfire” is where an OER has an top block box check which is not supported by the profile on the date the OER is received at HQDA. Misfired OERs receive a Highly Qualified label but still counts as a Most Qualified in the senior rater’s profile while the label generated and placed on the OER will be a Highly Qualified label.
- The MISFIRE system is automatic. Senior Raters receive three warnings when a misfire occurs:
  - 1) At box check selection
  - 2) Senior Rater signature
  - 3) Submission to HQDA
- Questions about reports found in the Online SR Profile can be answered by Evaluation Systems Office (email: [usarmy.knox.hrc.mbx.tagd-eval-policy@mail.mil](mailto:usarmy.knox.hrc.mbx.tagd-eval-policy@mail.mil), Telephone: (502) 613-9019).

# Senior Rater Misfire Warning/OER



Sr. Rater Potential Rating

Compared Potential [Profile Stats](#) No. of Officers currently rated in this grade

Do you meet the requirements to be this Rated Soldier's senior rater?  
 Yes  No

Rate the officer's potential compared with other officers of the same grade.

A compared potential indication of **MULTI-STAR POTENTIAL** is not authorized as your profile does not support. If you have other evaluations to process that would allow this report to process with this indication, process those first. You may view your profile by selecting the "See entire profile" button above the performance indication blocks. If you have any further questions, please contact Human Resources Command Evaluation Policy Section at (502) 613-9019, DSN 635

<b>MULTI-STAR POTENTIAL</b> (24%) <input checked="" type="radio"/>	<b>PROMOTE TO BG</b> (25 to 49%) <input type="radio"/>	<b>RETAIN AS COLONEL</b> <input type="radio"/>	<b>UNSATISFACTORY</b> <input type="radio"/>
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Comment on Potential

List 2 future successive assignments for which the officer is best suited.

**Misfire Warning**

By signing this evaluation you acknowledge that your profile is in Misfire status.

1<sup>ST</sup> WARNING  
(AT BOX CHECK  
ELECTION)

2<sup>ND</sup> WARNING  
(AT SR SIGNATURE)

Confirm Evaluation Submission

YOUR SENIOR RATER PROFILE DOES NOT SUPPORT THE BOX CHECK OF "MULTI STAR" AND MAY RESULT IN A "MISFIRE".

YOUR SENIOR RATER PROFILE IS ACCURATE AS OF Thu Jul 03 08:37:05 EDT 2014.

IF EVALUATION REPORTS HAVE BEEN SUBMITTED BY ALTERNATE METHODS (e.g. MAIL, SIPR OR NIPR) AND THE RATED OFFICER'S NAME WITH THE MOST RECENT THRU DATE IS NOT INCLUDED ON YOUR PROFILE, HRC HAS NOT RECEIVED OR PROCESSED THAT EVALUATION. ONCE RECEIVED AND SUCCESSFULLY PROCESSED, THE RATED OFFICER'S NAME WILL BE INCLUDED IN YOUR PROFILE AND THE "MULTI STAR" BOX MAY BECOME AVAILABLE. BY SUBMITTING THIS REPORT, YOU UNDERSTAND THAT UPON RECEIPT, IF YOUR PROFILE DOES NOT SUPPORT THE BOX CHECK SELECTED, THIS EVALUATION WILL BE DOCUMENTED AS AN OFFICAL MISFIRE. THE HQDA LABEL FOR INDICATION OF PERFORMANCE WILL DOWNGRADE TO PROMOTE TO BG IF THE SUM OF MULTI STAR REPORTS IS EQUAL TO OR GREATER THAN 24% OF THE TOTAL REPORTS. IF THE SUM OF MULTI STAR PLUS THE NUMBER OF BG INDICATIONS IS MORE THAN OR EQUAL TO 50% OF THE TOTAL NUMBER OF REPORTS, THE HQDA LABEL FOR INDICATION OF PERFORMANCE WILL DOWNGRADE TO RETAIN AS COLONEL. YOUR PROFILE WILL INCREMENT IN THE MULTI STAR TOTAL AS INDICATED ON THE FORM AND WILL NOT BE COUNTED IN THE PROMOTE TO BG OR RETAIN AS COLONEL TOTALS.

IF YOU HAVE OTHER EVALUATIONS TO PROCESS (MAIL OR ELECTRONIC) THAT WOULD ALLOW THIS REPORT TO PROCESS WITH THIS BOX CHECK, PROCESS THOSE FIRST.

