

Department of the Army
Pamphlet 623-3

Personnel Evaluation

Evaluation Reporting System

Headquarters
Department of the Army
Washington, DC
31 March 2014

UNCLASSIFIED

SUMMARY of CHANGE

DA PAM 623-3
Evaluation Reporting System

This major revision, dated 31 March 2014--

- Adds policy and procedures for designating a Uniformed Army Advisor to perform supplementary reviews on evaluation reports, when required (paras 2-4, 2-10, 2-16, 2-29, 2-30).
- Includes a new rater's managed assessment for DA Form 67-10-1 (Company Grade Plate (O1-O3; W01-CW2) Officer Evaluation Report) and DA Form 67-10-2 (Field Grade Plate (O4-O5; CW3-CW5) Officer Evaluation Report), reinvigorating the importance of the rater to the overall assessment process and reinforcing accountability (para 2-6, table 2-4 and para 2-12, table 2-10).
- Redefines the senior rater four-box check system and label technique for all grade plate forms (paras 2-8, 2-14, and 2-20).
- Updates procedures for when three future successive assignments are required for entry on DA Form 67-10 series (paras 2-8, 2-14, 2-25, tables 2-6, 2-12, 2-18).
- Includes "operational" and "broadening" assignments recommendations for inclusion on DA Form 67-10-2 to assist in talent management (para 2-12, table 2-10).
- Includes "strategic" assignment recommendations for inclusion on DA Form 67-10-3 (Strategic Grade Plate (O6) Officer Evaluation Report) to assist in talent management (para 2-18, table 2-16).
- Updates and clarifies procedures for "interim" DA Form 1059 (Service School Academic Evaluation Report) and DA Form 1059-1 (Civilian Institution Academic Evaluation Report) reports, when required (chapter 4).
- Incorporates new Evaluation Entry Processing System for completing and submitting evaluation reports to HQDA (throughout).
- Includes a new DA Form 67-10-1A (Officer Evaluation Report Support Form), mandated for use by officers in the grade of warrant officer one through colonel, and linking development with attributes and competencies outlined in ADRP 6-22 (throughout).
- Includes new DA Form 67-10-1, DA Form 67-10-2, DA Form 67-10-3, DA Form 67-10-4 (Strategic Grade Plate (O7) Officer Evaluation Report), based on grade plates, and linking performance to attributes and competencies outlined in ADRP 6-22 (throughout).
- Replaces DA Form 67-9-1 (Officer Evaluation Report Support Form) and DA Form 67-9-1A (Development Support Form) (throughout).

- o Replaces DA Form 67-9 (Officer Evaluation Report) (throughout).
- o Makes administrative changes (throughout).

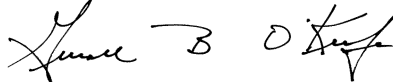
Personnel Evaluation

Evaluation Reporting System

By Order of the Secretary of the Army:

RAYMOND T. ODIERNO
General, United States Army
Chief of Staff

Official:



GERALD B. O'KEEFE
Administrative Assistant to the
Secretary of the Army

History. This publication is a major revision.

Summary. This pamphlet prescribes the policy and tasks for the Army's Evaluation Reporting System, including officer, noncommissioned officer, and academic evaluation reports focused on the assessment of performance and potential. It includes policy statements, operating tasks, and rules in support of operating tasks. It has been revised to update preparation procedures for DA Form 67-10-1, DA Form 67-10-2, DA Form 67-10-3, and DA Form 67-10-4 Officer Evaluation Report, which include evaluations by grade plates, a managed rater's assessment system for DA Form 67-10-1 and DA Form 67-10-2 grade plates, incorporation of broadening, operational, and strategic assignments for grade plates, new labeling of a four-box senior rater profile system for DA Form 67-10-1, DA

Form 67-10-2, and DA Form 67-10-3, and further stratification of a four-box senior rater profile system for DA Form 67-10-4.

Applicability. This pamphlet applies to the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated. It also applies to Department of the Army civilians, and to U.S. Armed Forces and U.S. Coast Guard officers, officers of allied armed forces, and employees of the U.S. Government who serve as rating officials in the performance of their personnel management responsibilities as established by this regulation and in accordance with applicable Joint, Department of Defense, and civilian personnel management policy. It does not apply to retirees or former Soldiers. The guidance provided in this pamphlet applies during mobilization in conjunction with Personnel Policy Guidance published for each operation and issued by Headquarters, Department of the Army.

Proponent and exception authority. The proponent of this pamphlet is the Deputy Chief of Staff (DCS), G-1. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. Pursuant to AR 25-30, paragraph 3-2, the DCS, G-1 has delegated this approval authority to the Commanding General (CG), Human Resources Command (HRC), who may further delegate this authority to a division chief,

HRC, in the rank of colonel or the civilian grade equivalent. Human Resources Command is a field operating agency to the proponent agency. Activities may request a waiver to this regulation by providing justification which includes a full analysis of the expected benefits and must include a formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commander, U.S. Army Human Resources Command (AHRC-PDV-E), 1600 Spearhead Division Avenue, Department 470, Fort Knox, KY 40122-5407.

Distribution. This pamphlet is available in electronic media only and is intended for command levels A, B, C, D, and E for the Regular Army, Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

Contents (Listed by paragraph and page number)

Chapter 1

Introduction, page 1

Purpose • 1-1, page 1

References • 1-2, page 1

Explanation of abbreviations • 1-3, page 1

Evaluation report forms • 1-4, page 1

*This pamphlet supersedes DA Pam 623-3, dated 05 June 2012.

Contents—Continued

Privacy Act statement • 1–5, *page 1*

Chapter 2

Officer Evaluation Report Forms and Preparation, *page 1*

Section I

DA Form 67–10–1A (Officer Evaluation Report Support Form), page 1

Purpose and process for DA Form 67–10–1A • 2–1, *page 1*

Section II

DA Form 67–10 series, page 5

Purpose and process for DA Form 67–10 series • 2–2, *page 5*

Section III

DA Form 67–10–1 (Company Grade Plate—O1 through O3 and WO1 through CW2), page 13

Part I, administrative data • 2–3, *page 13*

Part II, authentication • 2–4, *page 14*

Part III, duty description • 2–5, *page 17*

Part IV, performance evaluation-professionalism, attributes, and competencies • 2–6, *page 18*

Part V, intermediate rater (if applicable) • 2–7, *page 22*

Part VI, senior rater • 2–8, *page 23*

Section IV

DA Form 67–10–2 (Field Grade Plate—O4 through O5 and CW3 through CW5), page 25

Part I, administrative data • 2–9, *page 25*

Part II, authentication • 2–10, *page 26*

Part III, duty description • 2–11, *page 29*

Part IV, Performance evaluation-professionalism, competencies and attributes • 2–12, *page 30*

Part V, intermediate rater (if applicable) • 2–13, *page 35*

Part VI, senior rater • 2–14, *page 35*

Section V

DA Form 67–10–3 (Strategic Grade Plate—O6), page 37

Part I, administrative data • 2–15, *page 37*

Part II, authentication • 2–16, *page 39*

Part III, duty description • 2–17, *page 41*

Part IV, Performance evaluation-professionalism, competencies and attributes • 2–18, *page 42*

Part V, intermediate rater (if applicable) • 2–19, *page 46*

Part VI, senior rater • 2–20, *page 47*

Section VI

DA Form 67–10–4 (Strategic Grade Plate—(O7) General Officer Report), page 48

Part I, administrative data • 2–21, *page 48*

Part II, authentication • 2–22, *page 50*

Part III, duty description • 2–23, *page 52*

Part IV, Performance evaluation-professionalism, competencies and attributes • 2–24, *page 53*

Part V, senior rater • 2–25, *page 57*

Section VII

Rater and Senior Rater Profile Reports, page 58

“Rater Profile” report, Officer Evaluation Reporting System, and Headquarters, Department of the Army electronically generated label (Company and Field Grade Plates) • 2–26, *page 58*

“Senior Rater Profile” report, Officer Evaluation Reporting System, and Headquarters, Department of the Army electronically generated label • 2–27, *page 58*

Contents—Continued

Section VIII

Referred Reports, Relief for Cause Reports and Addendum Procedures, page 59

Referral process • 2–28, *page 59*

”Relief for Cause” officer evaluation report instructions • 2–29, *page 63*

Mandatory review of officer “Relief for Cause” officer evaluation reports • 2–30, *page 66*

Submitting an addendum to previously submitted DA Form 67–10 series OERs • 2–31, *page 67*

Section IX

Headquarters, Department of the Army DA Form 67–10 Officer Evaluation Report Processing, page 68

How to make corrections to DA Form 67–10 series • 2–32, *page 68*

Headquarters, Department of the Army rejection of DA Form 67–10 series • 2–33, *page 68*

Chapter 3

Preparation of DA Form 2166–8–1 and DA Form 2166–8, page 70

Purpose and process for DA Form 2166–8–1 • 3–1, *page 70*

Purpose and process for DA Form 2166–8 • 3–2, *page 73*

Part I, administrative data • 3–3, *page 76*

Part II, authentication • 3–4, *page 78*

Part III, duty description • 3–5, *page 80*

Part IV, Army Values and noncommissioned officer responsibilities • 3–6, *page 80*

Part V, overall performance and potential • 3–7, *page 83*

Instructions for “Relief for Cause” DA Form 2166–8 • 3–8, *page 84*

How to make corrections to DA Form 2166–8 • 3–9, *page 85*

Headquarters, Department of the Army rejection of DA Forms 2166–8 • 3–10, *page 85*

Chapter 4

Preparation of DA Form 1059 and DA Form 1059–1, page 86

Section I

DA Form 1059, page 86

Purpose and process for DA Form 1059 • 4–1, *page 86*

Administrative data • 4–2, *page 89*

Performance summary (block 11) • 4–3, *page 90*

Demonstrated abilities (block 12) • 4–4, *page 90*

Academic potential (block 13) • 4–5, *page 90*

Rater comments (block 14) • 4–6, *page 91*

Referred DA Forms 1059 and mandatory review of “Failed to Achieve Course Standards” DA Forms 1059 • 4–7, *page 91*

Section II

DA Form 1059–1, page 92

Purpose and process • 4–8, *page 92*

Preparing the DA Form 1059–1 • 4–9, *page 94*

Submitting an addendum to previously submitted academic evaluation reports • 4–10, *page 95*

Chapter 5

Evaluation Report Processing, page 95

Section I

Evaluation Report Processing and Submission, page 95

DA Form 67–10 series and DA Form 2166–8 processing and copies • 5–1, *page 95*

DA Form 1059 and DA Form 1059–1 processing and copies • 5–2, *page 97*

Section II

Addendum Preparation and Forwarding (DA Form 67–10 series, DA Form 1059, and DA Form 1059–1), page 98

Preparing an addendum to a previous evaluation report • 5–3, *page 98*

Contents—Continued

Steps for preparing an addendum • 5-4, *page 98*

Chapter 6

Constructing an Evaluation Report Appeal, *page 100*

Deciding to appeal • 6-1, *page 100*

Preparing an appeal • 6-2, *page 100*

Appendixes

A. References, *page 107*

B. U.S. Army Human Resources Command and Other Addresses, *page 109*

C. Counseling, *page 110*

Table List

Table 2-1: Administrative data for DA Form 67-10-1, *page 13*

Table 2-2: Authentication for DA Form 67-10-1, *page 15*

Table 2-3: Duty Description for DA Form 67-10-1, *page 17*

Table 2-4: Performance evaluation—professionalism and Army Values for DA Form 67-10-1, *page 18*

Table 2-5: Intermediate rater for DA Form 67-10-1, *page 23*

Table 2-6: Senior rater for DA Form 67-10-1, *page 23*

Table 2-7: Administrative data for DA Form 67-10-2, *page 25*

Table 2-8: Authentication for the DA Form 67-10-2, *page 27*

Table 2-9: Duty description for the DA Form 67-10-2, *page 29*

Table 2-10: Performance evaluation—professionalism and Army Values for the DA Form 67-10-2, *page 30*

Table 2-11: Intermediate rater for DA Form 67-10-2, *page 35*

Table 2-12: Senior rater for DA Form 67-10-2, *page 35*

Table 2-13: Administrative data for DA Form 67-10-3, *page 37*

Table 2-14: Authentication for DA Form 67-10-3, *page 39*

Table 2-15: Duty description for DA Form 67-10-3, *page 42*

Table 2-16: Performance evaluation—professionalism and Army Values for DA Form 67-10-3, *page 42*

Table 2-17: Intermediate rater for DA Form 67-10-3, *page 46*

Table 2-18: Senior rater for DA Form 67-10-3, *page 47*

Table 2-19: Administrative data for DA Form 67-10-4, *page 49*

Table 2-20: Authentication for DA Form 67-10-4, *page 51*

Table 2-21: Duty description for DA Form 67-10-4, *page 52*

Table 2-22: Performance evaluation—professionalism and Army Values for DA Form 67-10-4, *page 53*

Table 2-23: Senior rater for DA Form 67-10-4, *page 57*

Table 2-24: Codes and reasons for submitting DA Form 67-10 series, *page 68*

Table 2-25: Codes and reasons for nonrated periods for DA Form 67-10 series, *page 69*

Table 3-1: Administrative data for DA Form 2166-8, *page 76*

Table 3-2: Authentication for DA Form 2166-8, *page 78*

Table 3-3: Duty description for DA Form 2166-8, *page 80*

Table 3-4: Army Values/attributes/skills/actions and values/noncommissioned officer responsibilities for DA Form 2166-8, *page 81*

Table 3-5: Part V—Overall performance for DA Form 2166-8, *page 83*

Table 3-6: Codes and reasons for submission for DA Form 2166-8, *page 85*

Table 3-7: Reason codes for nonrated time for DA Form 2166-8, *page 86*

Table 4-1: Administrative data for DA Form 1059, *page 89*

Table 4-2: Preparing the DA Form 1059-1, *page 94*

Table 5-1: Sponsoring agency addresses for DA Forms 1059 and DA Forms 1059-1, *page 97*

