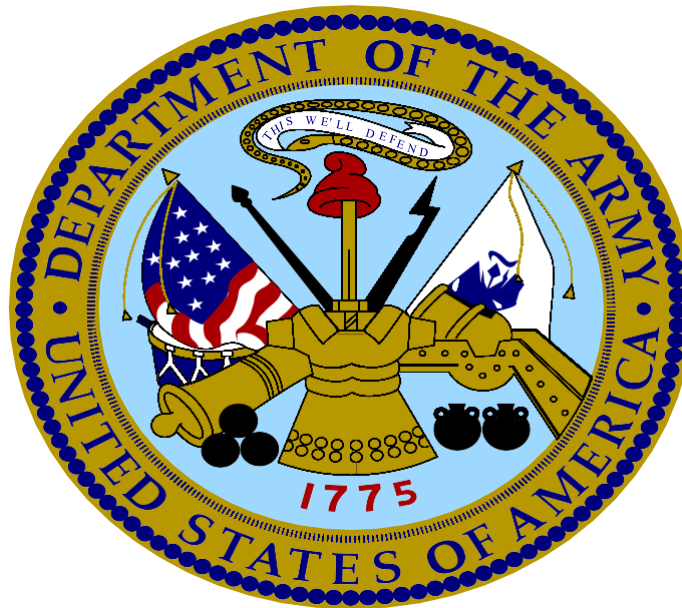




# U.S. ARMY HUMAN RESOURCES COMMAND



## Evaluation and Selection Systems



# System Facts

- **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 is a forced distribution system
    - Senior Rater top box restricted to <50%
    - Rater left most box restricted to <50%
  - OER Rater narrative focus on performance
  - OER SR narrative focus on quantifiable potential
  - NCOER SR bullets focus on excellence, performance & quantifiable potential
- **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

Counseling is key to development



# Army Evaluation Reporting System

- **Who receives evaluation reports?**
  - Officers - Warrant Officer One through Brigadier General
  - NCOs - Sergeant through Command Sergeant Major.
- **Two different Evaluation form series for two different populations.**
  - Officer Evaluation Reporting System:
    - Broader comparison, more of a generalist
    - Doctrine Based, Tactical, Broadening – Strategic
  - Noncommissioned Officer Evaluation Reporting System:
    - Highlights Strengths and Uniqueness of the NCO Corps.
    - Assess technical competence in MOS and Doctrine
    - Responsible for individual training (Teach others the tra

## **Evaluations Drivers:**

- **CHANGE OF DUTY**
- **CHANGE OF RATER**
- **ANNUAL PERIOD (12 rated months)**
- **COMPLETE THE RECORD (prior to selection boards)**
- **RELIEF FOR CAUSE**

**Each report stands alone, assessments are made by supervisors in a rating relationship**



# Evaluation System Principles



## Secondary effects of Eval System:

- Maintain discipline
- Promote leader development/professionalism by linking performance to missions and doctrine (assessed by field leaders)
- Provide feedback to rated individuals

## Rating Roles:

- RATER – Performance & Counseling
  - Met Standards? Yes / No
  - Narrow, more specific
- SENIOR RATER – Potential & Mentorship
  - Capstone evaluation, spread of quality
  - Broader, more general
- REVIEWER – adherence to policy & intent
  - On OER: When required
  - On NCOER: Separate individual

## The System's Components:

(as approved by CSA/SECARMY)

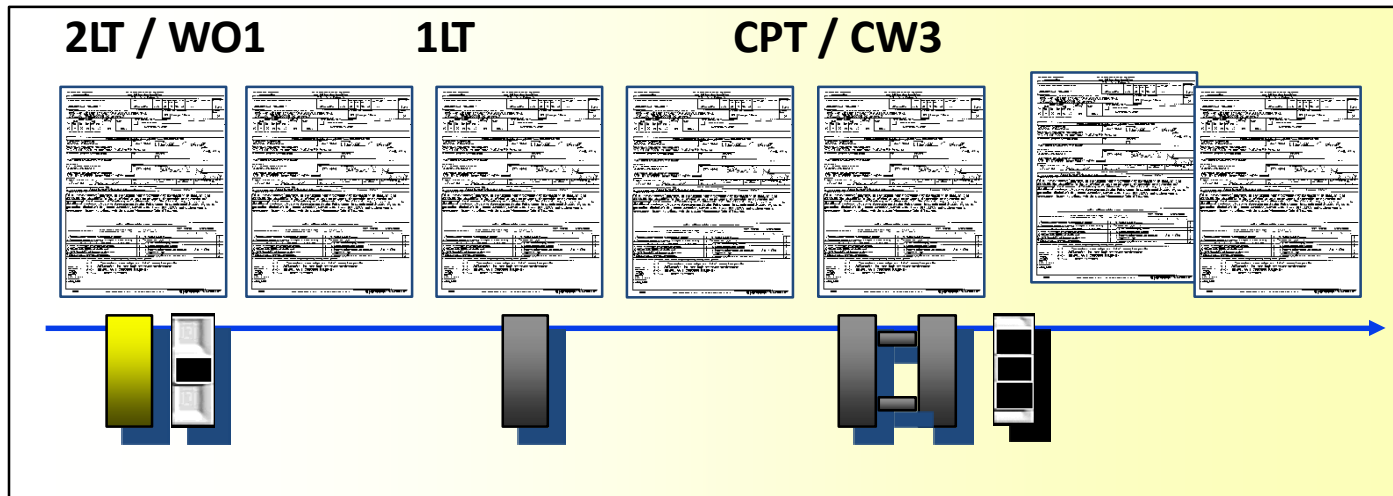
- Rating relationship that exists between Rater and Rated Soldier (w/oversight by Senior Rater)
- Counseling documented on support and counseling forms.
- Final assessment documented on evaluation form.

### ***Critical Point:***

*Separating Rater and Senior Rater & keeping supervisors at lowest levels have been keys to success for over 32 years (since introduction of DA Form 67-8 and 2166-9)*

“The eval is as important to the Army for the behavior it causes as for that which it measures.”

# Moving Early OERs – What & Why



## POLICY

- WO1 reports moved to restricted section of AMHRR after selection to CW3.
- LT reports moved to restricted section of AMHRR at promotion to CPT.
  - Officer Records Brief lists duty positions

**All OERs are reviewed for CPT and CW3 selection.  
May be accessed for selections in special circumstances**



# Strengthening the Rating Chain



## Develop regulatory guidance to strengthen rating chain accountability

- Revised policy strengthens accountability within the rating chain to maintain relationships that provide rated officers with leaders who have first-hand knowledge of their responsibilities, performance and potential.
- Requires approval of rating schemes / one level up (up to 3-Star HQ)
- Intermediate Raters limited to special branches and dual supervisor situations
- **Supplementary Review: 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



# New OER (DA Form 67-10 / 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 (UAA) and perform a supplementary review (IAW 623-3).

The UAA will be an U.S. Army officer **SENIOR** to the rated officer within the organization. The UAA will **monitor evaluation practices, provide assistance and advice to rating officials (as required) on matters pertaining to Army evaluations.**

### Examples:

| <u>Rated Officer</u>  | <u>Rater</u> | <u>Senior Rater</u> | <u>Uniformed Army Advisor</u> |
|---|--------------|---------------------|-------------------------------|
| CPT<br><i>VDAS Executive Officer (CPT), rated and senior-rated by a single SES.</i>             | SES          | SES                 | Yes; MAJ or higher            |
| MAJ<br><i>ECC "Dwarf" (MAJ) is rated by GS-15 and senior-rated by SES.</i>                      | GS-15        | SES                 | Yes; LTC or higher            |
| LTC<br><i>ASA (XXX) (LTC) is rated and senior-rated by a single SES.</i>                        | SES          | SES                 | Yes; COL or higher            |
| COL<br><i>JS J-33 GFM Chief (COL) is rated and senior-rated by non uniformed Army officers.</i> | Navy ADM     | Air Force GO        | Yes; Senior COL or higher     |



# Role of the Senior Rater & keys to success



- Senior Rater is the “owner” of the Evaluation and is responsible for timely completion
- Mentor/Develop your subordinates
  - Support Form – tool available to aid in defining/guiding goals and objective 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 damaging as what you do say
- Verify/Certify your subordinates on how to assess – ask them to bring their counselings and assessment s 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 Interactive Web Response System (IWRs) and Evaluation Entry System (EES)
  - Use EES and AKO MyForms to submit – be aware of sequencing during transition

Membership in [the S1NET community helps URL to Milsuite:](https://www.milsuite.com)

<https://www.milsuite.com>



# 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)**
- Develop a “Rating Philosophy” and communicate it to rated officers**
- Advocate Officer to the Senior Rater**
- Recommend future Operational and Broadening Assignments on field grade form**
- Clearly and concisely communicate rated officer’s 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**



# ***Developing a Rating Philosophy***



- **Mission: Identify your best**
- **Counseling – ensure counseling is accomplished. Those that can improve will**
- **Decide how to assess (particularly) Excels based on performance and Most Qualified Based upon Potential**
- **Write well – quantify and qualify in narrative; correspond comments with box check as the system allows. Use the narrative to paint the picture**
- **Plan ahead, think series of reports (number of times you will rate an officer)**



# 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
- 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 narrative
- 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 (modified cut and paste)***
  - ***Accurately and fairly assess all officers regardless of branch and functional area***
  - Don't be afraid of Referred Reports



# Rater Narrative (Exclusive)



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 9 Army Officers in this grade.

