Revised Officer Evaluation Reports
1 APR 14 Implementation
Background

- Senior Leader focus for Evaluation Review:
  - Re-establish the company grade box check
  - Reduce the frequency of reports
  - Establish and enforce rater accountability
  - Strengthens relationship to leadership doctrine (ADP 6-22)
    - Incorporate ability to document, “data mine” and identify talent
    - Address the “one size may not fit all” assessment of different skills and competencies at different grades
    - Keep the OER relevant and adaptive

- SECARMY guidance (9 Mar 11):
  - Ensure responsibilities are clearly defined and vested with appropriate individuals
  - Assess the usefulness of Academic Evaluation Reports
  - Identify clear standards to assist raters with drafting evaluation reports

OER remains the primary tool documenting officer performance and potential

Informed By:
- 36th and 37th CSA framing guidance
- Other Services and Industry review
- Officer Selection Board AARs
- Profession of Arms Forum
- OPMS CoCs and GOSCs
- Army White Paper, The Profession of Arms
- Army Leader Development Strategy
- ADRP 6-22
OER CHANGES

- Discourage creation of large senior rater populations (pooling)
  - Limits the use of Intermediate Raters
- Supplementary Review by an Army Officer for non-Army Rating Chains
- Assess performance based on leadership attributes and competencies
- Clear delineation of responsibilities: Rater-Performance; Senior Rater-Potential
- Four separate evaluation reports based on grade:
  - Company Grade (2LT-CPT & WO1-CW2)
  - Field Grade (MAJ-LTC & CW3-CW5)
  - Strategic Leaders (COL)
  - Brigadier General
- Implement a Rater Profile for the Company and Field Grade Forms
- Future Operational and Broadening Assignment Recommendations
- Redefine Senior Rater box label techniques (Less than 50% Top Box for LTC and below; 24/25% split for COL report (requires profile re-start))
- Support form realigned and mandatory for WO1-COL
- Evaluation Entry System (EES) replaces AKO
Develop regulatory guidance to strengthen rating chain accountability

• The updated policy strengthens accountability within the members of a rating chain to maintain relationships that provide rated officers with leaders who have first-hand knowledge of their responsibilities, performance and potential.

Still allows commanders and senior leaders to be responsible for designating rating schemes / approved one level up (up to 3-Star HQ)

• Intermediate Raters limited to special branches and dual supervisor situations

Supplementary Review: In instances when there are no uniformed Army designated rating officials for the Rated Officer, an Army Officer within the organization will be designated as a Uniformed Army Advisor and perform a supplementary review.
  ➢ The Uniformed Army Advisor will be an U.S. Army officer, normally senior to the senior rater, within the organization.
  ➢ The Uniformed Army advisor will monitor evaluation practices, provide assistance and advice to rating officials (as required) on matters pertaining to Army evaluations.
    ▪ Applies in Joint Environments
    ▪ Applies where DoD and DA Civilians serve as Rater and Senior Rater
    ▪ Applies in multi-national environments
Company Grade Form Page 1

- Administrative data remains consist with the old OER (67-9)

  Highlights the need for a supplementary reviewer is required by updated AR / DA PAM 623-3

- Addresses the completion of the multi-source assessment feedback

- Rater’s comments pertaining to APFT move to page 1

- Performance block checks and the Rater’s overall performance assessment
**Company Grade Form Page 2**

- **Focused on Attributes and Competencies (6-22)**
  - Character
  - Presence
  - Intellect
  - Leads
  - Develops
  - Achieves

- **Intermediate Rater if applicable**

- **Senior Rater block checks redefined to better identify leader potential**
  - Most Qualified
  - Highly Qualified
  - Qualified
  - Not Qualified
Rater overall assessment of rated officer’s performance compared to officers in same grade

- Limited to Company and Field Grade forms

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 rated in your career. Managed at less than 50% in EXCELS.) I currently rate Army Officers in this grade.