Table 5-2: Addendum preparation, *page 99*

Table B-1: Addresses for the U.S. Army Human Resources Command, National Guard Bureau, and other Services' personnel offices, *page 109*

Table C-1: Counseling session preparation, *page 111*

Contents—Continued

Figure List

- Figure 2–1: Example of DA Form 67–10–1A (page 1), *page 3*
Figure 2–1: Example of DA Form 67–10–1A (page 2), *page 4*
Figure 2–1: Example of DA Form 67–10–1A (page 3), *page 5*
Figure 2–2: Example of DA Form 67–10–1 (page 1), *page 6*
Figure 2–2: Example of DA Form 67–10–1 (page 2), *page 7*
Figure 2–3: Example of DA Form 67–10–2 (page 1), *page 8*
Figure 2–3: Example of DA Form 67–10–2 (page 2), *page 9*
Figure 2–4: Example of DA Form 67–10–3 (page 1), *page 10*
Figure 2–4: Example of DA Form 67–10–3 (page 2), *page 11*
Figure 2–5: Example of DA Form 67–10–4, *page 12*
Figure 2–6: Sample format for referral memorandum, *page 61*
Figure 2–7: Sample format for acknowledgement memorandum, *page 62*
Figure 2–8: Sample format “Relief for Cause” directed by a nonrating official memorandum, *page 64*
Figure 2–9: Sample format supplementary review “Relief for Cause” memorandum, *page 65*
Figure 2–10: Sample format for request of an international officer identification number memorandum, *page 66*
Figure 3–1: Example of DA Form 2166–8–1 (page 1), *page 71*
Figure 3–1: Example of DA Form 2166–8–1 (page 2), *page 72*
Figure 3–2: Example of DA Form 2166–8 (page 1), *page 74*
Figure 3–2: Example of DA Form 2166–8 (page 2), *page 75*
Figure 4–1: Sample of a DA Form 1059, *page 88*
Figure 4–2: Sample of a DA Form 1059–1, *page 93*
Figure 5–1: Sample format for an addendum memorandum, *page 99*
Figure 6–1: Sample format for an administrative appeal memorandum, *page 102*
Figure 6–2: Sample format for a substantive appeal memorandum, *page 103*
Figure 6–3: Sample format for a combined administrative and substantive appeal memorandum, *page 104*
Figure 6–4: Sample format for a letter requesting third party support, *page 105*
Figure 6–5: Sample format for a third party support memorandum, *page 106*

Glossary

Chapter 1 Introduction

1-1. Purpose

This pamphlet provides procedural guidance for completing and submitting to Headquarters, Department of the Army (HQDA) evaluation reports and associated support forms that are the basis for the Army's Evaluation Reporting System. These include Department of the Army (DA) Form 67-10 series: DA Form 67-10-1 (Company Grade Plate (O1-O3; WO1-CW2 Officer Evaluation Report), DA Form 67-10-2 (Field Grade Plate (O4-O5; CW3-CW5) Officer Evaluation Report), DA Form 67-10-3 (Strategic Grade Plate (O6) Officer Evaluation Report), DA Form 67-10-4 (Strategic Grade Plate (O7) Officer Evaluation Report), hereafter known collectively as DA Form 67-10 series (Officer Evaluation Report); DA Form 67-10-1A (Officer Evaluation Report Support Form); DA Form 2166-8 (NCO Evaluation Report); DA Form 2166-8-1 (NCOER Counseling and Support Form); DA Form 1059 (Service School Academic Evaluation Report); and DA Form 1059-1 (Civilian Institution Academic Evaluation Report). DA Form 67-10 series, DA Form 2166-8, DA Form 1059, and DA Form 1059-1 hereafter are collectively referred to as evaluation reports. DA Form 67-10-1A and DA Form 2166-8-1 hereafter are collectively referred to as support forms. Policy pertaining to each of these unique reports and the support forms is contained in Army regulation (AR) 623-3. Send requests for clarification or exceptions to procedures to the U.S. Army Human Resources Command (HRC) (AHRC-PDV-E) (address and contact information in app B). Current information on updated applications, changes in procedural guidance, and training are available online at <http://www.hrc.army.mil/>.

1-2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1-3. Explanation of abbreviations

Abbreviations and special terms used in this pamphlet are explained in the glossary.

1-4. Evaluation report forms

The Army Publishing Directorate's Web site (<http://www.apd.army.mil> under the "Forms") provides the most current versions of mandatory forms used in the evaluation process. This pamphlet addresses specific instructions for the preparation and submission of evaluation reports and support forms.

1-5. Privacy Act statement

a. Authority. The authority for the Privacy Act for evaluation reports can be found in Title 5, United States Code, Sections 301 (5 USC 301) and 10 USC 3013.

b. Purpose. Evaluation reports will serve as the primary source of information for officer and noncommissioned officer (NCO) personnel management decisions and will serve as a guide for the Soldier's performance and development, enhance the accomplishment of the organization's mission, and provide additional information to the rating chain.

c. Routine use. Evaluation reports will be maintained in the rated Soldier's Army Military Human Resource Record (AMHRR). A copy will be given directly to the rated Soldier or sent to a forwarding address.

d. Disclosure. Disclosure of a full nine-digit social security number (SSN) for the rated Soldier, the rater, and senior rater is voluntary. However, failure to provide verified SSNs will result in a delayed or erroneous processing of the evaluation report.

Note: *Completed forms contain personnel identifiable information and require special handling.*

Chapter 2 Officer Evaluation Report Forms and Preparation

Section I

DA Form 67-10-1A (Officer Evaluation Report Support Form)

2-1. Purpose and process for DA Form 67-10-1A

a. Purpose. DA Form 67-10-1A promotes a top-down emphasis on leadership communication, integrating rated officer participation in objective setting, performance counseling, and the evaluation process. At the beginning of the rating period, it enhances planning and relates performance to mission through rater and rated officer joint discussion of the duty description and major performance objectives.

Note. *The word "officer" refers to both commissioned officers and warrant officers, unless otherwise specified. However, rating officials will recognize the basic differences between commissioned and warrant officers when counseling and preparing evaluation reports.*

During the rating period, encourages performance counseling and the best use of individual talent through continuous communication to update and revise the performance objectives. At the end of the rating period, enables rated officer to provide input to the appropriate version of the DA Form 67-10 series.

b. Process. Rating officials of second lieutenants (2LTs) through colonels (COLs) and warrant officers one (WO1s) through chief warrant officers five (CW5s) will use DA Form 67-10-1A. When an officer is serving under dual supervision, each chain of supervision will use a DA Form 67-10-1A. The DA Form 67-10-1A is not used to evaluate an officer and therefore is not forwarded to HQDA with the completed OER.

Note. When a rated officer is under dual supervision, support forms are required by both chains of command or supervision.

(1) *Beginning of the rating period.*

(a) Shortly after the rated officer assumes his or her duties, the rater provides the rated officer with a copy of his or her and the senior rater's DA Form 67-10-1A. The rated officer then drafts his or her DA Form 67-10-1A (duty description (part IV) and major performance objectives (part V)).

Note. Always use the current version of form in accordance with paragraph 1-2. Using the Wizard application within the Evaluation Entry System (EES) portal allows the automatic population for the rated officer's administrative data in part I of the electronic form based on the most current data from the authoritative database at HQDA. Auto-populated administrative data may be manually corrected, as needed. The use of SSNs on support forms is optional because these documents are used exclusively at the local level; however, full SSNs for the rated officer, the rater, and the senior rater are needed to create an DA Form 67-10-1A within EES and assist in populating officer evaluation reports directly from the DA Form 67-10-1A.

(b) Within the first 30 days, the rater conducts the initial counseling with the rated officer and reviews the duty description and major performance objectives for any necessary revision and approval. The rater will discuss and establish goals that promote/support a healthy workplace environment conducive to the growth and development of personnel. The rater will also discuss and establish goals for supporting the EO and EEO programs, fostering a climate of dignity and respect, adhering to the SHARP Program, and eliminating sexual harassment and sexual assault in their unit (to be included in Part V, "CHARACTER"). The rater will review the completed multi-source assessment and feedback (MSAF) date entered in Part I, block k and provide appropriate recommendations concerning the MSAF in Part V, block e. Additionally, the rater will provide the rated officer self development goals in part VI.

(c) When the initial discussion is completed, the rated officer dates and initials in part III of the DA Form 67-10-1A. The rater will enter the date initial counseling occurred and the dates the rated officer had access to his and the senior rater's support form prior to initial counseling. The rater initials in part III and forwards the form to the senior rater. The senior rater reviews, comments as needed in part VII, initials DA Form 67-10-1A in part III and returns it to the rater. The rater will return the original DA Form 67-10-1A to the rated officer for the rated officer's signature/date located in part VII. The rater will retain a copy for record.

(2) *During the rating period.* The rated officer uses the DA Form 67-10-1A as a performance guide. The rater conducts periodic follow-up performance counseling with the rated officer to make needed adjustments to objectives.

(a) For LTs and/or WO1s, quarterly counseling is mandatory; for captains (CPTs) and/or chief warrant officers two (CW2s), the counseling goal is once around midpoint (3 to 6 months into the rating period); for field grade officers, follow-up counseling is on an as-needed basis.

(b) The rater and rated officer discuss and document significant contributions. Additionally, the rater and rated officer discuss and document performance accomplishments as they relate to adherence to leadership attributes and demonstration of competencies in part V, blocks A through F. The rater will discuss how well the officer is promoting/supporting the EO and EEO programs, fostering a climate of dignity and respect, adhering to the SHARP Program, and eliminating sexual harassment and sexual assault in their unit in Part V, "CHARACTER." (*Note: to apply changes the rated officer will need to remove his/her signature in part VII*). Upon completion of each periodic counseling session, the rated officer and the rater initial and date DA Form 67-10-1A in part III. The senior rater then reviews (and comments as needed in part VII) and initials in part III and returns it to the rater. The rater will return the original DA Form 67-10-1A to the rated officer for signature/date located in part VII. The rater will retain a copy for record.

(3) *End of the rating period.* At the end of the rating period, the rated officer completes DA Form 67-10-1A by documenting how well he or she accomplished the major performance objectives during the rating period, focusing on the most significant objectives and documenting performance accomplishments as they relate to adherence to leadership attributes and demonstration of competencies made. The rated officer then forwards the completed DA Form 67-10-1A to the rater. The rater obtains the current required version of the electronic OER and uses the DA Form 67-10-1A as input in preparing his or her evaluation of the rated officer.

Note. The electronic version of DA Form 67-10-1A within the Evaluation Entry System portal can be used to create a draft OER allowing portions of DA Form 67-10-1A data to auto populate onto the draft OER.

The rater uses the DA Form 67-10-1A as input to complete parts I through IV of the OER. He or she then forwards the DA Form 67-10-1A and OER to the intermediate rater, if applicable, or the senior rater. The intermediate rater, if applicable, also uses the DA Form 67-10-1A as OER input and forwards the DA Form 67-10-1A and OER to the senior rater. The senior rater uses the DA Form 67-10-1A as OER input and returns the original DA Form 67-10-1A to rated officer. See figure 2-1 for a sample of DA Form 67-10-1A.

Note: Additional attachments to DA Form 67-10-1A may be used when required.

HQDA#					
OFFICER EVALUATION REPORT SUPPORT FORM 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. GRADE/ RANK	d. DATE OF RANK (YYYYMMDD)	e. BRANCH	f. COMPONENT (STATUS CODE)
DOE, JOHN	000-00-0000	1LT	20130901	EN	
g. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND			h. UIC CODE	i. THRU DATE OF LAST COMPLETED EVALUATION	
50th MRBC, 5th EN BN, Ft. Leonard Wood, MO 65473 FORSCOM			WBAOAA	20140331	
j. RATED OFFICER'S EMAIL ADDRESS (.gov or .mil)			k. MSAF DATE		
john.doe18@mail.mil			20140601		
PART II - AUTHENTICATION					
a1. NAME OF RATER (Last, First, Middle Initial)	a2. SSN	a3. RANK	a4. POSITION	a5. EMAIL ADDRESS (.gov or .mil)	
SMITH, JOHN	111-11-1111	CPT	Company CDR	john.smith18@mail.mil	
b1. NAME OF INTERMEDIATE RATER (Last, First, Middle Initial)	b2. SSN (OPTIONAL)	b3. RANK	b4. POSITION	b5. EMAIL ADDRESS (.gov or .mil)	
c1. NAME OF SENIOR RATER (Last, First, Middle Initial)	c2. SSN	c3. RANK	c4. POSITION	c5. EMAIL ADDRESS (.gov or .mil)	
GRANT, JOE	222-22-2222	LTC	Battalion CDR	joe.doe18@mail.mil	
c6. SENIOR RATER'S ORGANIZATION		c7. BRANCH	c8. COMPONENT	c9. SENIOR RATER PHONE NUMBER	
5th Engineer Battalion Fort Leonard Wood, Missouri 65473		EN	RA	777-888-9999	
d1. INDIVIDUAL TO PERFORM SUPPLEMENTARY REVIEW (Last, First, Middle Initial) - (IF REQUIRED)		d2. RANK	d3. POSITION	d4. EMAIL ADDRESS (.gov or .mil)	
WILLIAM, JOHN		COL	Brigade CDR	john.william5687@mail.mil	
PART III - VERIFICATION OF FACE - TO - FACE DISCUSSION					
MANDATORY RATER/RATED OFFICER INITIAL FACE-TO-FACE COUNSELING ON DUTIES, RESPONSIBILITIES AND PERFORMANCE OBJECTIVES FOR THE CURRENT RATING PERIOD TOOK PLACE ON (DATE) <u>20140402</u> RATED OFFICER INITIALS _____ RATER INITIALS _____ SENIOR RATER INITIALS _____					
RATED OFFICER ACCESS TO SUPPORT FORMS PRIOR TO INITIAL COUNSELING: RATER (Date <u>20140401</u>) SENIOR RATER (Date <u>20140401</u>)					
PERIODIC RATER / RATED OFFICER FOLLOW-UP FACE-TO-FACE COUNSELINGS:					
DATE <u>20140702</u>	RATED OFFICER INITIALS _____	RATER INITIALS _____	SENIOR RATER INITIALS _____		
DATE <u>20141002</u>	RATED OFFICER INITIALS _____	RATER INITIALS _____	SENIOR RATER INITIALS _____		
DATE <u>20150102</u>	RATED OFFICER INITIALS _____	RATER INITIALS _____	SENIOR RATER INITIALS _____		
PART IV - RATED OFFICER - DUTIES AND RESPONSIBILITIES					
a. PRINCIPAL DUTY TITLE: Executive Officer			b. POSITION AOC/BRANCH: 12A00		
c. STATE YOUR SIGNIFICANT DUTIES AND RESPONSIBILITIES: (See DA Pam 623-3, para 2-1)					
PART V - PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS					
a. INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES: (See DA Pam 623-3, para 2-1)			b. LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS: (See DA Pam 623-3, para 2-1)		