EXCELS

OR

PROFICIENT

CAPABLE

UNSATISFACTORY

Comments:

MAJ Smith's performance is clearly the best of the 9 majors I currently rate, and his performance ranks within the top 1% of majors with whom I've worked or encountered in over 20 years of service.

Use of exclusive narrative should be used to amplify box checks and in instances where small or immature profiles exist; or on a proficient indication following an excels ( if warranted)

## **Excels Defined:**

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.



# Rater Narrative (Strong)



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 9 Army Officers in this grade.

EXCELS

PROFICIENT

CAPABLE

UNSATISFACTORY

Comments:

MAJ Smith performs within the top third of the majors I currently rate, and his performance ranks within the top 10% of majors with whom I've worked or encountered in over 20 years of service.

## Proficient:

Consistently produces quality results with measurable and lasting 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.



# Rater Narrative



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 9 Army Officers in this grade.

EXCELS

PROFICIENT

CAPABLE

UNSATISFACTORY

Comments:

MAJ Smith's performance over this rating period has been commensurate with his grade and time in service. He has completed all assigned tasks to standard in a timely manner, and he is able to manage complex assignments. A critical thinker who works well with others.

## 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 Narrative (Exclusive)



## PART VI - SENIOR RATER

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

MOST QUALIFIED  
(limited to 49%)

HIGHLY QUALIFIED

QUALIFIED

NOT QUALIFIED

b. I currently senior rate 27 Army Officers in this grade.

c. COMMENTS ON POTENTIAL:

MAJ Smith is my #1 major of the 27 I currently senior rate, and one of the best officers that I've seen in over 25 years of service—top 1%. Already shows Battalion Command potential, a must-promote BZ to LTC and Battalion Command. Send to SSC at the earliest opportunity—a future senior leader in the Corps and the Army.

d. List 3 future SUCCESSIVE assignments for which this Officer is best suited:

BN Commander, CMTC OC, TSC G4

Use of exclusive narrative should be used to amplify box checks and in instances where small or immature profiles exist; or on a HIGHLY QUALIFIED indication following a MOST QUALIFIED ( if warranted)

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



# Senior Rater Narrative (Strong)



## PART VI - SENIOR RATER

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

MOST QUALIFIED  
*(limited to 49%)*

HIGHLY QUALIFIED

QUALIFIED

NOT QUALIFIED

b. I currently senior rate **27** Army Officers in this grade.

c. COMMENTS ON POTENTIAL:

MAJ Smith is my #4 major of the 27 I currently senior rate, and one of the best officers that I've seen in over 25 years of service— easily top 10%. Already shows Battalion Command potential; promote to LTC and select for Battalion Command followed by SSC.

d. List 3 future SUCCESSIVE assignments for which this Officer is best suited:

BN Commander, CMTC OC, TSC G4

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



# Senior Rater Narrative



## PART VI - SENIOR RATER

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

MOST QUALIFIED  
*(limited to 49%)*

HIGHLY QUALIFIED

QUALIFIED

NOT QUALIFIED

b. I currently senior rate 27 Army Officers in this grade.

c. COMMENTS ON POTENTIAL:

MAJ Smith has clearly demonstrated the potential to continue to serve at this grade. Bob possesses outstanding writing skills that would support developing instructional manuals. Consider for promotion.

d. List 3 future SUCCESSIVE assignments for which this Officer is best suited:

Brigade Staff, Division Staff, IMCOM

**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



# What do boards focus on?



- 3 Parts to a Board file
- DA Photo
- ORB
- AMHRR (OERs, Disciplinary Data, Awards, AER)

## 1. Senior Rater Section:

- Narrative
- DA Label Information (if applicable)
- Population Size

## 2. Duty Description

## 3. Number of Rated Months

## 4. Rater Narrative

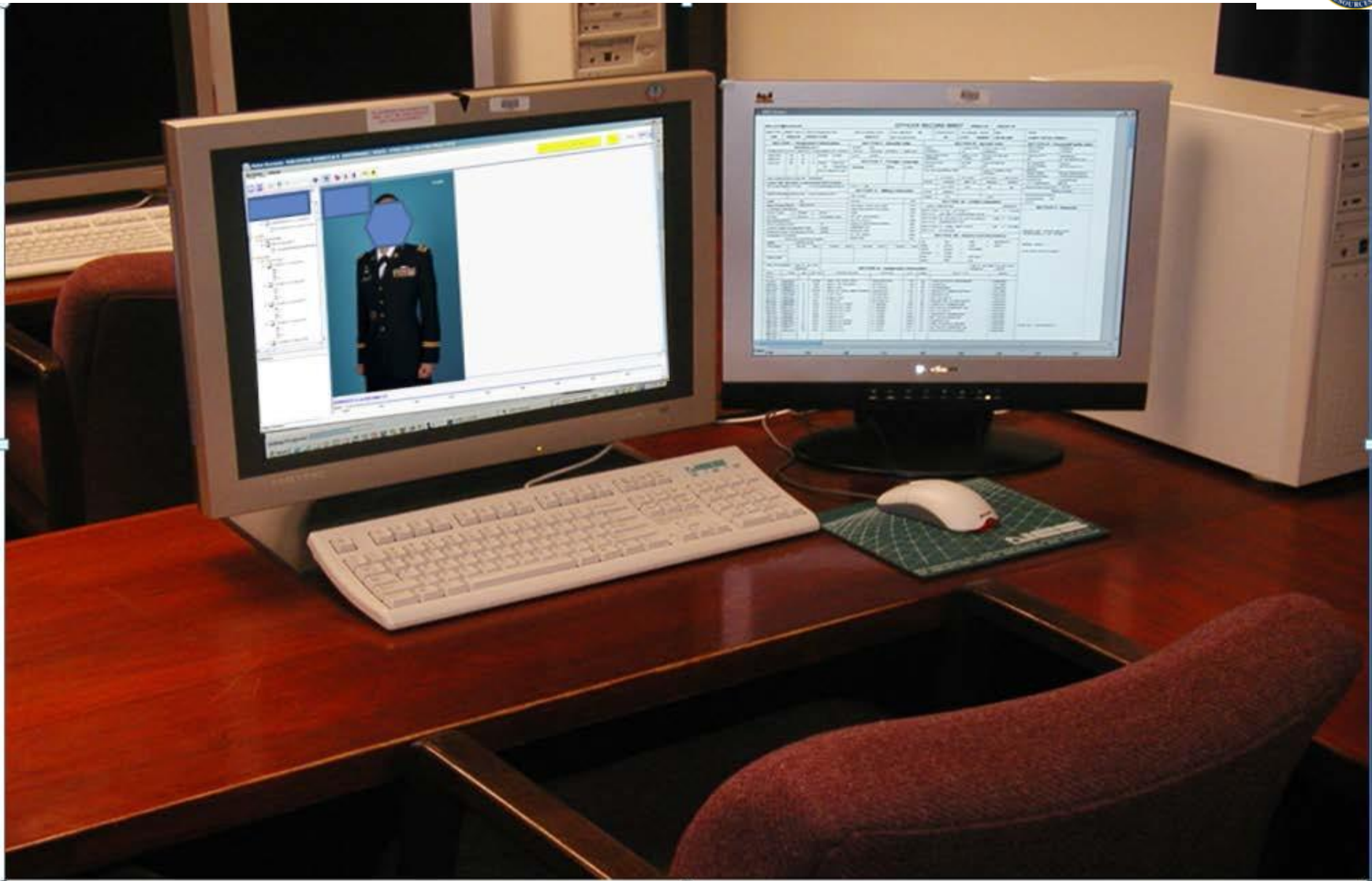
- Narrative
- DA Label Information (if applicable)
- Population Size