- [ ] EXCELS
- [X] PROFICIENT
- [ ] CAPABLE
- [ ] UNSATISFACTORY

Comments:

Example Rater Label:

HQDA COMPARISON OF THE RATER’S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

RO: RANK SOLDIERS
NAME
SSN: xxx-xx-xxxx
DATE:

R: RANK/GRADE
NAME
SSN: xxx-xx-xxxx
TOTAL RATINGS:

Comments:
Rater Profile

• Maintain less than 50% of reports written by grade in the “Excels” box (for Raters of LTCs and below)

• Flexibility - Raters have a “credit” of 3 in the “Proficient” box to start profile

• OER profiles calculated based on date Rater “Locks” the profile
  ➢ May not Lock profile earlier than 14 days prior to report THRU Date

  OERs are due at HRC within 90 days after the thru date of evaluation
  ➢ Senior Rater sequencing does not interfere with the Rater’s Locked profile

• Maintain a working copy of your rater profile and monitor for accuracy

  Profile calculators will be provided in EES for raters to use, which will assist with profile management
How to Lock the Rater Profile

**PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM, COMPETENCIES AND ATTRIBUTES (Rater)**

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.)

<table>
<thead>
<tr>
<th>EXCELS (49%)</th>
<th>PROFICIENT</th>
<th>CAPABLE</th>
<th>UNSATISFACTORY</th>
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<tbody>
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</tbody>
</table>

**Comments:**

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**Performance Evaluation Comments Continued**

Overall Performance Rating: Profile Stats

No. of Officers currently rated in this grade: 3

**Performance Rating has been locked for profiling.**

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%)**

Are you serving as both the rater and senior rater?

- Yes
- No

Comments for Overall Performance Rating:

MAJ Lewis performs at the level expected of a junior Field Grade Officer.

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Allows Raters to see their profile
**Rater Assessment: Company Grade Form**

- Focused on core attributes and competencies in ADP 6-22
- More prescriptive
- Performance based assessment
- Narrative only (4 lines per entry)
- Mandatory entry for each Attribute/Competency
- Encourages specific discussion with Rated Officer on desired traits

<table>
<thead>
<tr>
<th>Character</th>
<th>Presence</th>
<th>Intellect</th>
<th>Leads</th>
<th>Develops</th>
<th>Achieves</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Include narrative comments addressing Rated Officer's performance as it relates to adherence to Army Values, Empathy, and Warrior Ethos/Service Ethos and Discipline.)</td>
<td>(Military and Professional Bearing, Fitness, Confident, Resilient)</td>
<td>(Mental Agility, Sound Judgment, Innovation, Interpersonal Tact, Expertise)</td>
<td>(Leads Others, Builds Trust Extends Influence beyond the Chain of Command, Leads by Example, Communicates)</td>
<td>(Creates Positive Environment/Fosters Esprit de Corps, Prepares Self, Develops Others, Stewards the Profession)</td>
<td>(Gets Results)</td>
</tr>
<tr>
<td>A true professional and leader; embodies the Army Values in all that he does. Bill tactfully instills discipline and the Warrior Ethos in his subordinates. He consistently uses sound, informed judgment.</td>
<td>Displays confidence and enthusiasm while projecting a positive command presence that permeates his unit; evidenced by his company's 275 APFT average, best in the brigade.</td>
<td></td>
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</tr>
</tbody>
</table>
Administrative data remains consistent with the CO Grade evaluation.

Raters have the opportunity to comment on possible broadening and operational assignments.

Attribute of Character is highlighted on the Field Grade Form.
## Field Grade Plate - Rater Recommended

### PART IV – PERFORMANCE EVALUATION – PROFESSIONALISM, COMPETENCIES AND ATTRIBUTES (Rater)

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<table>
<thead>
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</thead>
<tbody>
<tr>
<td>a. APFT Pass/Fail:</td>
<td>DATE:</td>
<td>b. HEIGHT</td>
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</table>

(Comments required for “failed” APFT, or “profile” when precludes performance of duty, and “no” for Army weight standards)

c. THIS OFFICER POSSESSES SKILLS AND QUALITIES FOR THE FOLLOWING ASSIGNMENTS:

d. THIS OFFICER POSSESSES SKILLS AND QUALITIES FOR THE FOLLOWING ASSIGNMENTS:

## Strategic Grade Plate - Rater Recommended

### PART IV – PERFORMANCE EVALUATION – PROFESSIONALISM, COMPETENCIES AND ATTRIBUTES (Rater)

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<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>a. APFT Pass/Fail:</td>
<td>DATE:</td>
<td>b. HEIGHT</td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>

(Comments required for “failed” APFT, or “profile” when precludes performance of duty, and “no” for Army weight standards)

c. THIS OFFICER POSSESSES SKILLS AND QUALITIES FOR THE FOLLOWING ASSIGNMENTS:
• Rater comments on the Officer’s performance against the Attributes and Competencies during the rating period.