Figure 2-1. Example of DA Form 67-10-1A (page 1)

HQDA#

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

A. CHARACTER: (Army Values, Empathy, Warrior Ethos/Service Ethos, Discipline - see ADRP 6-22)

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:

(See DA Pam 623-3, para 2-1)

LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

(See DA Pam 623-3, para 2-1)

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 ADP 6-0, addressed under fitness and resilience)

APFT GOALS: PU 90 SU 92 RUN 11:30 HEIGHT/WEIGHT _____ (ONLY AS NEEDED)

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:

(See DA Pam 623-3, para 2-1)

LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

(See DA Pam 623-3, para 2-1)

C. INTELLECT: (Mental agility, Sound judgment, Innovation, Interpersonal tact, expertise - see ADRP 6-22 and ADRP 6-0)

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:

(See DA Pam 623-3, para 2-1)

LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

(See DA Pam 623-3, para 2-1)

D. LEADS: (Leads others, builds trust, extends influence beyond the chain of command, Leads by example, Communicates-see ADRP 6-22 and ADRP 6-0)

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:

(See DA Pam 623-3, para 2-1)

LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

(See DA Pam 623-3, para 2-1)

E. DEVELOPS: (Creates a positive environment/Fosters esprit de corps, prepares self, Develops others, Stewards the profession - see ADRP 6-22)

MSAF PROJECTED COMPLETION DATES IAW AR 350-1 DATE: 20170331

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:

(See DA Pam 623-3, para 2-1)

LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

(See DA Pam 623-3, para 2-1)

F. ACHIEVES: (Gets Results - see ADRP 6-22 and ADRP 6-0)

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:

(See DA Pam 623-3, para 2-1)

LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

(See DA Pam 623-3, para 2-1)

DA FORM 67-10-1A, MAR 2014

Page 2 of 5
APD LC v1.00ES

Figure 2-1. Example of DA Form 67-10-1A (page 2)

HQDA#:
PART VI - RATER SELF-DEVELOPMENT GOALS
(See DA Pam 623-3, para 2-1)
PART VII - SENIOR RATER COMMENTS
(See DA Pam 623-3, para 2-1)
RATED SOLDIER -SIGNATURE AND DATE: _____

Figure 2-1. Example of DA Form 67-10-1A (page 3)

Section II

DA Form 67-10 series

2-2. Purpose and process for DA Form 67-10 series

a. Purpose. The DA Form 67-10 series allows rating officials to provide HQDA with performance and potential assessments of each rated officer for HQDA selection board processes. It also provides valuable information for use by successive members of the rating chain, emphasizes and reinforces professionalism, and supports the specialty focus of Officer Personnel Management System processes. The DA Form 67-10 series consists of the following:

(1) DA Form 67-10-1 (Company Grade Plate (O1-O3); WO1 - CW2) Officer Evaluation Report) (CGP-OER) for 2LT through CPT and WO1 through CW2.

(2) DA Form 67-10-2 (Field Grade Plate (O4-O5; CW3-CW5) Officer Evaluation Report) (FGP-OER) for major (MAJ) through lieutenant colonel (LTC) and chief warrant officer three (CW3) through chief warrant officer five (CW5).

(3) DA Form 67-10-3 (Strategic Grade Plate (O6) Officer Evaluation Report) (SGP-OER) for colonel (COL).

(4) DA Form 67-10-4 (Strategic Grade Plate (O7) Officer Evaluation Report) (GOR-OER) for brigadier general (BG).

Note. Ensure the appropriate DA Form 67-10 series is selected and utilized for when rated Soldiers are eligible use of the "P" identifier in part I, block of the evaluation report (see AR 623-3).

b. Process. OER completion requires rating officials to make a conscientious assessment of a rated officer's performance in his or her assigned position and his or her potential for increased responsibility and service in positions of higher ranks.

Note. The Armywide standard is to complete all portions of the OER using the Form Wizard application with the electronic form located within the Evaluation Entry System portal, enter Common Access Card (CAC)-enabled digital signatures, and digitally submit the completed OER report to HQDA via the Evaluation Entry System portal. The electronic Form Wizard application allows the rater to automatically enter administrative data in part I of the OER based on the most current data from the authoritative database at HQDA. (See AR 623-3 for submission procedures and app B for addresses and contact information for manual submission of completed OERs and associated documents. Information related to OERs on U.S. Army Reserve (USAR) and Army National Guard (ARNG) officers can be found in this pamphlet and in AR 623-3.)

c. Samples. See figure 2-2 through 2-5 for samples of OERs.

HQDA#

COMPANY GRADE PLATE (O1 - O3; WO1 - CW2) OFFICER EVALUATION REPORT					See Privacy Act Statement in AR 623-3.	
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) DOE, JOHN		b. SSN 000-00-0000	c. RANK 1LT	d. DATE OF RANK (YYYYMMDD) 20130901	e. BRANCH EN	f. COMPONENT (Status Code)
g. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND 50th MRBC, 5th EN BN, Ft. Leonard Wood, MO 65473 FORSCOM				h. UIC WBAOAA		
				i. REASON FOR SUBMISSION 02 Annual		
j. PERIOD COVERED		k. RATED MONTHS	l. NON RATED CODES	m. NO. OF ENCLOSURES	n. RATED OFFICER'S EMAIL ADDRESS (.gov or .mil)	
FROM (YYYYMMDD) 20140401		THRU (YYYYMMDD) 20150331	12		john.doe18671@mail.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) SMITH, JOHN		a2. SSN 111-11-1111	a3. RANK CPT	a4. POSITION Company Commander		
a5. EMAIL ADDRESS (.gov or .mil) john.smith18981@mail.mil		a6. SIGNATURE DIGITAL SIGNATURE 123456789		a7. DATE (YYYYMMDD) 20120315		
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) GRANT, JOE		c2. SSN 222-22-2222	c3. RANK LTC	c4. POSITION Battalion Commander		
c5. SENIOR RATER'S ORGANIZATION 5th Engineer Battalion Fort Leonard Wood, Missouri, 65473		c6. BRANCH EN	c7. COMPONENT RA	c9. EMAIL ADDRESS (.gov or .mil) joe.doe188906@mail.mil		c11. DATE (YYYYMMDD)
		c8. SENIOR RATER PHONE NUMBER 777-888-9999		c10. SIGNATURE		
d. This is a referred report, do you wish to make comments? <input type="checkbox"/> Referred <input type="checkbox"/> Yes, comments are attached <input type="checkbox"/> No			e1. SIGNATURE		e2. DATE (YYYYMMDD)	
f1. Supplementary Review Required? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			f2. NAME OF REVIEWER (Last, First, Middle Initial)			
f3. RANK		f4. POSITION		f5. Comments Enclosed <input type="checkbox"/> Yes <input type="checkbox"/> No		
f6. SIGNATURE		f7. DATE (YYYYMMDD)		g. MSAF Date (YYYYMMDD) 20140601		
PART III - DUTY DESCRIPTION						
a. PRINCIPAL DUTY TITLE Executive Officer			b. POSITION AOC/BRANCH 12A00			
c. SIGNIFICANT DUTIES AND RESPONSIBILITIES (See DA Pam 623-3, para 2-5)						
PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM, COMPETENCIES, AND ATTRIBUTES (Rater)						
a. APFT Pass/Fail/Profile: _____ Date: _____ Height: _____ Weight: _____ Within Standard? _____ Comments required for "Failed" APFT, or "Profile" when it precludes performance of duty, and "No" for Army Weight Standards? (See DA Pam 623-3, para 2-6)						
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. A completed DA Form 67-10-1A was received with this report and considered in my evaluation and review: <input type="checkbox"/> Yes <input type="checkbox"/> No (explain in comments below)						
EXCELS (49%)		PROFICIENT	CAPABLE	UNSATISFACTORY		
<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Comments: (See DA Pam 623-3, para 2-6)						

DA FORM 67-10-1, MAR 2014

Page 1 of 2
APD LC v1.00ES

Figure 2-2. Example of DA Form 67-10-1 (page 1)

HQDA#		NAME: DOE, JOHN		SSN 000-00-0000	PERIOD COVERED: FROM (YYYYMMDD) 20140401	THRU (YYYYMMDD) 20150331
c. 1) Character: <i>(Adherence to Army Values, Empathy, and Warrior Ethos/ Service Ethos and Discipline. Fully supports SHARP, EO, and EEO.)</i>	(See DA Pam 623-3, para 2-6)					
c. 2) Presence: <i>(Military and Professional Bearing, Fitness, Confident, Resilient)</i>	(See DA Pam 623-3, para 2-6)					
c. 3) Intellect: <i>(Mental Agility, Sound Judgment, Innovation, Interpersonal Tact, Expertise)</i>	(See DA Pam 623-3, para 2-6)					
c. 4) Leads: <i>(Leads Others, Builds Trust, Extends Influence beyond the Chain of Command, Leads by Example, Communicates)</i>	(See DA Pam 623-3, para 2-6)					
c. 5) Develops: <i>(Creates a positive command/ workplace environment/Fosters Esprit de Corps, Prepares Self, Develops Others, Stewards the Profession)</i>	(See DA Pam 623-3, para 2-6)					
c. 6) Achieves: <i>(Gets Results)</i>	(See DA Pam 623-3, para 2-6)					
PART V - INTERMEDIATE RATER						
(See DA Pam 623-3, para 2-7)						
PART VI - SENIOR RATER						
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 <i>(limited to 49%)</i> <input type="checkbox"/> HIGHLY QUALIFIED <input type="checkbox"/> QUALIFIED <input type="checkbox"/> NOT QUALIFIED			c. COMMENTS ON POTENTIAL: (See DA Pam 623-3, para 2-8)			
			d. List 3 future SUCCESSIVE assignments for which this Officer is best suited: (See DA Pam 623-3, para 2-8)			

Figure 2-2. Example of DA Form 67-10-1 (page 2)

HQDA#:

FIELD GRADE PLATE (O4 - O5; CW3 - CW5) OFFICER EVALUATION REPORT					See Privacy Act Statement in AR 623-3.	
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) DOE, JOHN		b. SSN 000-00-0000	c. RANK MAJ	d. DATE OF RANK (YYYYMMDD) 20130701	e. BRANCH AG	f. COMPONENT (Status Code)
g. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND HHC, 5th EN BN, Fort Leonard Wood, MO 65473 FORSCOM			h. UIC WBAOAA	i. REASON FOR SUBMISSION 03 Change of Rater		
j. PERIOD COVERED FROM (YYYYMMDD) 20140401 THRU (YYYYMMDD) 20140801		k. RATED MONTHS 4	l. NON RATED CODES	m. NO. OF ENCLOSURES	n. RATED OFFICER'S EMAIL ADDRESS (.gov or .mil) john.doe18980.mil@mail.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) SMITH, JOHN		a2. SSN 111-11-1111	a3. RANK MAJ	a4. POSITION Brigade Executive Officer		
a5. EMAIL ADDRESS (.gov or .mil) john.smith187890.mil@mail.mil		a6. SIGNATURE DIGITAL SIGNATURE 123456789			a7. DATE (YYYYMMDD) 20120315	
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) GRANT, JOE		c2. SSN 222-22-2222	c3. RANK COL	c4. POSITION Brigade Commander		
c5. SENIOR RATER'S ORGANIZATION 4th Maneuver Enhanced BDE, Fort Leonard Wood, Missouri, 65473	c6. BRANCH EN	c7. COMPONENT RA	c9. EMAIL ADDRESS (.gov or .mil) joe.grant7789.mil@mail.mil		c11. DATE (YYYYMMDD) 20120315	
c8. SENIOR RATER PHONE NUMBER 777-888-9999	c10. SIGNATURE DIGITAL SIGNATURE 123456789			c11. DATE (YYYYMMDD) 20120315		
d. This is a referred report, do you wish to make comments? <input type="checkbox"/> Referred <input type="checkbox"/> Yes, comments are attached <input type="checkbox"/> No		e1. SIGNATURE			e2. DATE (YYYYMMDD)	
f1. Supplementary Review Required? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		f2. NAME OF REVIEWER (Last, First, Middle Initial)				
f3. RANK	f4. POSITION	f5. Comments Enclosed <input type="checkbox"/> Yes <input type="checkbox"/> No				
f6. SIGNATURE		f7. DATE (YYYYMMDD)	g. MSAF Date (YYYYMMDD) 20140601			
PART III - DUTY DESCRIPTION						
a. PRINCIPAL DUTY TITLE Brigade S-1		b. POSITION AOC/BRANCH 42A00				
c. SIGNIFICANT DUTIES AND RESPONSIBILITIES (See DA Pam 623-3, para 2-11)						
PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM, COMPETENCIES, AND ATTRIBUTES (Rater)						
a. APFT Pass/Fail/Profile: _____ Date: _____ Height: _____ Weight: _____ Within Standard? _____ Comments required for "Failed" APFT, or "Profile" when it precludes performance of duty, and "No" for Army Weight Standards? (See DA Pam 623-3, para 2-12)						
b. THIS OFFICER POSSESSES SKILLS AND QUALITIES FOR THE FOLLOWING BROADENING ASSIGNMENTS (See DA Pam 623-3, para 2-12)						
c. THIS OFFICER POSSESSES SKILLS AND QUALITIES FOR THE FOLLOWING OPERATIONAL ASSIGNMENTS (See DA Pam 623-3, para 2-12)						
d1. Character: (Adherence to Army Values, Empathy, and Warrior Ethos/Service Ethos and Discipline. Fully supports SHARP, EO, and EEO.)		(See DA Pam 623-3, para 2-12)				