## 5. Intermediate Rater Narrative (if used)

**Quantified and Qualified, Descriptive  
Strong vs. Exclusive**



# Army Selection Board System





# Board Screenshot



Vote Screen: (VOTER11) / 0554 - FY05 COL CSA CMD PRACTICE

Action View



**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.

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

A. NAME (Last, First, Middle Initial): XXXXXXXX, XXXXXX X  
 B. SSN: 999-99-9999  
 C. RANK: LTC  
 D. DATE OF RANK (YYYYMMDD): 20120101  
 E. BRANCH: AR  
 F. COMPONENT (Select Code):  
 G. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND: 2nd Brigade, 3rd Division, Fort Hood, TX 76221, FORSCOM  
 H. UIC: X12AAA  
 I. REASON FOR SUBMISSION: 02 | Annual  
 J. PERIOD COVERED: FROM 20130402 THRU 20140401  
 K. RATED MONTHS CODES: 12  
 L. NON RATED CODES:  
 M. NO. OF ENCLOSURES: 0  
 N. RATED OFFICER'S EMAIL ADDRESS (gov or mil): ltcX.mil@mail.mil

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

R1. NAME OF RATER (Last, First, Middle Initial): XXXXXX, XXXXXX X  
 R2. SSN: 901-03-0602  
 R3. RANK: COL  
 R4. POSITION: Brigade Commander  
 R5. SIGNATURE: [Signature]  
 R7. DATE (YYYYMMDD):  
 R6. NAME OF INTERMEDIATE RATER (Last, First, Middle Initial):  
 R8. SSN (Optional):  
 R9. RANK:  
 R10. POSITION:  
 R11. SIGNATURE:  
 R12. DATE (YYYYMMDD):  
 R13. NAME OF SENIOR RATER (Last, First, Middle Initial): XXXXXXXXX, XXXXXXXXX X  
 R14. SSN:  
 R15. RANK: BG  
 R16. POSITION: Deputy Commanding General  
 R17. SIGNATURE:  
 R18. DATE (YYYYMMDD):  
 R19. EMAIL ADDRESS (gov or mil): 901-03-0603  
 R20. SENIOR RATER'S ORGANIZATION: HQ, An Army Command, Fort Hood, TX 76221  
 R21. BRANCH: GO  
 R22. COMPONENT: RA  
 R23. SENIOR RATER PHONE NUMBER: (502) 613-9019  
 R24. SIGNATURE:  
 R25. DATE (YYYYMMDD):  
 R26. NAME OF REVIEWER (Last, First, Middle Initial):  
 R27. SIGNATURE:  
 R28. DATE (YYYYMMDD):

**PART III - DUTY DESCRIPTION**

A. PRINCIPAL DUTY TITLE: Brigade Deputy Commander  
 B. POSITION ACR/BRANCH: O1A  
 C. SIGNIFICANT DUTIES AND RESPONSIBILITIES: Deputy Commander for a Brigade consisting of a multitude of diverse battalions dispersed across the Southeastern United States and Puerto Rico. Manages and directs a staff of thirty nine Soldiers, Civilians, and Contract personnel, providing C4I and logistical support to assigned units. As the Chief of Staff, organizes, integrates, and assists in each phase of the Military Decision Making Process. Responsible for human resources, command and supply discipline, property accountability, signal and automation support, and operations. Oversees execution of an annual budget in excess of 5 million dollars.

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

A. APFT Pass/Fail/Prot: PASS  
 Date: 20140312  
 Height: 70  
 Weight: 189  
 Within Standards? YES  
 Comments required for "Failed" APFT, or "Protter" when it precludes performance of duty, and "Yes" for Army Weight Standards? (Repeat Rank & APFT/Pass/Fail/Prot)  
 Scored a 300 on the APFT.

B. THIS OFFICER POSSESSES SKILLS AND QUALITIES FOR THE FOLLOWING BROADENING ASSIGNMENTS:  
 C. THIS OFFICER POSSESSES SKILLS AND QUALITIES FOR THE FOLLOWING OPERATIONAL ASSIGNMENTS:  
 D1. SUMMARY: LTC X displays incredible character at all times and can always be counted on to do what is right. He fosters a climate of dignity and respect and fully supports the EO, EEO, and the Commander's SHARP program.  
 D2. LTC X displays incredible character at all times and can always be counted on to do what is right. He fosters a climate of dignity and respect and fully supports the EO, EEO, and the Commander's SHARP program.

**C2BR - SIGNAL TRAINING AND STRATEGIC SPT**

A. Provide narrative comments which demonstrate **EXCELLENCE** 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 situations, equates to external influence on the mission or taskings and organization, empowers limited resources to accomplish mission, proactive in developing others through individual coaching counseling and mentoring, active warrior 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, this and her. Fully supports SHARP and creates a positive command/workplace environment.)

COMMENTS:  
 LTC X is among the top three LTC's in this brigade. He is a top performer who carefully analyzes situations and executes my intent. LTC X is a confident and capable leader who produces great results. LTC X is an influential leader who carefully employs well-thought plans and delegates tasks to subordinates and supervises them to completion. Soldiers willingly follow his lead.

B. 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 EXCELLE.)

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

PROFICIENT

R0. RANK: SGT  
 R1. NAME: [Name]  
 R2. SSN: [SSN]  
 R3. DATE: [Date]  
 R4. RATING THIS OFFICER:  
 R5. RANK: SGT  
 R6. NAME: [Name]  
 R7. SSN: [SSN]  
 R8. DATE: [Date]  
 R9. TOTAL RATING: [Rating]

COMMENTS:  
 Incredible performance by a gifted leader. LTC X ranks number 3 of 6 LTCs that I rate.

**PART V - INTERMEDIATE RATER**

**PART VI - SENIOR RATER**

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

HIGHLY QUALIFIED

R10. UIC: [UIC]  
 R11. SIGNATURE: [Signature]  
 R12. DATE: [Date]  
 R13. TOTAL RATING: [Rating]  
 R14. RATING THIS OFFICER: [Rating]

B. I currently senior rate 10 Army Officers in this grade.  
 C. INCIDENTS OR POTENTIAL:  
 LTC X displays incredible potential. He is among the top 10 LTCs in the division. He consistently produces incredible results. Promote to Colonel ahead of his peers send to resident Senior Service Staff College. He clearly displays brigade command potential.

D. List 3 future **SUCCESSFUL** assignments for which this Officer is best suited:  
 Brigade Commander, Division G4, TSC G4

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Default Image Zoom 1/10 1/9 1/8 1/7 1/6 1/5 1/4 1/3 1/2 1

Voting Progress

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**SCORING  
CRITERIA**

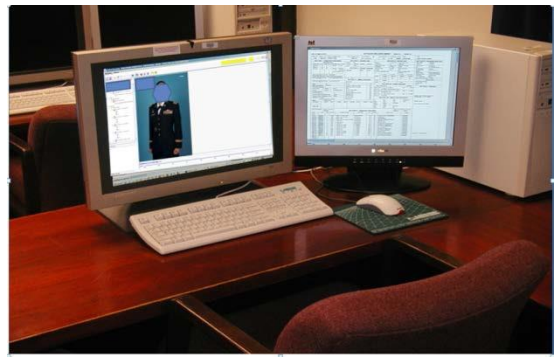
**SEC ARMY's  
MEMORANDUM  
OF INSTRUCTION**

**BOARD FILE:**  
Official Photograph  
Officer Record Brief  
Official Military Personnel  
File (evaluation reports,  
awards, etc)

**BOARD MEMBER  
EXPERIENCE &  
JUDGMENT**

=

**VOTE**





# OER Administrative Data -- PARTS I, II, III



HQDA#:

**ALL OERS HAVE THE SAME ADMIN DATA**

See Privacy Act Statement in AR 623-3.