• Box checking philosophy remain consistent; less than 50% Excels.

• Rater’s overall performance is further codified in the Comments section.
d2. Provide narrative comments which demonstrate performance regarding field grade competencies and attributes in the Rated Officer’s current duty position. (i.e. demonstrates excellent presence, confidence and resilience in expected duties and unexpected situation, adjusts to external influence on the mission or taskings and organization, prioritizes limited resources to accomplish mission, proactive in developing others through individual coaching counseling and mentoring, active learner to master organizational level knowledge, critical thinking and visioning skills, anticipates and provides for subordinates on –the-job needs for training and development, effective communicator across echelons and outside the Army chain of command, effective at engaging others, presenting information and recommendations and persuasion, highly proficient at critical thinking, judgment and innovation, proficient in utilizing Army design method and other to solve complex problems, uses all influence techniques to empower others; proactive in gaining trust in negotiations, remains respectful, firm and fair. Fully supports SHARP and supports a positive command/workplace environment )

Comments:

• Narrative comments focused on performance in line with field grade competencies and attributes
• Limited to 5 lines of text
• Performance based assessment; no comment on potential
Senior Rater Box Check

• Four box profile remains consistent with current system; provides more options for senior raters
  ➢ Highly Qualified and Qualified enable greater stratification

• Most Qualified becomes the control box (limited to less than 50%)

• No restart of profile; no close-out reports

• Continue to mask 2LT/1LT after promotion to CPT; WO1 after selection to CW3

Box Check Assessment

**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
Admin data mirrors Company and Field Grade forms

Raters will recommend future strategic assignments to assist talent managers in placing the Rated Officer into their next duty assignment.
Rater’s of COLs will comment on the Officer’s potential

Senior Rater box check labels change from Company and Field Grade Officer forms
Senior Rater Box Check

- No Rater “box check”
- Rater narrative comments focused on performance and potential
- Change Box Check Terminology and option of 24% and 25 - 49% limits (more restrictive than current system)
- More clearly identifies the best compared to current system
- Requires restart of COL population
- Senior Rater will receive a “credit” of 5 to start profile in “Retain as Colonel” block
- Senior Rater philosophy will best determine how to describe the rated officer’s General Officer Potential

<table>
<thead>
<tr>
<th>Multi-Star Potential</th>
<th>Promote To BG</th>
<th>Retain As Colonel</th>
<th>Unsatisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Limited to no more than 24%)</td>
<td>(25% to 49%)</td>
<td></td>
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</tr>
</tbody>
</table>

**CUMULATIVE % Remains less than 50%**

Multi-Star limited to 24% of total reports
Promote To BG limited to 25 – 49.9% of total reports

Note: Combined cumulative percentages of both “MULTI-STAR POTENTIAL” and “PROMOTE TO BG” will not exceed 49%
**BG Report**

**PART I - ADMINISTRATIVE (Rated Officer)**

<table>
<thead>
<tr>
<th>a. NAME (Last, First, Middle initial)</th>
<th>b. SSN</th>
<th>c. RANK</th>
<th>d. DATE OF RANK (YYYYMMDD)</th>
<th>e. BRANCH</th>
<th>f. COMPONENT (Status Code)</th>
</tr>
</thead>
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<table>
<thead>
<tr>
<th>g. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND</th>
<th>h. UIC</th>
<th>i. REASON FOR SUBMISSION</th>
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<tr>
<th>1. PERIOD COVERED (FROM YYYYMMDD TO THRU YYYYMMDD)</th>
<th>2. RATED MONTHS</th>
<th>3. NON-RATED CODES</th>
<th>4. NO. OF ENCLOSURES</th>
<th>5. RATED OFFICER'S EMAIL ADDRESS (gov or mil)</th>
</tr>
</thead>
</table>

**PART II - AUTHENTICATION (Rated officer’s signature verifies officer has completed OER Parts I-VI and the administrative data is correct)**