DA FORM 67-10-2, MAR 2014

Page 1 of 2
APD LC v1.00ES

Figure 2-3. Example of DA Form 67-10-2 (page 1)

HQDA#			
NAME DOE, JOHN	SSN 000-00-0000	PERIOD COVERED: FROM (YYYYMMDD) 20140401	THRU (YYYYMMDD) 20140801
<p>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 creates a positive command/workplace environment.)</p>			
<p>COMMENTS:</p> <p>(See DA Pam 623-3, para 2-12)</p>			
<p>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.)</p> <p>I currently rate _____ Army Officers in this grade.</p> <p>A completed DA Form 67-10-1A was received with this report and considered in my evaluation and review: <input type="checkbox"/> Yes <input type="checkbox"/> No (explain in comments below)</p> <p>EXCELS (49%) PROFICIENT CAPABLE UNSATISFACTORY</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>			
<p>Comments:</p> <p>(See DA Pam 623-3, para 2-12)</p>			
PART V - INTERMEDIATE RATER			
<p>(See DA Pam 623-3, para 2-13)</p>			
PART VI - SENIOR RATER			
<p>a. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)</p> <p><input type="checkbox"/> MOST QUALIFIED (limited to 49%)</p> <p><input type="checkbox"/> HIGHLY QUALIFIED</p> <p><input type="checkbox"/> QUALIFIED</p> <p><input type="checkbox"/> NOT QUALIFIED</p>		<p>b. I currently senior rate _____ Army Officers in this grade.</p> <p>c. COMMENTS ON POTENTIAL:</p> <p>(See DA Pam 623-3, para 2-14)</p>	
		<p>d. List 3 future SUCCESSIVE assignments for which this Officer is best suited:</p> <p>(See DA Pam 623-3, para 2-14)</p>	
<p>DA FORM 67-10-2, MAR 2014</p> <p style="text-align: right;">Page 2 of 2 APD LC v1.00ES</p>			

Figure 2-3. Example of DA Form 67-10-2 (page 2)

HQDA#

STRATEGIC GRADE PLATE (O6) OFFICER EVALUATION REPORT					See Privacy Act Statement in AR 623-3.	
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)		b. SSN	c. RANK	d. DATE OF RANK (YYYYMMDD)	e. BRANCH	f. COMPONENT (Status Code)
GRANT, JOE		222-22-2222	COL	20130301	IN	
g. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND				h. UIC		
HQDA, OACSIM PENTAGON, WASHINGTON, DC 20310				W089AA		
i. REASON FOR SUBMISSION				j. PERIOD COVERED		
04 Change of Duty				k. RATED MONTHS		
FROM (YYYYMMDD)		THRU (YYYYMMDD)		l. NON RATED CODES		
20140401		20141001		4		
m. NO. OF ENCLOSURES			n. RATED OFFICER'S EMAIL ADDRESS (.gov or .mil)			
			joe.grant7789.mil@mail.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		
SMITH, JOHN		111-11-1111	LTG	ACSIM		
a5. EMAIL ADDRESS (.gov or .mil)		a6. SIGNATURE			a7. DATE (YYYYMMDD)	
john.smith18987.mil@mail.mil						
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		
SMITH, JOHN		111-11-1111	LTG	ACSIM		
c5. SENIOR RATER'S ORGANIZATION		c6. BRANCH	c7. COMPONENT	c9. EMAIL ADDRESS (.gov or .mil)		
HQDA, ACoS Installation Management, 600 Army Pentagon, Washington, DC 20310		GO	RA	john.smith18987@mail.mil		
		c8. SENIOR RATER PHONE NUMBER		c10. SIGNATURE		c11. DATE (YYYYMMDD)
		999 999 9999				
d. This is a referred report, do you wish to make comments?		e1. SIGNATURE			e2. DATE (YYYYMMDD)	
<input type="checkbox"/> Referred <input type="checkbox"/> Yes, comments are attached <input type="checkbox"/> No						
f1. Supplementary Review Required?		f2. NAME OF REVIEWER (Last, First, Middle Initial)				
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No						
f3. RANK		f4. POSITION		f5. Comments Enclosed		
				<input type="checkbox"/> Yes <input type="checkbox"/> No		
f6. SIGNATURE		f7. DATE (YYYYMMDD)		g. MSAF Date (YYYYMMDD)		
				20140430		
PART III - DUTY DESCRIPTION						
a. PRINCIPAL DUTY TITLE			b. POSITION AOC/BRANCH			
Executive Officer			01A00			
c. SIGNIFICANT DUTIES AND RESPONSIBILITIES						
(See DA Pam 623-3, para 2-17)						
PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM, COMPETENCIES, AND ATTRIBUTES (Rater)						
a. APFT Pass/Fail/Profile: _____ Date: _____ Height: _____ Weight: _____ Within Standard? _____						
Comments required for "Failed" APFT, or "Profile" when it precludes performance of duty, and "No" for Army Weight Standards?						
(See DA Pam 623-3, para 2-18)						
b. THIS OFFICER POSSESSES SKILLS AND QUALITIES FOR THE FOLLOWING STRATEGIC ASSIGNMENTS						
(See DA Pam 623-3, para 2-18)						
c1. Character:		(See DA Pam 623-3, para 2-18)				
(Adherence to Army Values, Empathy, and Warrior Ethos/Service Ethos and Discipline. Fully supports SHARP, EO, and EEO.)						

DA FORM 67-10-3, MAR 2014

Page 1 of 2
APD LC v1.00ES

Figure 2-4. Example of DA Form 67-10-3 (page 1)

HQDA#: _____				
NAME GRANT, JOE		SSN 222-22-2222	PERIOD COVERED: FROM (YYYYMMDD) 20140401	THRU (YYYYMMDD) 20141001
<p>c2. Provide narrative comments which demonstrate performance and potential regarding strategic competencies in the Rated Officer's current duty position. (i.e. providing vision, motivation, and inspiration, negotiating within and beyond national boundaries, building strategic consensus, leading and inspiring change, dealing with uncertainty and ambiguity, creates a positive environment to prepare for the future, expanding knowledge in cultural and geopolitical areas, self-awareness and recognition of impact on others, building team skills and processes, allocating the right resources, capitalizing on unified action partner assets, capitalizing on technology, accomplishes missions consistently and ethically. Fully supports SHARP and creates a positive command/workplace environment.)</p> <p style="text-align: right;">A completed DA Form 67-10-1A was received with this report and considered in my evaluation and review <input type="checkbox"/> YES <input type="checkbox"/> NO (explain)</p>				
<p>COMMENTS ON PERFORMANCE:</p> <p>(See DA Pam 623-3, para 2-18)</p>				
<p>COMMENTS ON POTENTIAL:</p> <p>(See DA Pam 623-3, para 2-18)</p>				
PART V - INTERMEDIATE RATER				
<p>(See DA Pam 623-3, para 2-19)</p>				
PART VI - SENIOR RATER				
<p>a. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)</p> <p><input type="checkbox"/> MULTI-STAR POTENTIAL (limited to 24%)</p> <p><input type="checkbox"/> PROMOTE TO BG (25% to 49%)</p> <p><input type="checkbox"/> RETAIN AS COLONEL</p> <p><input type="checkbox"/> UNSATISFACTORY</p> <p>Note: Combined cumulative percentages of both "MULTI-STAR POTENTIAL" and "PROMOTE TO BG" must be less than 50%.</p>		<p>b. I currently senior rate _____ Army Officers in this grade.</p> <p>c. COMMENTS ON POTENTIAL:</p> <p>(See DA Pam 623-3, para 2-20)</p>		
		<p>d. List 3 future SUCCESSIVE assignments for which this Officer is best suited:</p> <p>(See DA Pam 623-3, para 2-20)</p>		

Figure 2-4. Example of DA Form 67-10-3 (page 2)

HQDA#

STRATEGIC GRADE PLATE (O7) OFFICER EVALUATION REPORT						See Privacy Act Statement in AR 623-3.	
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)			b. SSN	c. RANK	d. DATE OF RANK (YYYYMMDD)	e. BRANCH	f. COMPONENT (Status Code)
SMITH, JOHN			111-11-1111	BG	20121201	GO	
g. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND				h. UIC	i. REASON FOR SUBMISSION		
Installation Management Command, Ft. Sam Houston, TX 78234 IMCOM				W6BDAA	03 Change of Rater		
j. PERIOD COVERED		k. RATED MONTHS	l. NON RATED CODES	m. NO. OF ENCLOSURES	n. RATED OFFICER'S EMAIL ADDRESS (.gov or .mil)		
FROM (YYYYMMDD) 20140401		THRU (YYYYMMDD) 20141201	7		john.smith18987.mil@mail.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		
GRANT, JOE			222-22-2222	LTG	CG, IMCOM		
a5. EMAIL ADDRESS (.gov or .mil)			a6. SIGNATURE		a7. DATE (YYYYMMDD)		
joe.grant7789.mil@mail.mil							
b1. NAME OF SENIOR RATER (Last, First, Middle Initial)			b2. SSN	b3. RANK	b4. POSITION		
GRANT, JOE			222-22-2222	LTG	CG, IMCOM		
b5. SENIOR RATER'S ORGANIZATION		b6. BRANCH	b7. COMPONENT	b9. EMAIL ADDRESS (.gov or .mil)			
Installation Management Command		GO	RA	joe.grant7789.mil@mail.mil			
600 Army Pentagon Drive, Washington DC 20310		b8. SENIOR RATER PHONE NUMBER		b10. SIGNATURE		b11. DATE (YYYYMMDD)	
		999 999 9999					
c. This is a referred report, do you wish to make comments?				d1. SIGNATURE		d2. DATE (YYYYMMDD)	
<input type="checkbox"/> Referred <input type="checkbox"/> Yes, comments are attached <input type="checkbox"/> No							
PART III - DUTY DESCRIPTION							
a. PRINCIPAL DUTY TITLE				b. POSITION AOC/BRANCH			
G8/Director of Resource Management				GO/BC36 (FIN MG)			
c. SIGNIFICANT DUTIES AND RESPONSIBILITIES							
(See DA Pam 623-3, para 2-23)							
PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM, COMPETENCIES, AND ATTRIBUTES (Rater)							
a. APFT Pass/Fail/Profile: _____ Date: _____ Height: _____ Weight: _____ Within Standard? _____							
Comments required for "Failed" APFT, or "Profile" when it precludes performance of duty, and "No" for Army Weight Standards?							
(See DA Pam 623-3, para 2-24)							
b. COMMENTS ON CHARACTER & POTENTIAL:							
(See DA Pam 623-3, para 2-24)							
PART V - SENIOR RATER EVALUATION							
COMMENTS ON CHARACTER & POTENTIAL:							
(See DA Pam 623-3, para 2-25)							

DA FORM 67-10-4, MAR 2014

APD LC v1.00ES

Figure 2-5. Example of DA Form 67-10-4

Section III

DA Form 67-10-1 (Company Grade Plate—O1 through O3 and WO1 through CW2)

2-3. Part I, administrative data

Part I is for administrative data, including identification of the rated officer, unit data, the period covered, number of rated months, nonrated time codes, and the reason for submission of the CGP-OER. See table 2-24 for a list of codes and reasons for submitting OERs and table 2-25 for the codes and reasons for nonrated periods.

Table 2-1

Administrative data for DA Form 67-10-1

CGP-OER part 1: block a—Name

Action required: Enter the rated officer's full name (last, first, middle initial (MI), suffix)—All capital letters.

Reference: None

CGP-OER part 1: block b—SSN

Action required: Enter the rated officer's full nine-digit SSN (for example, 123-45-6789).

Reference: None

CGP-OER part 1: block c—Rank

Action required: Enter the rated officer's three-letter rank abbreviation, not pay grade (for example, "CPT" for captain or "ILT" for first lieutenant) as of the "THRU" date of the CGP-OER.

- If the rated officer has been selected for promotion and is serving in a position authorized for the next higher rank, he or she will be rated in the promotable rank and a "P" will be placed after his or her current rank (for example, "CPTP" and "1LTP").
- If the rated officer is not assigned to a position authorized for the higher rank, no "P" will be entered after the rank.
- If the rated officer has been frocked to the next higher rank and is serving in a position authorized for the rank to which he or she is frocked, enter the frocked rank.
- If the rated officer has been frocked to a higher rank but is not yet serving in a position authorized for the higher rank, enter the lower rank.

Note. For ARNG officers, promotions and/or promotable status' dates are determined by state adjutant generals; these dates are not based on release date of promotion selection lists.

Reference: AR 600-20

CGP-OER part 1: block d—Date of Rank

Action required: Enter the date of rank (YYYYMMDD) for the rated officer's rank as of the "THRU" date of the CGP-OER. If the officer is promotable but not yet promoted, the date of rank is for the current rank. If the rated officer has been frocked to a higher rank and is serving in an authorized position at the frocked rank, enter the effective date of the frocking. If the rated officer has been frocked to a higher rank and is not yet serving in an authorized position requiring the higher rank, enter the date of rank of the lower rank.

Reference: None

CGP-OER part 1: block e—Branch

Action required: Enter the rated officer's two-character basic branch abbreviation. Do not enter general schedule (GS) or the branch associated with an officer's functional area (FA). For general officers, enter "GO."