### PART I - ADMINISTRATIVE (Rated Officer)

|  |  |                 |                    |                            |   |                            |
|--|--|-----------------|--------------------|----------------------------|---|----------------------------|
| a. NAME (Last, First, Middle Initial)                  |  | b. SSN          | c. RANK            | d. DATE OF RANK (YYYYMMDD) | e. BRANCH                                       | f. COMPONENT (Status Code) |
| g. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND |  |                 |                    | h. UIC                     | i. REASON FOR SUBMISSION                        |                            |
| j. PERIOD COVERED<br>FROM (YYYYMMDD) THRU (YYYYMMDD)   |  | k. RATED MONTHS | l. NON RATED CODES | m. NO. OF ENCLOSURES       | n. RATED OFFICER'S EMAIL ADDRESS (.gov or .mil) |                            |

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

|  |            |                    |                                  |                     |
|--|------------|--------------------|----------------------------------|---------------------|
| a1. NAME OF RATER (Last, First, Middle Initial)              |            | a2. SSN            | a3. RANK                         | a4. POSITION        |
| a5. EMAIL ADDRESS (.gov or .mil)                             |            | a6. SIGNATURE      |                                  | a7. DATE (YYYYMMDD) |
| b1. NAME OF INTERMEDIATE RATER (Last, First, Middle Initial) |            | b2. SSN (Optional) | b3. RANK                         | b4. POSITION        |
| b5. EMAIL ADDRESS (.gov or .mil)                             |            | b6. SIGNATURE      |                                  | b7. DATE (YYYYMMDD) |
| c1. NAME OF SENIOR RATER (Last, First, Middle Initial)       |            | c2. SSN            | c3. RANK                         | c4. POSITION        |
| c5. SENIOR RATER'S ORGANIZATION                              | c6. BRANCH | c7. COMPONENT      | c9. EMAIL ADDRESS (.gov or .mil) |                     |
| c8. SENIOR RATER PHONE NUMBER                                |            | c10. SIGNATURE     |                                  |                     |

d. This is a referred report, do you wish to make comments?  
 Referred     Yes, comments are attached     No

f1. Supplementary Review Required?  
 Yes     No

|               |                     |
|---------------|---------------------|
| f3. RANK      | f4. POSITION        |
| f6. SIGNATURE | f7. DATE (YYYYMMDD) |

|   |
|---|
| e1. SIGNATURE   |
| f2. NAME OF REVIEWER (Last, First, Middle Initial)                                |
| f5. Comments Enclosed<br><input type="checkbox"/> Yes <input type="checkbox"/> No |
| g. MSAF Date (YYYYMMDD)   |

**MSAF Completion date valid within 3 years**

### PART III - DUTY DESCRIPTION

|                         |                        |
|-------------------------|------------------------|
| a. PRINCIPAL DUTY TITLE | b. POSITION AOC/BRANCH |
|-------------------------|------------------------|

c. SIGNIFICANT DUTIES AND RESPONSIBILITIES



# Part IV – Professionalism (Company Grade Form front side continued)



|   |        |         |   |           |                            |
|---|--------|---------|---|-----------|----------------------------|
| COMPANY GRADE PLATE (O1 - O3; WO1 - CW2) OFFICER EVALUATION REPORT<br>For use of this form, see AR 623-3; the proponent agency is DCS, G-1. |        |         | See Privacy Act<br>Statement in AR 623-3. |           |                            |
| PART I - ADMINISTRATIVE (Rated Officer)   |        |         |   |           |                            |
| a. NAME (Last, First, Middle Initial)   | b. SSN | c. RANK | d. DATE OF RANK (YYYYMMDD)                | e. BRANCH | f. COMPONENT (Status Code) |
| g. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND  |        | h. UIC  | i. REASON FOR SUBMISSION                  |           |                            |

Rate overall assessment of rated officer's **performance** compared to officers in same grade.

**b. 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 5 Army Officers in this grade.

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

## PROFICIENT

RO: CPT SMITH, J  
SSN: xxx-xx-xxxx  
DATE: 20140101  
RATINGS THIS OFFICER: 1

R: LTC BOREK, B  
SSN: xxx-xx-xxxx  
TOTAL RATINGS: 1

**CPT Smith's performance as a Company Commander has been superb. Joe demonstrated superior leadership and understanding of all aspects of command. Additionally, CPT Smith has highly advanced organizational skills and leadership ability.**

APFT Pass/Fail/Profile: \_\_\_\_\_ Date: \_\_\_\_\_ Height: \_\_\_\_\_ Weight: \_\_\_\_\_ Weight Standard: \_\_\_\_\_

Comments required for "Failed" APFT, or "Profile" when it precludes performance of duty, and "No" for Army Weight Standards? [Reset Item a. APFT/Pass/Fail/Profile](#)

**b. 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 (49%)    PROFICIENT    CAPABLE    UNSATISFACTORY

b. 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.

Comments: DA Form 67-10-1A was received with this report and considered in my evaluation and review:  Yes  No (explain in comments below)

EXCELS (49%)    PROFICIENT    CAPABLE    UNSATISFACTORY

Comments:



# Field Grade Form O4/O5; CW3-CW5 (front)



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 I - ADMINISTRATIVE (Rated Officer)

a. NAME (Last, First, Middle Initial)      b. SSN      c. RANK      d. DATE OF RANK      e. BRANCH      f. COMPONENT

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

a. APFT Pass/Fail: \_\_\_\_\_ DATE: \_\_\_\_\_      b. HEIGHT \_\_\_\_\_ WEIGHT: \_\_\_\_\_ WITHIN STANDARD? Yes/No: \_\_\_\_\_  
(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 **BROADENING** ASSIGNMENTS:

**Joint/COCOM Staff, CTC O/C, Assistant PMS (REF DA PAM 600-3/600-4)**

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

**BDE XO, Division/Corps Staff, ASCC Staff (REF DA PAM 600-3/600-4)**

b. THIS OFFICER POSSESSES SKILLS AND QUALITIES FOR THE FOLLOWING BROADENING ASSIGNMENTS

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

d1. **Character:**  
(Adherence to Army Values, Empathy, and Warrior Ethos/Service Ethos and Discipline. Fully supports SHARP, EO, and EEO.)



# Rater Assessment: Company Grade Plate 2LT-CPT; WO1-CW2



|  |     |                                 |                 |
|--|-----|---------------------------------|-----------------|
| NAME:  | SSN | PERIOD COVERED: FROM (YYYYMMDD) | THRU (YYYYMMDD) |
| c. 1) <b>Character:</b><br><i>(Adherence to Army Values, Empathy, and Warrior Ethos/ Service Ethos and Discipline. Fully supports SHARP, EO, and EEO.)</i> |     |                                 |                 |
| c. 2) <b>Presence:</b><br><i>(Military and Professional Bearing, Fitness, Confident, Resilient)</i>  |     |                                 |                 |

- Focused on core attributes and competencies in ADRP 6-22
- More prescriptive

|  |  |
|--|--|
| <p><b>c. 1) <u>Character:</u></b><br/><i>(Adherence to Army Values, Empathy, and Warrior Ethos/Service Ethos and Discipline. Fully Supports SHARP, EO and EEO)</i></p> | <p>CPT Smith embodies the Army Values in all that he does. Joe tactfully instills discipline and the Warrior Ethos in his subordinates to the highest standards. He uses sound, informed judgment and upholds high ethical standards when planning, preparing, and executing operations. He fosters a climate of dignity and respect, and fully supports the EO, EEO, and the Commander's SHARP program.</p> |
| <p><b>c. 2) <u>Presence:</u></b> <i>(Military and Professional Bearing, Fitness, Confident, Resilient)</i></p>   | <p>CPT Smith displays confidence and enthusiasm while projecting a positive command presence that permeates throughout his unit as evidenced by his company's APFT average of 275, the best in the brigade. Joe possesses the ability to handle stressful situations and maintain a professional military bearing when faced with adversity.</p>   |



# Field Grade Form O4/O5; CW3-CW5 (back)



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.)

**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.)

## Comments:

**LTC X is a top performer who unfailingly analyzes situations and executes my intent. Joe is a confident and capable leader who, regardless of obstacles, always produces great results. LTC X is an influential leader across the brigade who carefully employs well-thought plans and delegates tasks that empower his subordinates with the authority to complete. Soldiers willingly follow his lead.**



# Part IV – Professionalism (Field Grade Form Back)



- Rater overall assessment of rated officer's **performance** compared to officers in same grade

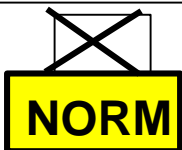
**b. This Officer's Overall Performance is Rated as:** (Select one box representing Rated Officer's overall performance compared to others of the same grade whom you have rated in your career. Managed at less than 50% in EXCELS.)

I currently rate 5 Army Officers in this grade.

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

**PROFICIENT**

RO: LTC SMITH, J  
SSN: xxx-xx-xxxx  
DATE: 20140101  
RATINGS THIS OFFICER: 1



R: COL BOREK, B  
SSN: xxx-xx-xxxx  
TOTAL RATINGS: 1



**Joe is the best of 5 Battalion Commanders in this Brigade. Joe demonstrated superior leadership and understanding of all aspects of command.**



# Senior Rater Comments



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 tasks 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 creates a positive command/workplace environment.)

COMMENTS:  
LTC X is a top performer who unfailingly analyzes situations and executes my intent. Joe is a confident and capable leader who, regardless of obstacles, always produces great results. LTC X is an influential leader across the brigade who carefully employs well-thought plans and delegates tasks that empower his subordinates with the authority to complete. Soldiers willingly follow his lead.

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.