<table>
<thead>
<tr>
<th>a1. NAME OF RATER (Last, First, Middle initial)</th>
<th>a2. SSN</th>
<th>a3. RANK</th>
<th>a4. POSITION</th>
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<thead>
<tr>
<th>b5. EMAIL ADDRESS (gov or mil)</th>
<th>b6. SIGNATURE</th>
<th>b7. DATE (YYYYMMDD)</th>
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</thead>
</table>

<table>
<thead>
<tr>
<th>d1. NAME OF SENIOR RATER (Last, First, Middle Initial)</th>
<th>d2. SSN</th>
<th>d3. RANK</th>
<th>d4. POSITION</th>
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<tr>
<th>e5. SENIOR RATER'S ORGANIZATION</th>
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<tr>
<th>f5. SENIOR RATER PHONE NUMBER</th>
<th>f6. SIGNATURE</th>
<th>f7. DATE (YYYYMMDD)</th>
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<tr>
<td>This is a referred report, do you wish to make comments?</td>
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<tr>
<td>Preferred</td>
<td>Yes, comments are attached</td>
<td>No</td>
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</tbody>
</table>

**PART III - DUTY DESCRIPTION**

<table>
<thead>
<tr>
<th>a. PRINCIPAL DUTY TITLE</th>
<th>b. POSITION ACC/BRANCH</th>
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<tr>
<th>2. SIGNIFICANT DUTIES AND RESPONSIBILITIES</th>
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**PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM, COMPETENCIES, AND ATTRIBUTES (Rated)**

<table>
<thead>
<tr>
<th>a. APFT Pass/Fail/Profile:</th>
<th>b. Date:</th>
<th>c. Weight</th>
<th>d. Rating:</th>
<th>e. Within Standard</th>
</tr>
</thead>
</table>

 Comments required for “Failed” APFT, or "Profile" when it precludes performance of duty, and "No" for Army Weight Standards.

**PART V - SENIOR RATER EVALUATION**

**Remarks on Character & Potential:**

**Comments on Character & Potential:**

**PART VI - BRIEFING RECORD**
**MILPER 13-349 released 3 DEC 13**

- Data transferable between the support and evaluation forms within EES

- Facilitates the rater’s ability to easily complete future OERs

- Performance based counseling tool

- Ties performance objectives to measureable accomplishments

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### OFFICER EVALUATION REPORT SUPPORT FORM

**For use of this form, see AR 623-3; the proponent agency is DD5, DO.**

#### PART I - ADMINISTRATIVE (Rated Officer)

<table>
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<tr>
<th>a. NAME (Last, First, Middle Initial)</th>
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<tr>
<th>j. RATED OFFICER’S EMAIL ADDRESS (gov or .mil)</th>
<th>k. MDAF DATE</th>
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#### PART II - AUTHENTICATION

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<tr>
<th>a1. NAME OF RATER (Last, First, Middle Initial)</th>
<th>a2. SSN</th>
<th>a3. RANK</th>
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<th>a5. EMAIL ADDRESS (gov or .mil)</th>
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<th>b1. NAME OF INTERMEDIATE RATER (Last, First, Middle Initial)</th>
<th>b2. SSN (OPTIONAL)</th>
<th>b3. RANK</th>
<th>b4. POSITION</th>
<th>b5. EMAIL ADDRESS (gov or .mil)</th>
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<th>c1. NAME OF SENIOR RATER (Last, First, Middle Initial)</th>
<th>c2. SSN</th>
<th>c3. RANK</th>
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<tr>
<th>d1. SENIOR RATER’S ORGANIZATION</th>
<th>d2. BRANCH</th>
<th>d3. COMPONENT</th>
<th>d4. SENIOR RATER PHONE NUMBER</th>
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<thead>
<tr>
<th>e1. INDIVIDUAL TO PERFORM SUPPLEMENTARY REVIEW (Last, First, Middle Initial)</th>
<th>e2. RANK</th>
<th>e3. POSITION</th>
<th>e4. EMAIL ADDRESS (gov or .mil)</th>
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#### PART III - VERIFICATION OF FACE-TO-FACE DISCUSSION