Reference: DA Pam 600-3

CGP-OER part 1: block f—COMP Status Code

Action required: For USAR or ARNG, enter component status code as follows:

- IRR—individual ready reserve (or IRR-MOB for mobilized IRR Soldier).
- IMA—individual mobilization augmentee (or IMA-MOB for mobilized IMA Soldiers).
- DIMA—drilling individual mobilization augmentee (or DIMAMOB for mobilized DIMA Soldiers).
- TPU—troop program unit.
- ADOS—active duty for operational support.
- AGR—active guard reserve.
- MOB—mobilized Soldier.
- CO-ADOS—contingency operations-active duty for operational support.
- ADOS-RC—active duty for operational support-Reserve Component.
- M-DAY—man-day ARNG traditional Soldiers.

Reference: None

Table 2-1
Administrative data for DA Form 67-10-1—Continued

CGP-OER part 1: block g—Unit, Org., Station, ZIP Code or APO, Major Command

Action required: Enter the rated officer's unit, organization, station, zip code, or Army Post Office (APO), and Major Command in the order listed on the CGP-OER. Note. The Wizard application within the Evaluation Entry System portal may not automatically enter deployed unit data; however, it may be changed manually on the CGP-OER. The USAR must include the appropriate major USAR command or USAR general officer command. On CGP-OERs for Army Medical Department (AMEDD) officers assigned or attached to the Army Medical Department Professional Management Command (APMC) who do not complete annual training (AT) or extended combat training (ECT), use the APMC address with "AR-MEDCOM" (see glossary for definition) as the major command. Note. The address should reflect the rated officer's location as of the "THRU" date of the CGP-OER. While in a deployed status, indicate the data of the deployed unit. Alternatively, indicate the parent unit's address with duty at (abbreviated "w/dy at") the Soldier's deployed unit location.

Reference: None

CGP-OER part 1: block h—UIC

Action required: Enter the rated officer's unit identification code (UIC). Note. This code can be automatically populated by using the Wizard application within the electronic form within the Evaluation Entry System portal, if unknown. If it is incorrect, it can be manually corrected.

Reference: None

CGP-OER part 1: block i—Reason for Submission

Action required: Enter the appropriate CGP-OER code and reason that identify why the CGP-OER is being prepared for submission. Note. On CGP-OERs for AMEDD officers attached to the APMC who do not complete AT or ECT, use code 19 "AHRC-Directed."

Reference: Table 2-24

CGP-OER part 1: block j—Period Covered

Action required: The period covered is the period extending from the day after the "THRU" date of the last CGP-OER to the date of the event causing the CGP-OER to be written. The rating period is that portion of the period covered during which the rated officer serves in an assigned position under the rater who is writing the CGP-OER. The period covered and the rating period will always end on the same date (the "THRU" date of the CGP-OER). The beginning date of the rating period may not be the same as the beginning date of the period covered (the "FROM" date). For example, an officer departs on permanent change of station (PCS) on 1 July and is given a "Change of Rater" CGP-OER with a "THRU" date of 30 June. After 5 days of in-transit travel and 20 days of leave, the officer reports for duty at his or her new unit on 26 July. Then, on 1 November, the officer changes duty (but the rater remains the same) and is given a "Change of Duty" CGP-OER. The period covered on this CGP-OER would be 1 July ("FROM" date) to 31 October ("THRU" date); however, the rating period would be from 26 July to 31 October. Note. The "THRU" date on "Change of Rater" and "Change of Duty" CGP-OERs will be the day before the change takes effect. Likewise, for rated officers signing out on transition leave, the "THRU" date will be the rated officer's final duty day in the assigned duty position before transition leave begins. Use the YYYYMMDD format for "FROM" and "THRU" dates. On CGP-OERs for AMEDD officers attached or assigned to the APMC who do not complete AT or ECT, the "THRU" date will be based on the rated officer's retired year end (RYE) date for code 19 "AHRC-Directed" CGP-OERs.

Reference: None

CGP-OER part 1: block k—Rated Months

Action required: Compute the number of rated months by counting the total number of calendar days in the rating period and dividing it by 30. Note. Do not use the number of days in the entire period covered by the CGP-OER. The rated months equal the period covered minus all nonrated time. After dividing by 30, if there are 15 or more days left, count them as a whole month (for example, 130 days is 4 months and 10 days and is entered as 4 months; 140 days is 4 months and 20 days and is entered as 5 months).

Reference: None

CGP-OER part 1: block l—Nonrated Codes

Action required: Enter the appropriate nonrated codes. If there was no qualifying nonrated time during the period covered, leave blank. Entries in part I, block k are not required for ARNG officers not on active duty.

Reference: Table 2-25

CGP-OER part 1: block m—Number of Enclosures

Action required: Indicate the total number of enclosures. If there are no enclosures, enter "0" or leave blank.

Reference: None

CGP-OER part 1: block n—Rated Officer's Email Address

Action required: Enter the rated officer's .gov or .mil email address.

Reference: None

2-4. Part II, authentication

This part of the form is for authentication by the rated officer and rating officials after the CGP-OER has been completed at the end of the rating period. To facilitate the rated officer in signing the CGP-OER after authentication by the rating officials, the CGP-OER can be signed and dated by each individual in the rating chain up to 14 days prior to the "THRU" date; however, the CGP-OER cannot be forwarded to HQDA until the "THRU" date of the

CGP-OER.

Note. Rating officials' names can be automatically entered by using SSNs and the first two letters of the last name in the Wizard application within the Evaluation Entry System portal.

The following rules apply:

- a. The senior rater's signature and date cannot be before the rater's or intermediate rater's signatures.
- b. The rated officer's signature and date cannot be before the rater's, the intermediate rater's, or the senior rater's signatures.

Table 2-2
Authentication for DA Form 67-10-1

CGP-OER part II: blocks a (1 through 7)—Rater's Information

Action required: Enter the rater's information—name (last, first, MI, suffix) in capital letters/SSN (for example, 123-45-6789)/rank/position/signature/email/validation date.

- The rank entry will be current as of the "THRU" date of the CGP-OER. A "P" is added to the rank only if the rater is promotable and serving in a position authorized for the next higher rank. Rating officials who have been frocked to a higher rank and are serving in the authorized position for the frocked rank will enter the frocked rank.
- Use of an official email address as the permanent email address will facilitate HQDA contact concerning the CGP-OER, should the need arise. As a minimum, an email address ending in ".gov" or ".mil" will be used.

Note. The rater's signature and date are required on the completed CGP-OER

- For raters of other Services, enter appropriate rank abbreviation. For example, a U.S. Navy captain would be entered as "CAPT" in the rank block. Civil service raters will enter the pay grade (general manager(GM)/general government (GG)/general schedule (GS)/universally administrative (UA)#) in the rank block; for members of the senior executive service, "SES" will be entered in lieu of a rank or pay grade. For members authorized by an exception to policy or who are not in any category above, enter appropriate grade level.
- For allied officers serving as a rater, enter the rater's country or country abbreviation in parentheses after his or her name (for example, (AU), (Italy), (GBR), and so forth). Allied raters of U.S. Army officers will require a international rater identification number issued by HRC, Evaluations branch. Once issued, this identification number will be inserted within the SSN data field. Requests for an international rater identification number will be submitted to HRC, Evaluations branch (see appendix B for contact information and address). The request will include: justification, allied officer's complete name, rank, country, duration of report period covered, contact information to include a valid email address. See figure 2-10 for a sample request. Additionally, the request will identify a delegate, who will provide assist to the allied forces rating official on evaluation matters. The delegate will be a CAC enabled U.S. Army officer or DA civilian able to be assigned as a delegate in EES. Once approved, HRC will issue the allied forces rating official an international identification number and will associate the identified delegate within the EES.

Note. Allied forces rating officials may not have the ability to sign evaluations digitally with CAC signature. In these instances, evaluation reports will require signature by manual methods and submission of evaluation reports through authorized alternate methods (see AR 623-3).

Other entered data remains the same.

- If the senior rater is serving both as the rater and senior rater, the senior rater's information and signature will be entered in parts II, blocks a and c.

Note. On CGP-OERs for AMEDD officers attached or assigned to the APMC who do not complete AT or ECT, the Commander, APMC will serve as rater and senior rater with no other rating officials and will sign the CGP-OER in part II, both blocks a and c (as a senior rater who does not meet eligibility requirements to evaluate the rated officer) for code 19 "AHRC-Directed" CGP-OERs.

Reference: None

CGP-OER part II: blocks b (1 through 7)—Intermediate Rater's Information

Action required: Enter the intermediate rater's information—name (last, first, MI, suffix) in capital letters/SSN (Optional) (for example, 123-45-6789)/rank/position/signature/email/validation date.

- The rank entry will be current as of the "THRU" date of the CGP-OER. A "P" is added to the rank only if the intermediate rater is promotable and serving in a position authorized for the next higher rank. Rating officials who have been frocked to a higher grade and are serving in the authorized position for the frocked rank will enter the frocked rank.
- Use of an official email address as the permanent email address will facilitate HQDA contact concerning the CGP-OER, should the need arise. As a minimum, an email address ending in ".gov" or ".mil" will be used. *Note. The intermediate rater's signature and date are required on the completed CGP-OER.*
- For intermediate raters of other Services enter appropriate rank abbreviation. For example, a U.S. Navy captain would be entered as "CAPT" in the rank block. Civil service raters will enter the pay grade (GM/GG/GS/UA#) in the rank block; for members of the senior executive service, "SES" will be entered in lieu of a rank or pay grade. For members authorized by an exception to policy or not in any category above, enter appropriate grade level.
- For rating officials of allied forces, leave the SSN blank. Enter the intermediate rater's country or country abbreviation in parentheses after the name (for example, (AU), (Italy), (GBR), and so forth). Other date remain the same.

Reference: None

CGP-OER part II: blocks c (1 through 11)—Senior Rater's Information

Action required: Enter the senior rater's information: name (last, first, MI, suffix) in capital letters/SSN (for example, 123-45-6789)/rank/position/signature/validation date/organization/branch/component/telephone number/email address.

Table 2–2
Authentication for DA Form 67–10–1—Continued

- Use of an official email address as the permanent email address will facilitate HQDA contact concerning the CGP–OER, should the need arise. As a minimum, an email address ending in ".gov" or ".mil" will be used.
- The rank entry will be current as of the "THRU" date of the CGP–OER. A "P" is added to the rank only if the senior rater is promotable and serving in a position authorized for the next higher rank. Rating officials who have been frocked to a higher rank and are serving in the authorized position for the frocked rank will enter the frocked rank.
- The two-character branch entry will not be "GS" or the branch associated with an officer's FA. For general officers, use "GO."
- For senior raters of other Services, in addition to their rank, enter their branch of Service (for example, U.S. Navy "USN," U.S. Air Force "USAF," U.S. Marine Corps "USMC," U.S. Coast Guard "USCG" in the branch block in part II, block c. For example, a U.S. Navy captain would be entered as "CAPT" in the rank block and "USN" in the branch block. Civil service raters will enter the pay grade (GM/GG/GS/UA#) in the rank block; for members of the senior executive service, "SES" will be entered in lieu of a rank or pay grade. For members authorized by an exception to policy or who are not in any category above, enter appropriate grade level.
- For DA civilians only enter, "DAC"; for civilians of other Services within Department of Defense (DOD), enter "CIV" as the branch.
- The Component entry will be "RA" for Regular Army, "USAR" for U.S. Army Reserve, "ARNG" for Army National Guard, or "NONE."
- The senior rater will sign the CGP–OER even if he or she is unable to evaluate the rated officer due to lack of qualification. Note. Using the Wizard application of the electronic CGP–OER, senior raters who lack rating qualification will check the "NO" box in response to the question "Have you been the senior rater for this officer for at least 60 days?" to enter the statement "I am unable to evaluate the rated officer because I have not been the senior rater for the required number of days" in part VI, part c, leaving all other portions of part VI blank. *Note. The minimum required time for senior rater eligibility to evaluate the rated officer is 90 days for USAR TPU, DIMA, and drilling IRR officers and ARNG officers. On CGP–OERs for AMEDD officers attached or assigned to the APMC who do not complete AT or ECT, the Commander, APMC will sign the CGP–OER in part II, block c as a senior rater who does not meet eligibility requirements to evaluate the rated officer for code 19 "AHRC–Directed" CGP–OERs.*
- If the senior rater is serving both as the rater and senior rater, the senior rater's information and signature will be entered in part II, blocks a and c.

Reference: None

CGP–OER part II: blocks d—Referred Report

Action required: If referral of an CGP–OER is required, the senior rater will place an "X" in the appropriate box in part II, block d of the CGP–OER (before he or she has signed and dated the CGP–OER). The CGP–OER will then be provided to the rated officer for placement of an "X" in the appropriate box in part II, block d and signature or validation of administrative data. ("YES" if the rated officer will provide comments as an enclosure to the CGP–OER or "NO" if the rated officer will not provide comments).

Reference: None

CGP–OER part II: blocks e (1 and 2)—Rated Officer's Signature and Date

Action required: The rated officer will sign and date the CGP–OER after it has been completed and signed by all rating officials in the rating chain. The rated officer's signature acknowledges that the rated officer has seen the CGP–OER, parts I through VI, and verifies the accuracy of the administrative data in part I, the rating officials in part II, and the Army Physical Fitness Test (APFT) and height and weight data in part IV, block a. This action increases administrative accuracy of the CGP–OER since the rated officer is most familiar with and interested in this information. Confirmation of the administrative data also will normally preclude an appeal by the rated officer based on inaccurate administrative data. Any administrative errors noted by the rated officer will be brought to the attention of the rating officials and corrected prior to their signature. Note. On CGP–OERs for APMC-managed AMEDD officers who do not complete AT or ECT, block e will be left blank; these officers will not sign the completed CGP–OER prior to submission to HQDA using the Evaluation Entry System portal in accordance with AR 623–3.