A completed DA Form 67-10-1A was received with this report and considered in my evaluation and review:  Yes  No (explain in comments below)

EXCELS (49%)      PROFICIENT      CAPABLE      UNSATISFACTORY

Comments:  
Joe is the best of 5 Battalion Commanders in this Brigade. Joe demonstrated superior leadership and understanding of all aspects of command

### PART V - INTERMEDIATE RATER

### PART VI - SENIOR RATER

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

- MOST QUALIFIED (limited to 49%)
- HIGHLY QUALIFIED
- QUALIFIED
- NOT QUALIFIED

b. I currently senior rate \_\_\_\_\_ Army Officers in this grade.

c. COMMENTS ON POTENTIAL:

**LTC X displays incredible potential. He is among the top 10 LTCs in the division. Promote to Colonel ahead of his peers send to resident Senior Service Staff College. He clearly displays brigade command potential.**

d. List 3 future SUCCESSIVE assignments for which this Officer is best suited:

Brigade Commander, CMTC OC, TSC G4

- Senior Rater Comments are mandatory.
- Have up to 5 lines of narrative text to comment on Potential only.
- This field captures the Senior Rater's passion (or lack thereof) for the rated officer
- Use exclusive narrative, enumeration & recommendations for promotion, schooling, command recommendation for Most Qualified Potential Indications.
- Use strong narrative for use of Highly Qualified indications and consider promotion, schooling, command recommendation.
- Remember, what is not said can have as much impact as what is said.

- Senior Raters will list up to 3 future "successive" assignments looking 3-5 years out.
- They do not have to list assignments when "both" rating officials assessments deem the rated officer to be "UNSATISFACTORY" and "NOT QUALIFIED".



# Senior Rater Box Check



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 tasks 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 creates a positive command/workplace environment.)

COMMENTS:

LTC X is a top performer who unfailingly analyzes situations and executes my intent. Joe is a confident and capable leader who, regardless of obstacles, always produces great results. LTC X is an influential leader across the brigade who carefully employs well-thought plans and delegates tasks that empower his subordinates with the authority to complete. Soldiers willingly follow his lead.

|   |                                 |
|---|---------------------------------|
| e. This Officer's overall Performance career. Managed at less than 50% of his/her career. | ade whom you have rated in your |
| I currently rate _____ Army Officer   |                                 |
| A completed DA Form 67-10-1A with   | below)                          |
| <input checked="" type="checkbox"/> EXCELS (49%)  |                                 |
| Comments:   | standing of all                 |
| <b>= Current C</b>  |                                 |
| <b>Not Adver</b>  |                                 |
| SR: MG BUCKMILL 66666666  |                                 |
| DATE: 20131201  |                                 |
| TOTAL RATINGS: 20   |                                 |
| RATINGS THIS OFFICER : 2  |                                 |

|  |   |
|--|---|
| a. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA) | b. I currently senior rate _____ Army Officers in this grade.   |
| <input type="checkbox"/> Most Qualified (limited to 45%)                           | c. COMMENTS ON POTENTIAL:   |
| <input type="checkbox"/> Highly Qualified  | LTC X displays incredible potential. He is among the top 10 LTCs in the division. Promote to Colonel ahead of his peers send to resident Senior Service Staff College. He clearly displays brigade command potential. |
| <input type="checkbox"/> Qualified   |   |
| <input type="checkbox"/> Not Qualified   |   |
|  | d. List 3 future <b>SUCCESSIVE</b> assignments for which this Officer is best suited:   |
|  | Brigade Commander, CMTC OC, TSC G4  |

- Four box profile system; provides more options for senior raters
  - Highly Qualified and Qualified enable greater stratification
- Most Qualified is limited to less than 50%

**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**



# Completed Senior Rater Section



|  |  |
|--|--|
| a. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)                                 | b. I currently senior rate <u>3</u> Army Officers in this grade.   |
| HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED                                    | c. COMMENTS ON POTENTIAL:<br><br><b>MAJ Smith is the #1 of the 3 Majors I senior rate. Personally selected to lead a forward deployed Personnel Service and Support Mission. A grounded leader who shares in his Soldiers' sacrifices and challenges. Must select below the zone to LTC, Command and early attendance at the War College</b> |
| <b>MOST QUALIFIED</b>  | d. List 3 future <u>SUCCESSIVE</u> assignments for which this Officer is best suited:<br><br>BN CDR; Division G1, DA G1 Staff  |
| RO: CPT SMITH, BOB 9999<br>SR: LTC BUCKMILL 6677<br>DATE: 20131201<br>TOTAL RATINGS: 20<br>RATINGS THIS OFFICER: 2 |  |

18

## Reinforcing Rules:

- **First single top box** at a given grade will generate an **MOST QUALIFIED** label at DA, regardless of profile (of the first four OERs in a grade, by component, any one, but only one, can be an MOST QUALIFIED.)
- **Cannot mention box check in the narrative**
- **Restarts by grade, with SR's permission, after 3 reports and a documented misfire in that grade have been processed at HQDA**



# Managed Profile Technique (the comparison of box check to SR profile)

## SENIOR RATER BOX CHECK

## LABEL

**R  
U  
L  
E  
1**

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

MOST QUALIFIED  
Limited to less than 50%

HIGHLY QUALIFIED

QUALIFIED

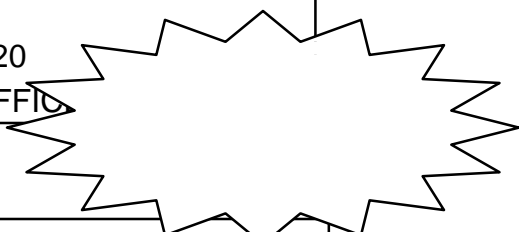
UNQUALIFIED



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

**HIGHLY QUALIFIED**

RO: MAJ SMITH BILL XXXXXXXXXX  
SR: LTC BUCKMILL XXXXXXXXXX  
DATE: 20140401  
TOTAL RATINGS: 20  
RATINGS THIS OFFICER:



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

MOST QUALIFIED  
Limited to less than 50%

HIGHLY QUALIFIED

QUALIFIED

UNQUALIFIED

**NOT REFERRED**



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

**QUALIFIED**

RO: MAJ SMITH BILL XXXXXXXXXX  
SR: LTC BUCKMILL XXXXXXXXXX  
DATE: 20140401  
TOTAL RATINGS: 20  
RATINGS THIS OFFICER : 2



# Managed Profile Technique (the comparison of box check to SR profile)

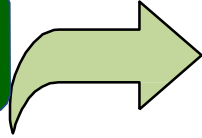
Top block check gets **ONE** of two labels...

Process at DA

**PROFILE IS**

**3 17 0 0 20**

TOTAL



|  |
|--|
| HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED                                    |
| <b>MOST QUALIFIED</b>  |
| RO: MAJ SMITH, BOB 9999<br>SR: LTC BUCKMILL 6677<br>DATE: 20140401<br>TOTAL RATINGS: 20<br>RATINGS THIS OFFICER: 2 |

**R  
U  
L  
E  
2**

- Top block check labeled "Most Qualified" *when...*
- profile is less than 50% in top block
- Board sees only label and narrative

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

MOST QUALIFIED  
Limited to less than 50%

HIGHLY QUALIFIED

QUALIFIED

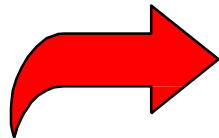
UNQUALIFIED

Process at DA

**PROFILE IS**

**10 10 0 0 20**

TOTAL



|  |
|--|
| HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED                                    |
| <b>HIGHLY QUALIFIED</b>  |
| RO: MAJ SMITH, BOB 9999<br>SR: LTC BUCKMILL 6677<br>DATE: 20140401<br>TOTAL RATINGS: 20<br>RATINGS THIS OFFICER: 2 |

**R  
U  
L  
E  
3**

- Top block check labeled "highly qualified" *when...*
- profile is equal to or more than 50% in top block
- Board sees only label and narrative



# Example of the EES Warning



Senior Rater Misfire warning for 67-10-1/2 with Most Qualified indication.