**MANDATORY RATED RATED OFFICER INITIAL FACE-TO-FACE COUNSELING ON DUTIES, RESPONSIBILITIES AND PERFORMANCE OBJECTIVES FOR THE CURRENT RATING PERIOD TOOK PLACE ON (DATE):**

RATED OFFICER INITIALS: \(\) RATER INITIALS: \(\) SENIOR RATER INITIALS: \(\)

**RATED OFFICER ACCESS TO SUPPORT FORMS PRIOR TO INITIAL COUNSELING:**

RATED OFFICER INITIALS: \(\) RATER INITIALS: \(\) SENIOR RATER INITIALS: \(\)

**PERIODIC RATER / RATED OFFICER FOLLOW-UP FACE-TO-FACE COUNSELING:**

- **DATE**
- **RATED OFFICER INITIALS**: \(\) **RATER INITIALS**: \(\) **SENIOR RATER INITIALS**: \(\)

- **DATE**
- **RATED OFFICER INITIALS**: \(\) **RATER INITIALS**: \(\) **SENIOR RATER INITIALS**: \(\)

- **DATE**
- **RATED OFFICER INITIALS**: \(\) **RATER INITIALS**: \(\) **SENIOR RATER INITIALS**: \(\)

#### PART IV - RATED OFFICER - DUTIES AND RESPONSIBILITIES

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<thead>
<tr>
<th>a. PRINCIPAL DUTY TITLE:</th>
<th>b. POSITION ADD/BRANCH:</th>
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#### PART V - PERFORMANCE OBJECTIVES AND ACHIEVEMENTS

<table>
<thead>
<tr>
<th>a. INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:</th>
<th>b. LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:</th>
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DA FORM 67-10-1A, XXX 2013
### OER Support Form Page 2

**PART V - PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS CONTINUED**  Describe adherence to leadership attributes and demonstration of competencies

<table>
<thead>
<tr>
<th>A. CHARACTER: (Army Values, Empathy, Warrior Ethics/Service Ethics, Discipline - see ADRP 6-22)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:</td>
<td></td>
</tr>
<tr>
<td>LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B. PRESENCE: (Military and professional bearing, Fitness, Confidence, Resilience - see ADRP 6-22); (Safety/Individual and unit deployment readiness/Support of behavioral health goals, AR 623-3 and Mission Command Principles, see ADRP 6-9, addressed under fitness and resilience)</th>
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</tr>
</thead>
<tbody>
<tr>
<td>ARR T GOALS:</td>
<td>RUN</td>
</tr>
<tr>
<td>INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:</td>
<td></td>
</tr>
<tr>
<td>LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:</td>
<td></td>
</tr>
</tbody>
</table>

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<tr>
<th>C. INTELLECT: (Mental agility, Sound judgment, Innovation, Interpersonal tool, expertise - see ADRP 6-22 and ADRP 8-9)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:</td>
<td></td>
</tr>
<tr>
<td>LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>D. LEADS: (Leads others, builds trust, extends influence beyond the chain of command, Leads by example, Communicates - see ADRP 6-22 and ADRP 6-4)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:</td>
<td></td>
</tr>
<tr>
<td>LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>E. DEVELOPS: (Grades a positive environment, fosters esprit de corps, prepares self, Develops others, Edowards the profession - see ADRP 6-22)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>MSAF PROJECTED COMPLETION DATE:</td>
<td>AR 350-1 DATE:</td>
</tr>
<tr>
<td>INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:</td>
<td></td>
</tr>
<tr>
<td>LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>F. ACHIEVES: (Relax Recuit, - see ADRP 6.22 and ADRP 8.0)</th>
<th></th>
</tr>
</thead>
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<tr>
<td>INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:</td>
<td></td>
</tr>
<tr>
<td>LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:</td>
<td></td>
</tr>
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</table>
Evaluation Entry System (EES)

• EES is the revised web-based tool in development at HRC, which will be used to complete and submit evaluations.

• EES will consolidate AKO MyForms wizard, IWRS, excel profile calculators, etc.