- If the rated officer is physically unavailable to sign his or her CGP–OER (CGP–OER cannot be forwarded to him or her to sign), is unable to sign the CGP–OER digitally or manually, or refuses to sign the CGP–OER for any reason, the senior rater will either resolve the problem or explain the reason for the lack of a signature. Using the Wizard application of the electronic CGP–OER, the senior rater will check the appropriate response to the question "Is the rated officer available for signature?" or the comment "Rated Soldier refused to sign." The applicable statement will be entered in part VI, block c ("The rated officer was unavailable for signature" and/or "The rated officer refused to sign").

Note. If the rated officer's signature is left blank in part II, block e, and the Wizard application of the electronic CGP–OER is not used to enter the appropriate statement, the Evaluation Entry System portal may not allow the CGP–OER to be submitted. CGP–OERs stating that the officer cannot sign due to CAC issues will not be processed.

- If the report is adverse or contains derogatory information concerning the rated officer, it must be referred to the rated officer before he or she signs the CGP–OER. Note. Using the electronic CGP–OER within the Evaluation Entry System will allow the senior rater to generate an automated referral memorandum as a built-in enclosure to the CGP–OER.

Reference: None

Table 2-2
Authentication for DA Form 67-10-1—Continued

CGP-OER part II: blocks f (1 through 7)—Supplementary Review

Action required: A documented supplementary review, will be performed by a Uniformed Army Advisor above the rating chain, when there are no uniformed Army designated rating officials for the rated Officer, for "Relief for Cause" evaluation reports when the senior rater is the individual directing the relief, or if the relief has been directed by an individual other than the rating officials (see paras 2-29 and 2-30).

- The first U.S. Army officer above the senior rater in the organization or supervision will be designated as the Uniformed Army Advisor and conduct a supplementary review. This officer will be designated by the commander establishing the rating chain and identified in the published rating scheme at the beginning of the evaluation period.
- The senior rater will mark "Yes" or "No" in block f1 to identify if the CGP-OER requires a supplementary review.
- If the "Yes" box is marked in part II, block f1, enter the name, rank, and position of the reviewer in blocks f2 through f4. The reviewer may prepare an enclosure to the CGP-OER. If necessary, the reviewer will comment upon the accuracy or clarity of the completed CGP-OER.
- If the reviewer determines the OER is accurate and comments are not necessary, the reviewer will indicate so by selecting the "NO" in part II, block f5 and sign in part II, block f6 with no added comments necessary. If the reviewer determines comments are necessary, the reviewer will select "YES" in part II, block f5 of the 67-10 series OER and prepare and attach an enclosure to the OER and sign in part II, block f6.
- Comments will not include evaluative statements about the rated officer or statements that amplify, paraphrase, or endorse the ratings of the other members of the rating chain. When required, the supplementary reviewer's signature and date will be annotated on the completed CGP-OER.

Note. Using the electronic CGP-OER within the Evaluation Entry System will allow the senior rater to generate an automated referral memorandum as a built-in enclosure to the CGP-OER.

Reference: AR 623-3, para 2-8

CGP-OER part II: block g—MSAF Date

Action required: Raters will enter the most current completion date for a multi-source assessment and feedback (MSAF) in accordance with AR 350-1. If the rated Soldier has not completed a MSAF in accordance with AR 350-1, the entry will be left blank and provide comment in part IV, block c6. Rating officials are reminded that the MSAF is a self-assessment tool.

Note. For CSL LTC and COL level commanders, the most recent completed CDR360 assessment date will be entered in lieu of the MSAF date.

Reference: AR 350-1

2-5. Part III, duty description

Part III provides for the duty description of the rated officer. The rating officials are responsible for ensuring that the duty description information is factually correct.

Note. The duty description on the DA Form 67-10-1A can be automatically populated to the CGP-OER in the Wizard application associated with the electronic form within the Evaluation Entry System portal.

Table 2-3
Duty Description for DA Form 67-10-1

CGP-OER part III: block a—Principal Duty Title

Action required: Match principal duty title with unit force structure documents or a principal duty title that describes duties performed; should be the same as the duty title found on the DA Form 4037 (Officer Record Brief), hereafter known as the ORB. Note. On CGP-OERs for all AMEDD officers attached or assigned to the APMC, the principal duty title will be "APMC-Managed Officer."

Reference: None

CGP-OER part III: block b—Position area of concentration (AOC) Code/Branch

Action required: For commissioned officers, the position area of concentration (AOC)/branch entry will contain, as a minimum, the first five characters of the position requirements code (such as 42B00); seven characters if an additional skill identifier (ASI) is needed; or nine characters if a language identification code is required; should be the same position code as on the ORB.

Reference: None

Table 2-3
Duty Description for DA Form 67-10-1—Continued

CGP-OER part III: block c—Significant Duties and Responsibilities

Action required: State the officer's significant duties and responsibilities, written in a succinct narrative (not bullet) format, using the present tense to identify what the rated officer is supposed to do or be responsible for in his or her duty position. Unless changes occurred during the rating period, the duty description on the CGP-OER should be the same as the one on the DA Form 67-10-1A. The rater will describe in detail the rated officer's duties and responsibilities, the number of personnel supervised, amount of resources under the rated officer's control, and scope of responsibilities. Descriptions must be clear and concise with emphasis on specific functions required of the rated officer. The rater should also note conditions unique to the assignment. For example, RA officers who are assigned to full-time support duties with Reserve Component (RC) units or USAR officers assigned to RA units often perform unique functions in that duty. In order to ensure that due consideration is given to these factors, the duty description should note these conditions. As a minimum, the duty description will include principal duties and significant additional duties.

- When a warrant officer is serving in a commissioned officer position, cite in part III, block c the approval authority from HQDA (DA Pam 611-21).
- When an officer is serving under dual supervision, the statement "Officer serving under dual supervision" will be entered as the first line of the duty description. The supervisors in each chain of command will jointly develop the duty description.

Reference: DA Pam 611-21

2-6. Part IV, performance evaluation-professionalism, attributes, and competencies

Part IV provides an assessment of a rated officer's professionalism, performance, and adherence to attributes and core leader competencies (including the APFT and the height and weight entries) focusing on what a leader is and what a leader does. Part IV contains the dimensions of the Army's leadership doctrine that define professionalism for the Army officer. Attributes are characteristics that are an inherent part of an individual's total core, physical, and intellectual aspects. Attributes shape how individuals behave in their environment and are aligned to identity, presence, and intellectual capacity. Core leader competencies emphasize the roles, functions, and activities of what leaders do. Core leader competencies are complemented by attributes that distinguish high performing leaders of character. Core leader competencies apply across all levels of the organization, across leader positions, and throughout careers. Army Values, Empathy, and Warrior Ethos are critical attributes that define a leader's character and apply across all ranks, positions, branches, and specialties. These attributes are critical to maintain public trust and confidence in the Army and the qualities of leadership and management needed to maintain an effective Officer Corps. Attributes and core leader competencies are on the DA Form 67-10 series to emphasize and reinforce professionalism. They will be considered in the evaluation of the performance of all officers. See table 2-4 for CGP-OER attributes and competencies instructions.

Table 2-4
Performance evaluation—professionalism and Army Values for DA Form 67-10-1

CGP-OER part IV: block a—APFT

Action required: In the spaces after APFT, the rater will enter "PASS" or "FAIL" and the date (YYYYMMDD) of the most recent record APFT administered by the unit within the 12-month period prior to the "THRU" date of the CGP-OER. If the rated officer was unable to take a record APFT (due to a profile or pregnancy), his or her status at that time will be documented appropriately. The APFT for Soldiers without profiles consists of push-ups, sit-ups, and a 2-mile run.

—For Soldiers with permanent and temporary profiles who have been cleared to take an alternate APFT, enter "PASS" or "FAIL" for the alternate APFT as prescribed by health care personnel. The APFT may include an alternate authorized aerobic event (walk, bike, or swim). No comment about the Soldier's profile is required.

—For Soldiers with permanent profiles whose profiles prohibit them from taking the APFT, the entry will be left blank and the rater will explain the reason why it has been left blank.

—Soldiers with temporary profiles at the time of the unit's record APFT will enter "PROFILE" and the date (YYYYMMDD) the profile was awarded. The date of the profile must be within 12 months prior to the "THRU" date of the CGP-OER.

—Sample entries are "PASS 20100414," "FAIL 20100507," or "PROFILE 20100302." APFT numerical scores are not formatted entries and will not be entered for this block.

—The rater will address a "FAIL" entry for APFT in the narrative space provided in part IV, block a. Comments on "FAIL" entries may include the reason(s) for failure and/or note any progress toward meeting physical fitness standards (AR 350-1).

—A comment on "PROFILE" entries will be made only if the rated officer's ability to perform his or her assigned duties is affected. The rater will explain the absence of an APFT entry in part IV, block a. If the APFT has not been taken within 12 months of the "THRU" date of the CGP-OER, the APFT data entry will be left blank. In accordance with AR 40-501, an APFT is not required for pregnant officers.

—For pregnant officers who have not taken the APFT within the last 12 months due to pregnancy, convalescent leave, and temporary profile, the rater will enter the following statement in part IV, block a: "Exempt from APFT requirement in accordance with AR 40-501."

Note. When using the Wizard application associated with the electronic form within the Evaluation Entry System portal, the APFT and height and weight statement will be combined.

—In accordance with AR 350-1, officers 55 years of age and older have the option of taking the three-event APFT or an alternate APFT, but

Table 2-4
Performance evaluation—professionalism and Army Values for DA Form 67-10-1—Continued

they will not be considered as being on profile unless a current profile exists.

—Additionally, officers 60 years of age and older have the option of not taking the APFT; however, they must maintain a personal physical fitness program approved by a physician and remain within compliance of height and weight standards of AR 600-9. If no APFT is taken, leave the APFT entry blank and make the following comment in part IV, block a addressing the blank APFT entry: "Officer exempt from APFT requirement in accordance with AR 350-1."

—Officers awaiting Basic Officer Leaders Course (BOLC) or Warrant Officer Basic Course (WOBC) attendance may be given an APFT, but no formal record of the score will be maintained. No APFT entry will be made in part IV, block a on the CGP-OER, and the rater will explain the absence of the entry within the provided comment field of part IV, block a stating: "Officer exempt from APFT requirement in accordance with AR 350-1." The height and weight entry and compliance with the body composition standards of AR 600-9 will be entered in part IV, block a of the CGP-OER.

—Deployed units unable to administer the APFT due to mission or conditions will annotate CGP-OERs in the provided comment field with the following statement: "Officer was unable to take the APFT during this period due to deployment for combat operations/contingency operations." In accordance with AR 350-1, upon return from deployment officers will be administered a record APFT no earlier than 3 months for RA and 6 months for USAR and ARNG officers.

Note. Officers are not exempted from complying with height and weight requirements of AR 600-9.

Reference: AR 350-1, AR 40-501, and AR 600-9

CGP-OER part IV: block a (continued)—Height and Weight

Action required: In the spaces after "HEIGHT and WEIGHT," the rater will enter the rated officer's height and weight, respectively, as of the unit's last record weigh-in. If there is no unit weigh-in during the period covered by the CGP-OER, the rater will enter the officer's height and weight as of the "THRU" date of the CGP-OER. An entry of "YES" or "NO" will also be placed in the space next to the weight to indicate compliance or noncompliance with AR 600-9. Sample entries are "HEIGHT: 72, WEIGHT: 180 YES"; "HEIGHT: 71, WEIGHT: 225 NO"; or "HEIGHT: 73, WEIGHT: 215 YES."

—For officers 60 years of age and older who must remain in compliance with height and weight standards, the height and weight entry will be completed. Soldiers 60 years of age or older are only exempted from the requirement to take the APFT.

—For an officer who exceeds the screening table weight (AR 600-9), a "YES" entry may only be entered after a body composition measurement has been completed and found to be within body composition standards, as determined by tape measurement and the use of DA Form 5500 (Body Fat Content Worksheet (Male)) or DA Form 5501 (Body Fat Content Worksheet (Female)).

—The rater will comment on a "NO" entry, indicating noncompliance with the standards of AR 600-9, in part IV, block a. These comments should indicate the reason for noncompliance. Medical conditions may be cited for noncompliance; however, the "NO" entry is still required because medical waivers to weight control standards are not permitted for CGP-OER purposes. The progress or lack of progress in a weight control program will be indicated.

—For pregnant officers, the entire entry is left blank. The rater will enter the following statement in part IV, block a: "Exempt from weight control standards of AR 600-9."

Note. When using the Wizard application associated with the electronic form within the Evaluation Entry System portal, the APFT and height and weight statement will be combined.

—Rating officials will not use the word "pregnant" nor refer to an officer's pregnancy in any manner when completing the CGP-OER.

—For rated officers with major limb loss, the entire entry is left blank. The rater will enter the following statement in part IV, block a: "Exempt from weight control standards of AR 600-9." Major limb loss is defined as an amputation above the ankle or above the wrist, which includes full hand and/or full foot loss. It does not include partial hand or foot, or fingers or toes.

—Rating officials will not refer to the major limb loss in any manner when completing the CGP-OER.

—For rated officers having an approved Deputy Chief of Staff, G-1 (DCS, G-1) waiver, the entire entry will be left blank. The rater will enter the following statement in part IV, block a "Rated officer has a DCS, G-1 waiver of compliance with AR 600-9." In such cases, a copy of the DCS, G-1 approval memo will be submitted as an enclosure to the CGP-OER.

—Compliance with AR 600-9 and the height and weight standards of AR 600-9 apply at all times, even when the officer is deployed for combat or contingency operations.

—This entry will not be left blank other than the exceptions indicated above.

Reference: AR 600-9

CGP-OER part IV: block b—Overall Performance Assessment

Action required: The rater makes an assessment of the rated officer's overall performance when compared with all other officers of the same rank the rater has previously rated or currently has in his or her population.

—Promotable officers with a "P" after their current rank, serving in an authorized position of the next higher rank, are considered as officers of the next higher rank in making comparative assessments with contemporaries. On "Rater Profile" reports, they will be profiled against the next higher rank.