CONDITION: Senior Rater is making a "Most Qualified" indication on the 67-10-1/2 Form (WO1-LTC) in the Evaluation Entry System (EES). The system (EES) calculates an indication of MOST QUALIFIED will result in a MISFIRE:

MISFIRE DEFINITION = (#Most Qual/Total #reports is equal to or greater than 50%)

**“YOUR SELECTION OF “MOST QUALIFIED” MAY RESULT IN A DOCUMENTED "MISFIRE" AS YOUR SENIOR RATER PROFILE DOES NOT SUPPORT. YOUR SENIOR RATER PROFILE IS ACCURATE AS OF (SYSTEM DATE TIME=NOW). 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 OFFICERS NAME WILL BE INCLUDED IN YOUR PROFILE AND YOUR MOST QUALIFIED BOX CHECK MAY BECOME AVAILABLE. BY SUBMITTING THIS REPORT, YOU UNDERSTAND THAT THIS EVALUATION WILL RECEIVE A HQDA LABEL OF “HIGHLY QUALIFIED” AND DOCUMENTED AS AN “OFFICIAL MISFIRE” AND NOTICE MAY BE PLACED IN YOUR AMHRR. YOUR PROFILE WILL INCREMENT IN THE MOST QUALIFIED TOTAL AS INDICATED ON THE FORM AND WILL NOT BE COUNTED IN THE HIGHLY QUALIFIED 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.”**



# Small Population / Immature Profile



## SELECTION BOARD INSTRUCTIONS:

- (1) Check DA label: "Total Ratings" (5 or less = immature profile)
- (2) Check Box in VIIa - same grade in population (3 OR LESS = Small Population)
- (3) Expect Highly Qualified
- (4) Focus on "Narrative"

Small Population

|  |   |
|--|---|
| a. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA) | b. I currently senior rate <u>3</u> Army Officers in this grade.  |
| HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED    | c. COMMENTS ON POTENTIAL:   |
| HIGHLY QUALIFIED   | <b>MAJ Smith is the #1 of the 3 Majors I senior rate. Personally selected to lead a forward deployed Personnel Service and Support Mission. A grounded leader who shares in his Soldiers' sacrifices and challenges. Must select below the zone to LTC, Command and early attendance at the War College</b> |
| RO: MAJ SMITH, BOB 9999  | d. List 3 future <u>SUCCESSIVE</u> assignments for which this Officer is best suited:   |
| SR: COL BUCKMILL 6677  |   |
| DATE: 20140401   |   |
| TOTAL RATINGS: <u>2</u>  |   |
| RATINGS THIS OFFICER : 1   |   |

Immature

**Expect Highly Qualified – Use Narrative**



# Label Never Shows Downturn in Performance



|  |  |
|--|--|
| a. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)                                     | b. I currently senior rate <u>1</u> Army Officers in this grade.   |
| HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED  | c. COMMENTS ON POTENTIAL:<br><br><b>MAJ Smith is the best Major I have seen in 25 years of service. Personally selected to serve at the Army level, MAJ Smith is articulate and possesses the vision to lead large and complex organizations. Must select below the zone to LTC, Command and early attendance at the War College</b> |
| MOST QUALIFIED   | d. List 3 future <u>SUCCESSIVE</u> assignments for which this Officer is best suited:<br><br><b>Battalion Command, Joint Staff, Brigade Command</b>  |
| RO: MAJ SMITH, BILL 9999<br>SR: COL BUCKMILL 6677<br>DATE: 20131201<br><br>TOTAL RATINGS: 1<br>RATINGS THIS OFFICER: 1 |  |

**SAME Senior Rater**

|   |   |
|---|---|
| a. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)                                    | b. I currently senior rate <u>1</u> Army Officers in this grade.  |
| HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED                                       | c. COMMENTS ON POTENTIAL:<br><br><b>MAJ Smith continues to be the best Major with whom I have served. A trusted leader and advisor whose critical thinking and analytical skills are already at a strategic level. Must select below the zone to LTC, Command and early attendance at the War College</b> |
| HIGHLY QUALIFIED  | d. List 3 future <u>SUCCESSIVE</u> assignments for which this Officer is best suited:<br><br><b>Battalion Command, Joint Staff, Brigade Command</b>   |
| RO: MAJ SMITH, BOB 9999<br>SR: BG BUCKMILL 6677<br>DATE: 20150401<br><br>TOTAL RATINGS: 2<br>RATINGS THIS OFFICER : 2 |   |

**Use The Narrative**



# Label Never Shows Downturn in Performance



|   |  |
|---|--|
| <p>a. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)</p>                     | <p>b. I currently senior rate <u>10</u> Army Officers in this grade.</p>   |
| <p>HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED</p>                        | <p>c. COMMENTS ON POTENTIAL:</p> <p><b>MAJ Smith is the #1 of the 10 Majors I senior rate. Personally selected to lead a forward deployed Personnel Service and Support Mission. A grounded leader who shares in his Soldiers' sacrifices and challenges. Must select below the zone to LTC, Command and early attendance at the War College</b></p> |
| <p>MOST QUALIFIED</p>   | <p>d. List 3 future <u>SUCCESSIVE</u> assignments for which this Officer is best suited:</p> <p><b>Battalion Command, Joint Staff, Brigade Command</b></p>   |
| <p>RO: MAJ SMITH, BILL 9999</p> <p>DATE: 20131201</p> <p>TOTAL RATINGS: 20</p> <p>RATINGS THIS OFFICER: 2</p> |  |

## Different Senior Raters

|   |  |
|---|--|
| <p>a. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)</p>   | <p>b. I currently senior rate <u>10</u> Army Officers in this grade.</p>   |
| <p>HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED</p>  | <p>c. COMMENTS ON POTENTIAL:</p> <p><b>MAJ Smith is the #1 of the 10 Majors I senior rate. A natural and confident leader whose judgment and vision surpass that of his peers. Select below the zone to LTC, select for Battalion Command and the Army War College</b></p> |
| <p>HIGHLY QUALIFIED</p>   | <p>d. List 3 future <u>SUCCESSIVE</u> assignments for which this Officer is best suited:</p> <p><b>Battalion Command, Joint Staff, Brigade Command</b></p>   |
| <p>RO: MAJ SMITH, BILL 9999</p> <p>SR: COL BOREK 6737</p> <p>DATE: 20150401</p> <p>TOTAL RATINGS: 02</p> <p>RATINGS THIS OFFICER: 1</p> |  |

## Use The Narrative



# Evaluations Summary



Purpose of Evaluations: Identify our Army's best performers and those with the greatest potential. They help:

Maintain discipline

Promote leader development/professionalism by linking performance to missions and doctrine (assessed by field leaders)

Provide feedback to rated individuals \*\*counseling is critical

Leader must know how the system works, know when reports are due and have a rating philosophy

NARRATIVES - THEY ARE THE KEY to the system 99.008% of all Officers have at least one DA67-9 Center of Mass report and we expect use of Highly Qualified to remain consistent.

10 OERs:

- "Highly Qualified" ratings will be the norm
- Small populations/immature profile are common in any profile system
- Label never shows down-turn in performance.



BACK UP



# Evaluation Entry System – Landing Page

- The Evaluations Entry System consolidates AKO MyForms, Army Forms, and reporting and tracking tools and profile monitoring from 4 different locations (websites) across the Army to one location

**Evaluation Entry System**  
U.S. Army Human Resources Command

Main Menu ▾ Profiles ▾ New OER Training ▾

**Support Links:**

**Evaluation Support and Help**

- [Evaluation and Training Tools](#)
- [Appeals and Corrections](#)
- [Evaluation Entry System Users Guide](#)
- [Ask an Expert](#)
- [Frequently Asked Questions](#)

**External Links and Resources**

- [AR 623-3](#)
- [DA PAM 600-3](#)
- [DA PAM 600-4](#)
- [DA PAM 623-3](#)
- [S1 NET](#)
- [MYBOARDFILE](#)
- [ERS](#)
- [User Survey and Feedback](#)
- [Army Doctrine](#)
- [Army Doctrine References](#)

**Welcome to the HRC Evaluations Entry System**  
Please select an option below:

**OER**

Create OER Support Form

Edit OER Support Form

Create New OER

**NCOER**

Create NCOER Support Form

Edit NCOER Support Form

Create New NCOER

**TOOLS**

Continue/View Active Evaluations

View Profiles where I am a delegate

Manage Rating Chain

Signature Removal

Evaluation Status and Management Tools (ERS)

View my Rater and Senior Rater Profile

View Forms

Manage Delegates

**Recent Evaluation Activity:**

| Rated Soldier          | Your Role    | Thru Date | Status          |
|------------------------|--------------|-----------|-----------------|
| BOREK, BRIAN LTC       | RATER        |           | DRAFT           |
| MATHIAS, JOHNNY LTC    | DELEGATE     | 20140407  | ACCEPTED/IPERMS |
| LASSITER, GLENDORF 1LT | DELEGATE     | 20140403  | w EXAMINER      |
| WILHELMS, NATHAN MAJ   | SENIOR RATER | 20141104  | DRAFT           |
| BOREK, BRIAN LTC       | RATER        | 20140508  | DRAFT           |