Are you sure that you want to submit evaluation 81192 ?

FINAL WARNING  
(SUBMISSION TO  
HQDA)



# Senior Rater Profile Box Check Warning/NCOER

Rate the NCO's potential compared with other NCOs of the same grade.

A compared potential indication of MOST QUALIFIED is not authorized as your profile does not support. If you have other Evaluations to process that would allow this report to process with a MOST QUALIFIED indication, process those first. If you have any further questions, please contact Human Resources Command Evaluation Policy Section at (502) 613-9019, DSN 635

Most Qualified

Highly Qualified

Qualified

Not Qualified

(24%)



b. Comments on potential

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



# Managed Profile Technique

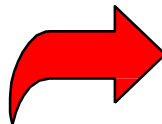
(the comparison of box check to SR profile)



<b><u>SENIOR RATER BOX CHECK</u></b>	<b><u>LABEL</u></b>
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b. POTENTIAL COMPARED WITH OFFICERS SENIOR  
RATED IN SAME GRADE (OVERPRINTED BY DA)

<input type="checkbox"/>	MOST QUALIFIED <small>(Less than 50% in top box; Center of Mass if 50% or more in top box)</small>
<input checked="" type="checkbox"/>	HIGHLY QUALIFIED
<input type="checkbox"/>	QUALIFIED
<input type="checkbox"/>	UNQUALIFIED



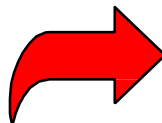
<b>HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED</b>
<b>HIGHLY QUALIFIED</b>
RO: SMITH, BOB SR: BUCKMILL, BOB L. DATE: 2014-04-15
RATINGS THIS OFFICER : 2

b. POTENTIAL COMPARED WITH OFFICERS SENIOR  
RATED IN SAME GRADE (OVERPRINTED BY DA)

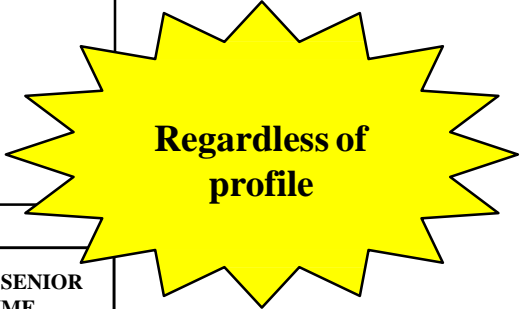
<input type="checkbox"/>	MOST QUALIFIED <small>(Less than 50% in top box; Center of Mass if 50% or more in top box)</small>
<input type="checkbox"/>	HIGHLY QUALIFIED
<input checked="" type="checkbox"/>	QUALIFIED
<input type="checkbox"/>	UNQUALIFIED

**NOT REFERRED**

**REFERRED**



<b>HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED</b>
<b>QUALIFIED</b>
RO: SMITH, BOB SR: BUCKMILL, BOB L. DATE: 2014-04-15
RATINGS THIS OFFICER : 2





# Managed Profile Technique

(the comparison of box check to SR profile)



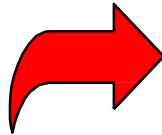
Top block check gets **ONE** of two labels...

Process at DA

**PROFILE IS**

**3 17 0 0 20**

MQ HQ QUAL UNQUAL TOTAL



HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED

**MOST QUALIFIED**

RO: SMITH, BOB  
 SR: BUCKMILL, BOB L.  
 DATE: 2014-04-01  
 TOTAL RATINGS: 20  
 RATINGS THIS OFFICER : 2

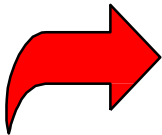
- Top block check labeled "Most Qualified" *when...*
- profile is less than 50% in top block

Process at DA

**PROFILE IS**

**10 10 0 0 20**

MQ HQ QUAL UNQUAL TOTAL



HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED

**HIGHLY QUALIFIED**

RO: SMITH, BOB  
 SR: BUCKMILL, BOB L.  
 DATE: 2014-04-15  
 RATINGS THIS OFFICER : 2

- Top block check labeled "Highly Qualified" *when...*
- profile is **equal** to or **more** than 50% in top block



# Managed Profile Technique (NCOER)

(the comparison of box check to SR Profile)

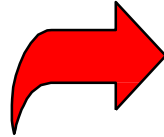
a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate **3** Army NCOs in this grade.