Table 2–4

Performance evaluation—professionalism and Army Values for DA Form 67–10–1—Continued

—This performance is evaluated in terms of the majority of officers in the population. If the performance assessment is consistent with the majority of officers in that grade the rater will place an "X" in the "PROFICIENT" box. If the rated officer's performance exceeds that of the majority of officers in the rater's population, the rater will place an "X" in the "EXCELS" box. (The intent is for the rater to use this box to identify the upper third of officers for each rank.) In order to maintain a creditable profile, the rater must have less than 50 percent of the ratings of a rank in the "EXCELS" box. Fifty percent or more in the "EXCELS" box will result in a "PROFICIENT" label. If the rated officer's performance is below the majority of officers in the rater's population for that grade and the rater believes the rated officer should be further developed, the rater will place an "X" in the "CAPABLE" box. If the rated officer's performance is below the majority of officers in the rater's population for that grade and the rater does not believe the rated officer's performance has met standards required of an Army officer, the rater will place an "X" in the "UNSATISFACTORY" box.

Note. A rater's subsequent statement that he or she rendered an inaccurate "PROFICIENT" or lower evaluation of a rated officer's performance in order to preserve an "EXCELS" ratings for other officers (for example, those in a zone for consideration for promotion, command, or school selection) will not be a basis for an appeal.

—To ensure maximum rating flexibility when rating populations change or to preclude an "EXCELS" check from inadvertently profiling as a "PROFICIENT" rating, raters need to maintain a "cushion" in the number of "EXCELS" ratings given rather than impeding the line at less than 50 percent. This is best accomplished by limiting the "EXCELS" box to no more than one-third of all ratings given for officers of a given rank.

Note. In order to maintain a creditable profile, the rater must have less than 50 percent of the ratings in the "EXCELS" box for a given rank. A report with an "EXCELS" rating that causes a rater's profile to have 50 percent or more "EXCELS" ratings will be processed with a "PROFICIENT" HQDA electronically generated label; however, it will be charged against the rater's profile as an "EXCELS," and a documented rater profile misfire will occur.

—To provide raters flexibility when initially establishing a credible "Rater Profile" report, the rater will be given a profile credit of three "PROFICIENT" box checks. This will enable raters first establishing a profile (separated by grade) the ability to use the "EXCELS" box immediately. The rater is required to maintain a credible profile of less than 50 percent of the ratings of a rank in the "EXCELS" box.

—For EES, raters will apply a CAC initial by selecting the "LOCK" button verifying their profile supports the selected assessment. The "LOCK" verification cannot be applied earlier than 14 days of the "THRU" date on the CGP–OER. CGP–OERs will receive a HQDA electronically generated label that reflects the rater's profile at the time the report is processed at HQDA. *Note. Once the rater selects an assessment and indicates "LOCKED," the selected assessment by the rater cannot be altered.*

—The rater will enter the total number of Army officers of the same rank as the rated officer he or she currently rates. This information, in conjunction with additional information contained on the HQDA electronically generated label, will help HQDA selection boards identify raters with small rating populations and weigh the report accordingly. The rater will also check the appropriate box concerning receipt of the DA Form 67–10–1A; comments are mandatory in part IV, block b for a "NO" entry.

—Comments are mandatory and should compare the performance of the rated officer with his or her contemporaries (AR 623–3) during the evaluation period. The focus is on performance results achieved and the manner by which they are achieved.

—If the rater is serving as both rater and senior rater in accordance with AR 623–3, enter the statement, "I am serving as both rater and senior rater in accordance with AR 623–3, paragraph 2–19" (or para 2–20, as applicable), in the comment field of part IV, block b. Raters serving as both rater and senior rater will assess the rated officer's performance by selecting the box check. Additional instructions applicable to this situation are described below in table 2–6.

Reference: None

CGP–OER part IV: block c—Attributes and Competencies

Action required: The rater must quantitatively and qualitatively paint a word picture using short, concise, narrative format capturing the rated officer's performance as it relates to the Leadership Requirements Model, which conveys expectations for Army leaders. Comments are mandatory and should compare the performance of the rated officer with his or her contemporaries (AR 623–3) during the evaluation period. This focus is on the results achieved and the manner by which they were achieved. Exception requirements exist for when a rating official is serving as both rater and senior rater in table 2–6 below.

block c.1: Character—Encompasses elements internal and central to the leader's core consisting of Army Values, empathy, Warrior Ethos/Service Ethos, and discipline. Character is comprised of a person's moral and ethical qualities, helps determine what is right, and gives a leader motivation to do what is appropriate, regardless of the circumstances or consequences. It determines who people are, how they act, helps determine right from wrong, and choose what is right. This assessment should identify, as appropriate, any significant actions or contributions the rated officer made toward—

1. Promoting the personal and professional development of subordinates.
2. Ensuring the fair, respectful treatment of unit personnel.
3. Establishing a workplace and overall command climate that fosters dignity and respect for all members of the unit.
4. This assessment should also identify any failures by the rated officer to foster a climate of dignity and respect and adhere to the SHARP Program.

Raters will comment on any substantiated finding, in an Army or DOD investigation or inquiry, that the rated officer—

1. Committed an act of sexual harassment or sexual assault.
2. Failed to report a sexual harassment or sexual assault.
3. Failed to respond to a complaint or report of sexual harassment or sexual assault.
4. Retaliated against a person making a complaint or report of sexual harassment or sexual assault.

Table 2-4
Performance evaluation—professionalism and Army Values for DA Form 67-10-1—Continued

5. Additional comments may be explained and entered in part IV, blocks c.1 through c.6 (if required).

Army Values: Consist of the principles, standards, and qualities considered essential for successful Army leaders. They are fundamental to helping Soldiers and DA civilians make the right decision in any situation. Army Values are an important leader responsibility and an expected standard. Comments, when provided, will refer to a specific value and be included in the narrative (for example, "A solid, trustworthy officer whose integrity is beyond reproach."). A list of Army Values and their definitions follow (a more detailed explanation can be found in ADRP 6-22).

1. Loyalty: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and other Soldiers.
2. Duty: Fulfills obligations (professional, legal, and moral).
3. Respect: Treats people as they should be treated.
4. Selfless service: Puts the welfare of the Nation, the Army, and subordinates' priorities before self.
5. Honor: Adheres to the Army's publicly declared code of values.
6. Integrity: Does what is right, legally and morally.
7. Personal courage: Faces fear, danger, or adversity (physical and moral).

Empathy: The ability to see something from another person's point of view, to identify with, and enter into another person's feeling and emotions. Empathy allows the leader to anticipate what others are experiencing and to try to envision how decisions or actions affect them. Army leaders display empathy when they genuinely relate to another person's situation, motives, and feelings. Empathy does not necessarily mean sympathy for another, but identification that leads to a deeper understanding.

Warrior Ethos and Service Ethos: The professional attitudes and beliefs that characterize the American Soldier. They reflect a Soldier's selfless commitment to the Nation, mission, unit, and fellow Soldiers. These ethos are developed and sustained through discipline, commitment to the Army Values, and pride in the Army's heritage. The key to the Warrior and Service Ethos are not only physical, tactical, and technical training, but also a mindset developed through purposeful mental preparation.

Discipline: At the individual level this is primarily self-discipline, the ability to control one's own behavior. Discipline expresses what the Army Values require—willingly doing what is right. Discipline involves attending to the details of organization and administration, which are less urgent than an organization's key tasks, but necessary for efficiency and long-term effectiveness. Examples include an effective Command Supply Discipline Program, Organizational Inspection Programs, and training management.

*Part IV: block c.2: Presence—*Is the impression a leader makes on others contributing to his or her success in leading them. This impression is the sum of a leader's outward appearance, demeanor, actions, and words. Presence incorporates a leader's effectiveness when demonstrating military and profession bearing, fitness, confidence, and resilience.

Military and professional bearing: Projecting a commanding presence, a professional image of authority.

Fitness: Having sound health, strength, and endurance, which sustain emotional health and conceptual abilities under prolonged stress.

Confidence: Projecting self-confidence and certainty in the unit's ability to succeed in whatever it does; able to demonstrate composure and outward calm through steady control over emotion.

Resilience: The psychological and physical capacity to bounce back from life's stressors repeatedly to thrive in an era of high operational tempo.

*Part IV: block c.3: Intellect—*Draws on the mental tendencies and resources that shape conceptual abilities applied to one's duties and responsibilities. Conceptual abilities enable effective problem solving and sound judgment before implementing concepts and plans. They help one think creatively and reason analytically, critically, ethically, and with cultural sensitivity to consider unintended as well as intended consequences, helping leaders anticipate the second- and third-order effects of their actions. The conceptual components affecting an Army leader's intellect include mental agility, sound judgment, innovation, interpersonal tact, and expertise.

Mental agility: Is a flexibility of mind, an ability to anticipate or adapt to uncertain or changing situations. Agility enables thinking through second- and third-order effects when current decisions or actions are not producing the desired results.

Sound judgment: Is the capacity to assess situations shrewdly and to draw rational conclusions. Consistent good judgment enables leaders to form sound opinions and make reliable estimates and sensible decisions. Good judgment includes the ability to assess subordinates, peers, and the enemy for strengths and weaknesses to create appropriate solutions and action.

Innovation: Is the ability to introduce something new when needed or as opportunities exist. Being innovative includes creativity in producing original and worthwhile ideas. Innovative leaders tend to be inquisitive and good problem solvers. Innovative leaders prevent complacency by finding new ways to challenge subordinates with forward-looking approaches and ideas by relying on intuition, experience, knowledge, and input from subordinates.

Interpersonal tact: Interacting with others depends on knowing what others perceive. It relies on accepting the character, reactions, and motives of oneself and others. Interpersonal tact combines these skills, along with recognizing diversity and displaying self-control, balance, and stability in situations.

Expertise: Is the special knowledge and skill developed from experience, training, and education. Domain knowledge is what leaders know about application areas used in their duties and positions. Leaders create and use knowledge in at least four domains. Tactical knowledge relates to accomplishing a designated objective through military means. Technical knowledge consists of the specialized information associated with a particular function or system. Joint knowledge is an understanding of Joint organizations, their procedures, and roles in national defense. Cultural and geopolitical knowledge is awareness of cultural, geographic, and political differences and sensitivities.

Table 2–4

Performance evaluation—professionalism and Army Values for DA Form 67–10–1—Continued

Part IV: block c.4: Leads—Encompasses five competencies: leads others, extends influence beyond the chain of command, builds trust, leads by example, and communicates. *Note: Rating officials may provide additional comments (if needed) evaluating the rated officer on how well the rated officer promoted a climate of dignity and respect and adhered to the requirements of the SHARP Program.*

Leads others: Measures the ability to influence Soldiers and DA civilians in the leader's organization. Leaders apply character, presence, and intellect to the core leader competencies while guiding others toward a common goal and mission accomplishment. Direct leaders influence others person-to-person, such as a team leader who instructs, encourages hard work, and recognizes achievement. At the direct level, a platoon leader knows what a battalion commander wants done, because the lieutenant understands the commander's intent two levels up. The intent creates a critical link between the organizational and direct leadership levels.

Extends influence beyond the chain of command: Involves influencing others when the leader does not have designated authority or when the leader's authority is not recognized by others. Influence refers to how people create and relay their messages, behaviors, and attitudes to affect the intentions, beliefs, behaviors, and attitudes of another person or group of people. Influence depends upon relationships where leaders build positive rapport and a relationship of mutual trust, making followers more willing to support requests. Examples include showing personal interest in a follower's well-being, offering praise, and understanding a follower's perspective.

Builds trust: Trust encompasses reliance upon others, confidence in their abilities, and consistency in behavior. Trust builds over time through mutual respect, shared understanding, and common experiences. Communication contributes to trust by keeping others informed, establishing expectations, and developing commitments. Sustaining trust depends on meeting those expectations and commitments. Trust forms and fosters when leaders create a positive command climate by identifying areas of common interest and goals. Teams develop trust through cooperation, identification with other members, and contribution to the team effort.

Leads by example: Living by the Army Values and the Warrior Ethos that best displays character and leading by example. It means putting the organization and subordinates above personal self-interest, career, and comfort. For the Army leader, it requires putting the lives of others above a personal desire for self-preservation.

Communicates: Ensures there is more than the simple transmission of information. It achieves a new understanding and creates new or better awareness. Communicating critical information clearly is an important skill to reach shared understanding of issues and solutions. It conveys thoughts, presents recommendations, bridges cultural sensitivities, and reaches consensus. Actions can speak louder than words and excellent leaders use this to serve as a role model to set the standard. Leaders communicate to convey clear understanding of what needs to be done and why.

Part IV: block c.5: Develops—Developing people and the organization with a long-term perspective requires leaders who:

Create a positive environment. To foster esprit de corps and teamwork, promotes cohesion, and encourages initiative and acceptance of responsibility. A leader maintains a healthy balance between caring for people and their Families while focusing on the mission.

Seek self-improvement. To master the profession at every level, a leader must make a full commitment to lifelong learning. Self-improvement requires self-awareness and leads to new skills necessary to adapt to changes in the leadership environment.

Invest adequate time and effort. To develop individual subordinates and build effective teams. Success demands a fine balance of teaching, counseling, coaching, and mentoring.

Act as stewards of the profession. Make choices and take actions that ensure that leaders in the future sustain an Army capable of performing its core functions.

The rater will comment on how well the officer promoted/supported a healthy workplace environment conducive to the growth and development of personnel when completing the OER.

Note: Rating officials may provide additional comments (if needed) evaluating the rated officer on how well the rated officer promoted a climate of dignity and respect and adhered to the requirements of the SHARP Program.

Part IV: block c.6: Achieves—Focuses on accomplishing the mission. Mission accomplishment coexists with an extended perspective towards maintaining and building the organization's capabilities. Achieving begins in the short-term by setting objectives. In the long-term, achieving requires getting results in pursuit of those objectives. Getting results focuses on structuring what to do to produce consistent results. Getting results embraces all actions to get the job done on time and to standard. Results are measured in how well the leader provided direction, guidance, and clear priorities, guiding teams in what needs to be done and how. This, combined with monitoring performance to identify strengths and correct weaknesses in organizations, groups, and individuals, allows for accomplishing missions consistently and ethically.