**Recent Evaluation Support Form Activity:**

| Rated Soldier           | Role     | Thru Date |
|-------------------------|----------|-----------|
| BOREK, BRIAN LTC        | RATER    | 20130502  |
| WILLIE, COREY MAJ       | DELEGATE | 20130505  |
| PETE, ANTHONY MAJ       | RATER    | 20130704  |
| MINGES, EDWIN CPT       | DELEGATE | 20130402  |
| PINKSTAFF, WINFIELD CPT | DELEGATE | 20130526  |
| BROWN, JAMES CPT        | DELEGATE | 20130414  |

Support links

10 most current Evaluations

Doctrine & Regulations

10 most current Support Forms



# Evaluation Entry System – Landing Page



## Center Section

| OER                                     | NCOER                                     |
|---|---|
| <a href="#">Create OER Support Form</a> | <a href="#">Create NCOER Support Form</a> |
| <a href="#">Edit OER Support Form</a>   | <a href="#">Edit NCOER Support Form</a>   |
| <a href="#">Create New OER</a>          | <a href="#">Create New NCOER</a>          |

### TOOLS

|   |  |
|---|--|
| <a href="#">Continue/View Active Evaluations</a>    | <a href="#">Evaluation Status and Management Tools (ERS)</a> |
| <a href="#">View Profiles where I am a delegate</a> | <a href="#">View my Rater and Senior Rater Profile</a>       |
| <a href="#">Manage Rating Chain</a>                 | <a href="#">View Forms</a>                                   |
| <a href="#">Signature Removal</a>                   | <a href="#">Manage Delegates</a>                             |

Shows ALL active evaluations related to you as: Rater, Senior Rater, or Delegate.

Allows delegates to view Rater or Senior Rater profile (if delegated).

Allows signature removal if correction or amendment is required

Shows your Rater & Senior Rater Profile.

\* Names associated with profile will be added at a later date – similar to the DASH 2 report

Allows Senior Rater or Rater to add Delegates who can draft, edit and submit reports on your behalf

**DELEGATES CANNOT SIGN FOR YOU**



# Evaluation Entry System

## U.S. Army Human Resources Command



Main Menu ▾

### Manage Delegates

Delegates for **YOUR NAME** in the role of **SENIOR RATER**

|     | Name               | Manage Delegates                    | View Rating Profile                 | Edit and Submit Evaluations         | Start    | End      |                                       |
|-----|--------------------|-------------------------------------|-------------------------------------|-------------------------------------|----------|----------|---------------------------------------|
| 1.  | Benjamin Schrooten | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | 20131217 | 20141217 | <input type="button" value="Remove"/> |
| 2.  | Anthony Pete       | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | 20131127 | 20141127 | <input type="button" value="Remove"/> |
| 3.  |                    |                                     |                                     |                                     |          |          |                                       |
| 4.  |                    |                                     |                                     |                                     |          |          |                                       |
| 5.  |                    |                                     |                                     |                                     |          |          |                                       |
| 6.  |                    |                                     |                                     |                                     |          |          |                                       |
| 7.  |                    |                                     |                                     |                                     |          |          |                                       |
| 8.  |                    |                                     |                                     |                                     |          |          |                                       |
| 9.  |                    |                                     |                                     |                                     |          |          |                                       |
| 10. |                    |                                     |                                     |                                     |          |          |                                       |

### Instructions

Delegation allows Raters and Senior Raters to designate authority for the processing of evaluations in their organization. Creating delegates will allow up to two delegates to see/manage the Senior Rater's Profile or the Rater's Profile (The delegates must be authorized access to each profile individually).

Select the box under "View Rating Profile" to authorize viewing of the Senior Rater or Rater Profile

Only two delegates may be authorized to add names to this list. If "Manage Delegates" is checked, Up to two individuals will be authorized to add other administrative personnel authorized to assist in the preparation and submission of evaluations.

Select the box under "Manage Delegates" to authorize adding names to this list.

Up to ten delegates may be authorized to assist in the preparation and submission of evaluations on your behalf after signatures are applied.

Select the box under "Edit and Submit Evaluations" to authorize assistants in the preparation and submission of evaluations.

**SGS, ADMIN  
S1, 420 series,  
PAC NCO or SGS**

**Evaluations  
Clerks, Other**

**Above the line allows 2 personnel who can add additional delegates,  
View profile, edit and submit.**

**Below the line, allows visibility, edit and submit capability (once signed).**



Version: 4.0.0.6 Archetype Version: 1.5.4.1 © 2012 Notices: [DoD Statement](#)

For optimum presentation, a screen area resolution setting of 1024 x 768 pixels or greater is recommended.



# O-4 Broadening Experiences

| <u>Functional</u>  | <u>Institutional</u>   | <u>Academia &amp; Civilian</u><br><u>Enterprise</u>   | <u>JIM</u>   |
|--|--|---|--|
| <ul style="list-style-type: none"> <li>•ASCC               <ul style="list-style-type: none"> <li>•OPS/Plans Officer</li> <li>•WFF Chief</li> </ul> </li> <li>•ASA/DCS               <ul style="list-style-type: none"> <li>•Asst XO</li> <li>•ADC</li> <li>•Division Chief (BR/FA Specific)</li> </ul> </li> <li>•USACE               <ul style="list-style-type: none"> <li>•DCO</li> </ul> </li> <li>•ARCIC WFF Chief/Manager</li> <li>•AMC               <ul style="list-style-type: none"> <li>•COCOM LNO</li> <li>•OCLL LNO</li> </ul> </li> <li>•CTC               <ul style="list-style-type: none"> <li>•Senior OC-T</li> <li>•JRTC Village Stability Director</li> </ul> </li> <li>•AC/RC OC-T</li> <li>•DA/ASA/DCS               <ul style="list-style-type: none"> <li>•Division Chief</li> <li>•Director.</li> </ul> </li> <li>•AWG (Forward Ops Chief)</li> <li>•TRADOC               <ul style="list-style-type: none"> <li>•CAC WFF Chief/SME</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>•CIG Action Officer</li> <li>•SA/CSA/ASA/DCS               <ul style="list-style-type: none"> <li>•Asst XO</li> <li>•ADC</li> <li>•Special Assistant</li> <li>•Strategic Plans Officer</li> <li>•AOC Action Officer</li> <li>•Speech writer</li> </ul> </li> <li>•DA Staff Asst XO</li> <li>•HRC Branch Chief</li> <li>•AWC Staff</li> <li>•CGSC Faculty</li> <li>•Recruiting Command HQs (BDE XO, S3)</li> <li>•TRADOC HQs (LNO, ARCIC Chief, DIV Chief)</li> <li>•CAC               <ul style="list-style-type: none"> <li>•DIV Chief</li> <li>•Doctrine Dev</li> <li>•CDID Project Officer</li> <li>•Exercise Officer</li> <li>•Action Officer</li> </ul> </li> <li>•ASCCs               <ul style="list-style-type: none"> <li>•OPS/Plans Officer</li> </ul> </li> <li>•Cadet Command HQs</li> <li>•USAREC HQs</li> <li>•1<sup>st</sup> Army/5<sup>th</sup> Army Staff</li> <li>•FORSCOM HQs</li> </ul> | <ul style="list-style-type: none"> <li>•Fellowships</li> <li>•PMS/APMS</li> <li>•USMA Faculty/Staff               <ul style="list-style-type: none"> <li>•Directorate</li> <li>•BTO</li> </ul> </li> <li>•Training With Industry</li> </ul> | <ul style="list-style-type: none"> <li>•AIDE TO PRES/VP</li> <li>•COCOM/Joint Staff Asst XO</li> <li>•COCOM HQs Commandant</li> <li>•UN Staff Officer</li> <li>•DCE Region OPS Officer</li> <li>•DOS Defense Trade Analyst</li> <li>•OSD               <ul style="list-style-type: none"> <li>•Analyst</li> <li>•Planner</li> <li>•Emergency Ops officer Assistant</li> <li>•Watch Officer</li> </ul> </li> <li>•COCOM/Joint Staff               <ul style="list-style-type: none"> <li>•Analyst</li> <li>•OPS/PLANS/JOC</li> <li>•WFF Chief</li> <li>•Chiefs/Liaisons</li> <li>•IA Liaisons</li> <li>•Watch Officer</li> </ul> </li> <li>•NORTHCOM Regional Support Chief</li> <li>•State IG</li> <li>•OCLL Liaison</li> <li>•Sister Service Faculty</li> <li>•TRADOC Sister Service LNO</li> <li>•Transition Team</li> <li>•Military Observer</li> <li>•Allied Program Manager</li> <li>•NGB Staff</li> <li>•CGSC IA Fellow</li> </ul> |