MOST QUALIFIED (limited to 24%)

HIGHLY QUALIFIED

QUALIFIED

NOT QUALIFIED



HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED

**HIGHLY QUALIFIED**

RATINGS THIS  
 RNCO: SMITH, BOB  
 SR: DODD, JANE  
 DATE: 2017-02-01  
 TOTAL RATINGS: 20  
 NCO: 2

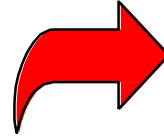
a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate **3** Army NCOs in this grade.

MOST QUALIFIED (limited to 24%)

HIGHLY QUALIFIED

QUALIFIED

NOT QUALIFIED



HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED

**QUALIFIED**

RNCO: SMITH, BOB  
 SR: DODD, JANE  
 DATE: 2017-02-01  
 TOTAL RATINGS: 20  
 RATINGS THIS NCO: 2

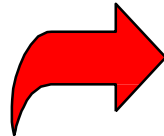
a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate **3** Army NCOs in this grade.

MOST QUALIFIED (limited to 24%)

HIGHLY QUALIFIED

QUALIFIED

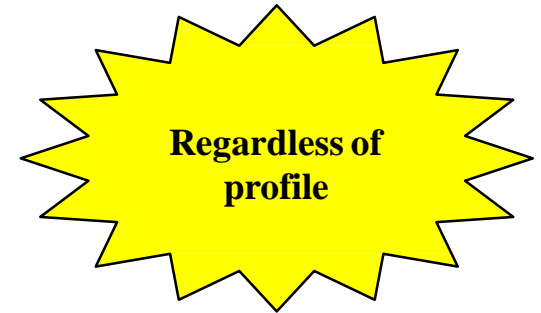
NOT QUALIFIED



HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED

**NOT QUALIFIED**

RNCO: SMITH, BOB  
 SR: DODD, JANE  
 DATE: 2017-02-01  
 TOTAL RATINGS: 20  
 RATINGS THIS NCO: 2







# Managed Profile Technique (NCOER)

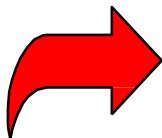
(the comparison of box check to SR Profile)

At receipt at DA

**PROFILE HISTORY IS:**

**1 5 2 0 8**

HQ, MQ, QUAL UNQUAL TOTAL



a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate **3** Army NCOs in this grade.

- MOST QUALIFIED (limited to 24%)
- HIGHLY QUALIFIED
- QUALIFIED
- NOT QUALIFIED

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED

**MOST QUALIFIED**

RNCO: SMITH, BOB  
SR: DODD, JANE  
DATE: 2017-02-01  
TOTAL RATINGS: 9  
RATINGS THIS NCO: 2

**2 5 2 0 9**

HQ, MQ, QUAL UNQUAL TOTAL

New Profile is 22.2% (2 of 9).

**Top block check labeled "MOST QUALIFIED" when profile is not more than 24% in top block.**



# Managed Profile Technique (NCOER)

(the comparison of box check to SR Profile)

*At receipt at DA*

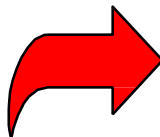
## PROFILE HISTORY IS:

2 5 2 0 9

HQ, MQ, QUAL UNQUAL TOTAL

a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate  Army NCOs in this grade.

- MOST QUALIFIED (limited to 24%)
- HIGHLY QUALIFIED
- QUALIFIED
- NOT QUALIFIED



HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED

### HIGHLY QUALIFIED

RNCO: SMITH, BOB  
SR: DODD, JANE  
DATE: 2017-02-01  
TOTAL RATINGS: 10  
RATINGS THIS NCO: 2

3 5 2 0 10

HQ, MQ, QUAL UNQUAL TOTAL

**MISFIRE** – Profile is 30% (3 of 10).

**“MISFIRE”** – Top block check labeled “HIGHLY QUALIFIED” when profile is greater than 24% in top block.



Send policy questions to Evaluation Systems Office at  
(email: [usarmy.knox.hrc.mbx.tagd-eval-policy@mail.mil](mailto:usarmy.knox.hrc.mbx.tagd-eval-policy@mail.mil))