• Benefits of EES:
  
  ➢ Enhanced wizard to guide rating chain and Human Resource professionals in preparing the evaluation
  
  ➢ Multi-pane dashboard allows user to view data input and form simultaneously

  Built-in tool to view and manage Rater and Senior Rater profiles

  ➢ Provides quick reference to AR 623-3 and DA PAM 623-3

  ➢ Eliminates accessing multiple systems and consolidates evaluation tools to one system

  ➢ Does not delay evaluation processing due to rater profile “misfires” (automatic downgrade)
https://evaluations.hrc.army.mil
Questions
Backup Data
Army Leadership Requirements

ATTRIBUTES

CHARACTER
* Army Values
* Empathy
* Warrior Ethos/Service Ethos
* Discipline

PRESENCE
* Military and professional bearing
* Fitness
* Confidence
* Resilience

INTELLECT
* Mental agility
* Sound judgment
* Innovation
* Interpersonal tact
* Expertise

LEADS
* Leads others
* Builds trust
* Extends influence beyond the chain of command
* Leads by example
* Communicates

DEVELOPS
* Creates a positive environment/
  Fosters esprit de corps
* Prepares self
* Develops others
* Stewards the profession

ACHIEVES
* Gets results

COMPETENCIES

ADRP 6-22 AUG 2012 Figure 1-1. The Army leadership requirements model
## O-4 Broadening Experiences

<table>
<thead>
<tr>
<th><strong>Functional</strong></th>
<th><strong>Institutional</strong></th>
<th><strong>Academia &amp; Civilian Enterprise</strong></th>
<th><strong>JIIM</strong></th>
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<tbody>
<tr>
<td>• ASCC</td>
<td>• CIG Action Officer</td>
<td>• Fellowships</td>
<td>• AIDE TO PRES/VP</td>
</tr>
<tr>
<td></td>
<td>• OPS/Plans Officer</td>
<td>• SA/CSA/ASA/DCS</td>
<td>• COCOM/Joint Staff Asst XO</td>
</tr>
<tr>
<td></td>
<td>• WFF Chief</td>
<td>• Asst XO</td>
<td>• COCOM HQs Commandant</td>
</tr>
<tr>
<td>• ASA/DCS</td>
<td>• ADC</td>
<td>• ADC</td>
<td>• UN Staff Officer</td>
</tr>
<tr>
<td></td>
<td>• Asst XO</td>
<td>• Special Assistant</td>
<td>• DCE Region OPS Officer</td>
</tr>
<tr>
<td></td>
<td>• DAC</td>
<td>• Strategic Plans Officer</td>
<td>• DOS Defense Trade Analyst</td>
</tr>
<tr>
<td></td>
<td>• Division Chief (BR/FA Specific)</td>
<td>• AOC Action Officer</td>
<td>• OSD</td>
</tr>
<tr>
<td>• USACE</td>
<td>• Speech writer</td>
<td>• DA Staff Asst XO</td>
<td>• Analyst</td>
</tr>
<tr>
<td>• DCO</td>
<td></td>
<td>• HRC Branch Chief</td>
<td>• Planner</td>
</tr>
<tr>
<td>• ARCIC WFF Chief/Manager</td>
<td></td>
<td>• AWC Staff</td>
<td>• Emergency Ops officer Assistant</td>
</tr>
<tr>
<td>• AMC</td>
<td></td>
<td>• CGSC Faculty</td>
<td>• Watch Officer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Recruiting Command HQs (BDE XO, S3)</td>
<td>• COCOM/Joint Staff</td>
</tr>
<tr>
<td>• CTC</td>
<td></td>
<td>• TRADOC HQs (LNO, ARCIC Chief, DIV Chief)</td>
<td>• Analyst</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• CAC</td>
<td>• OPS/PLANS/JOC</td>
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<tr>
<td></td>
<td></td>
<td>• DIV Chief</td>
<td>• WFF Chief</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Doctrine Dev</td>
<td>• Chiefs/Liaisons</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• CDID Project Officer</td>
<td>• IA Liaisons</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Exercise Officer</td>
<td>• Watch Officer</td>
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<tr>
<td></td>
<td></td>
<td>• Action Officer</td>
<td>• NORTHCOM Regional Support Chief</td>
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<td></td>
<td></td>
<td>• ASCCs</td>
<td>• State IG</td>
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<td></td>
<td></td>
<td>• OPS/Plans Officer</td>
<td>• OCLL Liaison</td>
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<td></td>
<td></td>
<td>• Cadet Command HQs</td>
<td>• Sister Service Faculty</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• USAREC HQs</td>
<td>• TRADOC Sister Service LNO</td>
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<tr>
<td></td>
<td></td>
<td>• 1st Army/5th Army Staff</td>
<td>• Transition Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• FORSCOM HQs</td>
<td>• Military Observer</td>
</tr>
<tr>
<td>• AC/RC OC-T</td>
<td></td>
<td></td>
<td>• Allied Program Manager</td>
</tr>
<tr>
<td>• DA/ASA/DCS</td>
<td></td>
<td></td>
<td>• NGB Staff</td>
</tr>
<tr>
<td></td>
<td>• Division Chief</td>
<td></td>
<td>• CGSC IA Fellow</td>
</tr>
<tr>
<td></td>
<td>• Director.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• AWG (Forward Ops Chief)</td>
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</tr>
<tr>
<td>• TRADOC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• CAC WFF Chief/SME</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Functional
- ASCC
  - OPS/Plans Officer
  - WFF Chief
- ASA/DCS
  - Asst XO
  - ADC
  - Division Chief (BR/FA Specific)
- USACE
  - DCO
- ARDIC WFF Chief/Manager
- AMC
  - COCOM LNO
  - OCLL LNO
- CTC
  - Senior OC-T
  - JRTC Village Stability Director
- AC/RC OC-T
- DA/ASA/DCS
  - Division Chief
  - Director.
- AWG (Forward Ops Chief)
- TRADOC
  - CAC WFF Chief/SME