# O-5 Broadening Experiences

| <b><u>Functional</u></b>   | <b><u>Institutional</u></b>   | <b><u>Academia &amp; Civilian</u></b><br><b><u>Enterprise</u></b>  | <b><u>JIM</u></b>  |
|--|---|--|--|
| <ul style="list-style-type: none"> <li>•ASCC               <ul style="list-style-type: none"> <li>•OPS/Plans Officer</li> <li>•WFF Chief</li> </ul> </li> <li>•ASA/DCS               <ul style="list-style-type: none"> <li>•Asst XO</li> <li>•ADC</li> <li>•Division Chief (BR/FA Specific)</li> </ul> </li> <li>•USACE               <ul style="list-style-type: none"> <li>•DCO</li> </ul> </li> <li>•ARCIC WFF Chief/Manager</li> <li>•AMC               <ul style="list-style-type: none"> <li>•COCOM LNO</li> <li>•OCLL LNO</li> </ul> </li> <li>•CTC               <ul style="list-style-type: none"> <li>•Senior OC-T</li> <li>•JRTC Village Stability Director</li> </ul> </li> <li>•AC/RC OC-T</li> <li>•DA/ASA/DCS               <ul style="list-style-type: none"> <li>•Division Chief</li> <li>•Director.</li> </ul> </li> <li>•AWG (Forward Ops Chief)</li> <li>•TRADOC               <ul style="list-style-type: none"> <li>•CAC WFF Chief/SME</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>•CIG Action Officer</li> <li>•SA/CSA/ASA/DCS               <ul style="list-style-type: none"> <li>•Asst XO</li> <li>•ADC</li> <li>•Special Assistant</li> <li>•Strategic Plans Officer</li> <li>•Speech writer</li> </ul> </li> <li>•DA Staff Asst XO</li> <li>•HRC Branch Chief</li> <li>•AWC Staff</li> <li>•CGSC Faculty</li> <li>•Recruiting Command HQs (BDE XO, S3)</li> <li>•TRADOC HQs (LNO, ARCIC Chief, DIV Chief)</li> <li>•CAC               <ul style="list-style-type: none"> <li>•DIV Chief</li> <li>•Doctrine Dev</li> </ul> </li> <li>•ASCCs               <ul style="list-style-type: none"> <li>•OPS/Plans Officer</li> </ul> </li> <li>•Cadet Command HQs</li> <li>•USAREC HQs</li> <li>•1<sup>st</sup> Army/5<sup>th</sup> Army</li> <li>•IMCOM</li> <li>•CSA Strategic Studies Group</li> <li>•Army Strategic Planner</li> <li>•FORSCOM HQs</li> </ul> | <ul style="list-style-type: none"> <li>•Fellowships</li> <li>•PMS/APMS</li> <li>•USMA Faculty/Staff               <ul style="list-style-type: none"> <li>•RTO</li> <li>•Instructor</li> <li>•HQs/Staff</li> </ul> </li> <li>•AWC Faculty</li> <li>•CGSC Faculty</li> </ul> | <ul style="list-style-type: none"> <li>•AIDE TO PRES/VP</li> <li>•COCOM/Joint Staff Asst XO</li> <li>•COCOM HQs Commandant</li> <li>•JCS Regional COCOM Desk Chief</li> <li>•OSD               <ul style="list-style-type: none"> <li>•Analyst</li> <li>•Planner</li> <li>•Strategist</li> <li>•Desk Chief</li> <li>•POL-MIL Planner</li> <li>•Military Assistant</li> <li>•Speechwriter</li> </ul> </li> <li>•COCOM/Joint Staff               <ul style="list-style-type: none"> <li>•Division Chief</li> <li>•TNG/Readiness</li> <li>•OPS/PLANS/JOC</li> <li>•WFF Chief</li> <li>•Chiefs/Liaisons</li> <li>•IA Liaisons</li> </ul> </li> <li>•NORTHCOM Regional Support Chief</li> <li>•State IG</li> <li>•OCLL Liaison</li> <li>•Sister Service Faculty</li> <li>•TRADOC Sister Service LNO</li> <li>•Transition Team</li> <li>•Military Observer</li> <li>•Allied Program Manager</li> <li>•NGB Staff</li> </ul> |

# O-6 Broadening Experiences

| <b><u>Functional</u></b>  | <b><u>Institutional</u></b>  | <b><u>Academia &amp; Civilian</u></b><br><b><u>Enterprise</u></b>   | <b><u>JIM</u></b>   |
|---|--|---|---|
| <ul style="list-style-type: none"> <li>•ASCC               <ul style="list-style-type: none"> <li>•Division Chief</li> <li>•Red Team</li> <li>•OPS</li> <li>•Plans</li> <li>•IG</li> </ul> </li> <li>•ASA/DCS               <ul style="list-style-type: none"> <li>•XO</li> <li>•Mil Assistant</li> <li>•Division Chief (BR/FA Specific)</li> </ul> </li> <li>•USACE               <ul style="list-style-type: none"> <li>•DCO</li> </ul> </li> <li>•TRADOC Capabilities Mgr</li> <li>•AMC               <ul style="list-style-type: none"> <li>•Command Directors</li> <li>•PM</li> <li>•COS</li> <li>•XO</li> </ul> </li> <li>•CTC COG</li> <li>•DA/ASA/DCS               <ul style="list-style-type: none"> <li>•Division Chief</li> <li>•Director.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>•HRC CIG Chief</li> <li>•SA/CSA/ASA/DCS               <ul style="list-style-type: none"> <li>•XO</li> <li>•Mil Assistant</li> <li>•Division Chief (BR/FA Specific)</li> </ul> </li> <li>•DA Staff XO</li> <li>•HRC DIV Chief</li> <li>•CAC Director</li> <li>•AWC Director</li> <li>•CGSC Faculty</li> <li>•Recruiting Command HQs</li> <li>•TRADOC HQs</li> <li>•CAC Director               <ul style="list-style-type: none"> <li>•CAL</li> <li>•COIN</li> <li>•DTAC</li> <li>•SAMS</li> </ul> </li> <li>•ASCCs               <ul style="list-style-type: none"> <li>•Division Chief</li> </ul> </li> <li>•Cadet Command HQs</li> <li>•USAREC HQs</li> <li>•1<sup>st</sup> Army/5<sup>th</sup> Army</li> <li>•IMCOM</li> <li>•CSA Strategic Studies Group</li> <li>•Army Strategic Planner</li> <li>•FORSCOM HQs</li> </ul> | <ul style="list-style-type: none"> <li>•SSC Fellowships</li> <li>•PMS</li> <li>•USMA Faculty/Staff</li> <li>•AWC Faculty</li> <li>•CGSC Faculty</li> <li>•SAMS Faculty</li> </ul> | <ul style="list-style-type: none"> <li>•AIDE TO VP</li> <li>•COCOM/Joint Staff XO</li> <li>•JCS Regional COCOM Desk Chief</li> <li>•OSD               <ul style="list-style-type: none"> <li>•Analyst</li> <li>•Planner</li> <li>•Strategist</li> <li>•Desk Chief</li> <li>•POL-MIL Planner</li> <li>•Military Assistant</li> </ul> </li> <li>•COCOM/Joint Staff               <ul style="list-style-type: none"> <li>•Division Chief</li> <li>•TNG/Readiness</li> <li>•OPS/PLANS</li> <li>•IG</li> <li>•Special OPS Chiefs/Liaisons</li> <li>•IA Liaisons</li> </ul> </li> <li>•DOS Desk Chief</li> <li>•AWC Director Joint Multi-national studies</li> <li>•CAC Joint Allied Studies</li> <li>•Defense Coordination Officer</li> <li>•State IG</li> <li>•OCLL Director/Liaison</li> <li>•ALSA Director</li> <li>•Sister Service Faculty</li> <li>•Allied PM Foreign Mil Sales</li> <li>•DISA DIV Chief</li> </ul> |

# ***O-3 Broadening Experiences***

## **Functional**

- ASCC
  - OPS/Plans Officer
  - WFF Chief
- CTC
  - OC-T
- AC/RC
  - OC-T
- TRADOC
  - SGL
  - Training/Ops officer
- INSCOM
  - G2 Watch Officer

## **Institutional**

- CIG Action Officer
- SA/CSA/ASA/DCS
  - ADC
  - Special Assistant
- HRC
  - Assignment Officer
  - HQs
- TRADOC
  - Ops Officer
  - Analyst
- CAC
  - Doctrine Dev
  - Project Officer
  - Officer
  - Action Officer
- ASCCs
  - OPS/Plans Officer
- USAREC
  - Staff
  - Company CMD

## **Academia & Civilian Enterprise**

- Fellowships
- ACS
- Training with Industry
- APMS
- USMA Faculty/Staff
  - TAC
  - Instructor

## **JIM**

- JCS Intern
- PEOC Watch Officer
- OSD
  - Watch Officer
- Transition Team