### Institutional
- CIG Action Officer
- SA/CSA/ASA/DCS
  - Asst XO
  - ADC
  - Special Assistant
  - Strategic Plans Officer
  - Speech writer
- DA Staff Asst XO
- HRC Branch Chief
- AWC Staff
- CGSC Faculty
- Recruiting Command HQs (BDE XO, S3)
- TRADOC HQs (LNO, ARDIC Chief, DIV Chief)
- CAC
  - DIV Chief
  - Doctrine Dev
- ASCCs
  - OPS/Plans Officer
- Cadet Command HQs
- USAREC HQs
- 1st Army/5th Army
- IMCOM
- CSA Strategic Studies Group
- Army Strategic Planner
- FORSCOM HQs

### Academia & Civilian Enterprise
- Fellowships
- PMS/APMS
- USMA Faculty/Staff
  - RTO
  - Instructor
  - HQs/Staff
- AWC Faculty
- CGSC Faculty

### JIM
- AIDE TO PRES/VP
- COCOM/Joint Staff Asst XO
- COCOM HQs Commandant
- JCS Regional COCOM Desk Chief
- OSD
  - Analyst
  - Planner
  - Strategist
  - Desk Chief
  - POL-MIL Planner
  - Military Assistant
  - Speechwriter
- COCOM/Joint Staff
  - Division Chief
  - TNG/Readiness
  - OPS/PLANS/JOC
  - WFF Chief
  - Chiefs/Liaisons
  - IA Liaisons
- NORTHCOM Regional Support Chief
- State IG
- OCLL Liaison
- Sister Service Faculty
- TRADOC Sister Service LNO
- Transition Team
- Military Observer
- Allied Program Manager
- NGB Staff
## O-6 Broadening Experiences

### Functional
- ASCC
  - Division Chief
  - Red Team
  - OPS
  - Plans
  - IG
- ASA/DCS
  - XO
  - Mil Assistant
  - Division Chief (BR/FA Specific)
- USACE
  - DCO
- TRADOC Capabilities Mgr
- AMC
  - Command Directors
  - PM
  - COS
  - XO
- CTC COG
- DA/ASA/DCS
  - Division Chief
  - Director.

### Institutional
- HRC CIG Chief
- SA/CSA/ASA/DCS
  - XO
  - Mil Assistant
  - Division Chief (BR/FA Specific)
- DA Staff XO
- HRC DIV Chief
- CAC Director
- AWC Director
- CGSC Faculty
- Recruiting Command HQs
- TRADOC HQs
- CAC Director
  - CAL
  - COIN
  - DTAC
  - SAMS
- ASCCs
  - Division Chief
- Cadet Command HQs
- USAREC HQs
- 1st Army/5th Army
- IMCOM
- CSA Strategic Studies Group
- Army Strategic Planner
- FORSCOM HQs

### Academia & Civilian Enterprise
- SSC Fellowships
- PMS
- USMA Faculty/Staff
- AWC Faculty
- CGSC Faculty
- SAMS Faculty

### JIIM
- AIDE TO VP
- COCOM/Joint Staff XO
- JCS Regional COCOM Desk Chief
- OSD
  - Analyst
  - Planner
  - Strategist
  - Desk Chief
  - POL-MIL Planner
  - Military Assistant
- COCOM/Joint Staff
  - Division Chief
  - TNG/Readiness
  - OPS/PLANS
  - IG
  - Special OPS Chiefs/Liaisons
  - IA Liaisons
- DOS Desk Chief
- AWC Director Joint Multi-national studies
- CAC Joint Allied Studies
- Defense Coordination Officer
- State IG
- OCLL Director/Liaison
- ALSA Director
- Sister Service Faculty
- Allied PM Foreign Mil Sales
- DISA DIV Chief
## O-3 Broadening Experiences

<table>
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<th>Functional</th>
<th>Institutional</th>
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<th>JIIM</th>
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<td>• CIG Action Officer</td>
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<td>• OPS/Plans Officer</td>
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<td>• WFF Chief</td>
<td>• ADC</td>
<td>• Training with Industry</td>
<td>• OSD</td>
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<td>• APMS</td>
<td>• Watch Officer</td>
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<td>• OC-T</td>
<td>• HRC</td>
<td>• USMA Faculty/Staff</td>
<td>• Transition Team</td>
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<tr>
<td>• AC/RC</td>
<td>• Assignment Officer</td>
<td>• TAC</td>
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<tr>
<td>• OC-T</td>
<td>• HQs</td>
<td>• Instructor</td>
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<tr>
<td>• TRADOC</td>
<td>• TRADOC</td>
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<td>• SGL</td>
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<td></td>
<td>• Staff</td>
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<td></td>
<td>• Company CMD</td>
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</tbody>
</table>
**Rater Box Check Defined**

**Excels:**
Results far surpass expectations. The officer readily (fluently/naturally/effortlessly) demonstrates a high level of the 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 Profile Calculator

<table>
<thead>
<tr>
<th>Name</th>
<th>Type</th>
<th>Thru Date</th>
<th>Box Checks</th>
<th>Profile</th>
<th>Total Reports</th>
<th>Date Due to HRC</th>
<th>%Total Prom to BG</th>
<th>%Comb%</th>
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</thead>
<tbody>
<tr>
<td>Credit</td>
<td>NA</td>
<td>NA</td>
<td>0 5</td>
<td></td>
<td>5 NA</td>
<td>NA</td>
<td>0 #VALUE</td>
<td></td>
</tr>
<tr>
<td>Example, Mark</td>
<td>ANN</td>
<td>201404</td>
<td>1 0</td>
<td>0 1 5</td>
<td>6 2014071</td>
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<td>16.7</td>
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<tr>
<td>Example, Sam</td>
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<td>1 0</td>
<td>0 2 5</td>
<td>7 2014080</td>
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<td>28.6</td>
<td>28.5%</td>
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<tr>
<td>Example, Amb</td>
<td>SRO</td>
<td>201405</td>
<td>1 0</td>
<td>0 3 5</td>
<td>8 2014081</td>
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<td>37.5</td>
<td>37.5%</td>
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<tr>
<td>Example, Bob</td>
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<td>201405</td>
<td>1 0</td>
<td>0 4 5</td>
<td>9 2014083</td>
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<tr>
<td>Example, June</td>
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<td>0 5 5</td>
<td>10 2014090</td>
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<tr>
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<td>1 0</td>
<td>0 6 5</td>
<td>11 2014091</td>
<td>0</td>
<td>54.5</td>
<td>54.5%</td>
</tr>
</tbody>
</table>

1: Senior Rater given a credit of 5 Retain as Colonel.
2: Senior Rater profile calculated upon Electronic Submission via EES or Hard Copy to HDA.
3: Senior Rater must stay below 50% for MOST QUALIFIED evaluations.
4: Officers will be evaluated and profiled at promotable grade if listed as (P).
5: (P) means officer is promotable and serving in an authorized position at promotable grade.