Reference: Army Doctrine Publication (ADP) 6–22, ADRP 6–22

2–7. Part V, intermediate rater (if applicable)

This part of the CGP–OER is used only if an intermediate rater is included in the rating chain. Part V is for the intermediate rater's assessment of the rated officer's performance and potential. This is the only part of the CGP–OER that is completed by the intermediate rater.

Table 2-5
Intermediate rater for DA Form 67-10-1

CGP-OER part V: Intermediate Rater (Only be included for specialty branches (Chaplain Corps, JAGC, and AMEDD)), when there is a level of technical supervision between the rater and senior rater, in dual supervisory situations, and when the rater's immediate supervisor would be the logical senior rater, but does not meet senior rater eligibility requirements as outlined in AR 623-3, table 2-1.

Action required : Narrative comments by the intermediate rater are mandatory. Comments should succinctly address the rated officer's performance and potential. Comments may address the rated officer's demonstrated professionalism and/or ability to maintain required standards for credentialing or certification, foreign language skills, or high-level security clearances. Simply stating concurrence with the rater's evaluation does not fulfill the intent of this paragraph. If the intermediate rater has not been in the position the minimum number of days necessary to evaluate the rated officer, he or she will enter the statement "I am unable to evaluate the rated officer because I have not been the intermediate rater for the required number of days." If the intermediate rater performs the functions of the rater, as authorized in AR 623-3, he or she will complete the rater's parts of the CGP-OER. In this case, part V will only cite the authority and reasons for assuming the rater's responsibilities.

Reference: None

2-8. Part VI, senior rater

a. Part VI is the senior rater's assessment of the rated officer's potential. Part VI is intended to capitalize on the senior rater's additional experience, broad organizational perspective, and tendency to focus on the organizational requirements and actual performance results. Information on the rated officer's DA Form 67-10-1A is intended to assist the senior rater and supplement more traditional means of evaluation, such as personal observation, reports and records, and other rating officials.

b. To ensure that the senior rater is a senior official qualified to evaluate the rated officer, he or she must meet the minimum requirements in AR 623-3.

c. In evaluating the whole officer, the senior rater makes an assessment of the officer's potential for promotion to the next higher grade when compared with other officers. In doing so, a senior rater must carefully manage the percentage of his or her "MOST QUALIFIED" ratings and must, therefore, be aware of when an officer will be in a zone of consideration for promotion, command, or school selection in order to render "MOST QUALIFIED" ratings accordingly.

Note. A senior rater's subsequent statement that he or she rendered an inaccurate "HIGHLY QUALIFIED" or lower evaluation of a rated officer's potential in order to preserve "MOST QUALIFIED" ratings for other officers (for example, those in a zone for consideration for promotion, command, or school selection) will not be a basis for an appeal.

d. Senior raters who meet minimum qualification criteria established in AR 623-3 will complete part VI, block a. An officer whose rank on a CGP-OER is a "P" (a promotable officer serving in an authorized position of the next higher rank) receiving a rating in part VI, block a will be profiled against the senior rater's profile for the next higher rank. An example is a 1LT(P) serving in an authorized CPT position will be profiled against the senior rater's CPT profile population. If the 1LT(P) is not serving in an authorized CPT position, he or she will be profiled against the senior rater's 1LT profile population.

Table 2-6
Senior rater for DA Form 67-10-1

CGP-OER part VI: block a—Potential Box Check

Action required: — The senior rater makes an assessment of the rated officer's overall potential when compared with all other officers of the same rank the senior rater has previously rated or currently has in his or her population.

- Promotable officers with a "P" after their current rank, serving in an authorized position of the next higher rank, are considered as officers of the next higher rank in making comparative assessments with contemporaries. On "Senior Rater Profile" reports, they will be profiled against the next higher rank.
- This potential is evaluated in terms of the majority of officers in the population. If the potential assessment is consistent with the majority of officers in that grade the senior rater will place an "X" in the "HIGHLY QUALIFIED" box. If the rated officer's potential exceeds that of the majority of officers in the senior rater's population, the senior rater will place an "X" in the "MOST QUALIFIED" box. (The intent is for the senior rater to use this box to identify the upper third of officers for each rank.) In order to maintain a credible profile, the senior rater must have less than 50 percent of the ratings of a rank in the "MOST QUALIFIED" top box. Fifty percent or more in the "MOST QUALIFIED" top box will result in a "HIGHLY QUALIFIED" label. If the rated officer's potential is adequate, but beneath the majority of officers in the senior rater's population for that grade and the senior rater believes the rated officer should be retained for further development, the senior rater will place an "X" in the "QUALIFIED" box. If the rated officer's potential is below the majority of officers in the senior rater's population for that grade and the senior rater does not believe the rated officer should be retained, the senior rater will place an "X" in the "UNQUALIFIED" box. *Note. In order to maintain a credible profile, the senior rater must have less than 50 percent of the ratings in the "MOST QUALIFIED" box for a given rank. An CGP-OER with a "MOST QUALIFIED" rating that causes a senior rater's profile to have 50 percent or more "MOST QUALIFIED" ratings will be processed with a "HIGHLY QUALIFIED" HQDA electronically generated label; however, it will be charged against the senior rater's profile as a "MOST QUALIFIED" CGP-OER if it is unresolved, and a documented senior rater profile misfire will occur.*

Table 2–6
Senior rater for DA Form 67–10–1—Continued

- To ensure maximum rating flexibility when rating populations change or to preclude a "MOST QUALIFIED" top box check from inadvertently profiling as a "HIGHLY QUALIFIED" rating, senior raters need to maintain a "cushion" in the number of "MOST QUALIFIED" ratings given rather than impending to the line at less than 50 percent. This is best accomplished by limiting the "MOST QUALIFIED" top box to no more than one-third of all ratings given for officers of a given rank.
- To provide senior raters flexibility when initially establishing a credible "Senior Rater Profile" report, the first single "MOST QUALIFIED" top box report processed against the senior rater's profile at that grade will generate a "MOST QUALIFIED" label, regardless of the actual profile. All other reports will receive an HQDA electronically generated label that reflects the senior rater's profile at the time the report is processed.

Reference: None

CGP–OER part VI: block b—Number of Officers Senior Rated

Action required: The senior rater will enter the total number of Army officers of the same rank as the rated officer he or she currently senior rates. This information, in conjunction with additional information contained on the HQDA electronically generated label, will help HQDA selection boards identify senior raters with small rating populations and weigh the report accordingly.

Note. Promotable officers with a "P" after their current rank, serving in an authorized position of the next higher rank, are considered as officers of the next higher rank in making comparative assessments with contemporaries.

Reference: None

CGP–OER part VI: block c—Senior Rater Narrative

Action required: Narrative comments by the senior rater on rated officer's potential are mandatory. Simply stating concurrence with the rater's or intermediate rater's evaluation does not fulfill the intent of this paragraph.

- When the senior rater has not been in the position the minimum number of days necessary to evaluate the rated officer, he or she will enter the following statement in part VI, block c: "I am unable to evaluate the rated officer because I have not been the senior rater for the required number of days." In these cases, all other entries in part VI, blocks a, b, and d will be left blank. *Note. Senior raters will use the Wizard application associated with the electronic form within the Evaluation Entry System portal to automatically enter the appropriate statement in part VI, block c, if he or she is unable to evaluate the rated officer. On CGP–OERs for AMEDD officers attached or assigned to the APMC who do not complete AT or ECT, the Commander, APMC will enter the statement that he or she is unable to evaluate the rated officer, using the Wizard application associated with the electronic form within the Evaluation Entry System portal. All other entries in part VI will be left blank.*
- The senior rater enters narrative comments in this block. Bullet comments are prohibited. Potential comments should primarily focus on the rated officer's potential for promotion, command, schooling (military and civilian), broadening assignments, successive duty assignments and level of assignments, and/or retention, when applicable.
- Anything unusual about the CGP–OER will also be noted here (for example, APFT and height and weight data or explanatory comments, if not included; lack of rated officer's signature; signatures are out of sequence on the report; changes in an evaluation resulting from rated officer comments; and that multiple referral attempts have been made to the rated officer).
- Senior raters will comment on any substantiated finding, in an Army or Department of Defense investigation or inquiry, that a rated officer: (1) committed an act of sexual harassment or sexual assault; (2) failed to report a sexual harassment or assault; (3) failed to respond to a complaint or report of sexual harassment or sexual assault; (4) retaliated against a person making a complaint or report of sexual harassment or sexual assault.
Note. If the rated officer is physically unavailable to sign (and cannot have it forwarded to him or her to sign), unable to sign, or refuses to sign the CGP–OER, for any reason, the senior rater will either resolve the problem or use the Wizard application associated with the electronic form within the Evaluation Entry System portal to automatically enter the appropriate statement explaining why the rated officer's signature is left blank in part II, block e1. Otherwise, the Evaluation Entry System portal may not allow the CGP–OER to be submitted. An CGP–OER stating that the officer cannot sign due to CAC issues is unacceptable and such reports will not be processed. The report will not be delayed because it lacks the rated officer's signature.
- If the senior rater's evaluation is based on infrequent observation of the rated officer, this fact should be noted. Senior raters may also comment on the fact the rated officer is in a rating population that includes three officers or fewer. The senior rater may not comment on, or make reference to, actual placement of the box check in part VI, block a, or how the rated officer would be profiled.
- In cases when the senior rater is also serving as the rater, he or she will complete parts IV, blocks a and c.1. in the rater's portion of the CGP–OER. Part IV, block b "comments" will be used to cite the authority for the rating official to act as both rater and senior rater. (Appropriate comments for part IV, block b "comments" include "Serving as rater and senior rater in accordance with AR 623–3, paragraphs 2–19" (or para 2–20 as applicable) or "Serving as rater and senior rater in accordance with the CG, HRC exception to policy." when applicable.) The senior rater may add additional comments addressing the performance of the rated officer within the "comments" section of part IV, block b; however, the senior rater will not complete the box check assessment in part IV, block b. The senior rater is required to complete part IV, block c.1 "Character." Remaining sections (part IV, blocks c.2 through c.6) are optional for completion by the senior rater. Promotion potential comments will be entered in part VI, block c. The senior rater will sign the CGP–OER in both the senior rater's and the rater's signature blocks.

Reference: None

CGP–OER part VI: block d—Three Future (Successive) Assignments

Action required: The senior rater will list up to three (with a minimum of two) different successive duty positions (by job title) in which the rated officer is best suited to serve based on the rated officer's demonstrated potential, focusing on the next 3 to 5 years of service.

Table 2-6
Senior rater for DA Form 67-10-1—Continued

Note. An exception to this rule exists for CGP-OERs on which the rater indicates "UNSATISFACTORY" and the senior rater indicates a rating of "NOT QUALIFIED." On these CGP-OERs only, no successive duty positions are required.

Reference: None

Section IV

DA Form 67-10-2 (Field Grade Plate—O4 through O5 and CW3 through CW5)

2-9. Part I, administrative data

Part I is for administrative data, including identification of the rated officer, unit data, the period covered, number of rated months, nonrated time codes, and the reason for submission of the FGP-OER. See table 2-24 for a list of codes and reasons for submitting OERs and table 2-25 for the codes and reasons for nonrated periods.

Table 2-7
Administrative data for DA Form 67-10-2

FGP-OER part I: block a—Name

Action required: Enter the rated officer's full name (last, first, MI, suffix) in capital letters.

Reference: None

FGP-OER part I: block b—SSN

Action required: Enter the rated officer's full nine-digit SSN (for example, 123-45-6789).

Reference: None

FGP-OER part I: block c—Rank

Action required: Enter the rated officer's three-letter rank abbreviation, not pay grade (for example, "MAJ" for major or "CW3" for chief warrant officer three) as of the "THRU" date of the FGP-OER.

- If the rated officer has been selected for promotion and is serving in a position authorized for the next higher rank, he or she will be rated in the promotable rank and a "P" will be placed after his or her current rank (for example, "CPTP" and "CW3P").
- If the rated officer is not assigned to a position authorized for the higher rank, no "P" will be entered after the rank.
- If the rated officer has been frocked to the next higher rank and is serving in a position authorized for the rank to which he or she is frocked, enter the frocked rank.
- If the rated officer has been frocked to a higher rank but is not yet serving in a position authorized for the higher rank, enter the lower rank.
Note. For ARNG officers, promotions and/or promotable status' dates are determined by state adjutant generals; these dates are not based on release dates of promotion selection lists.

Reference: AR 600-20

FGP-OER part I: block d—Date of Rank

Action required: Enter the date of rank (YYYYMMDD) for the rated officer's rank as of the "THRU" date of the FGP-OER. If the officer is promotable, but not yet promoted, the date of rank is for the current rank. If the rated officer has been frocked to a higher rank and is serving in an authorized position, enter the effective date of the frocking. If the rated officer has been frocked to a higher rank and is not yet serving in an authorized position requiring the higher rank, enter the date of rank of the lower rank.

Reference: None

FGP-OER part I: block e—Branch

Action required: Enter the rated officer's two-character basic branch abbreviation. Do not enter "GS" or the branch associated with an officer's FA. For general officers, enter "GO."

Reference: DA Pam 600-3

FGP-OER part I: block f—COMP Status Code

Action required: For USAR or ARNG, enter status code as follows:

- IRR—individual ready reserve (or IRR-MOB for mobilized IRR Soldier).
- IMA—individual mobilization augmentee (or IMA-MOB for mobilized IMA Soldiers).
- DIMA—drilling individual mobilization augmentee (or DIMAMOB for mobilized DIMA Soldiers).
- TPU—troop program unit.
- ADOS—active duty for operational support.
- AGR—active guard reserve.
- MOB—mobilized Soldier.
- CO-ADOS—contingency operations-active duty for operational support.
- ADOS-RC—active duty for operational support-Reserve Component.

Table 2–7
Administrative data for DA Form 67–10–2—Continued

M–DAY—man-day ARNG traditional Soldiers.

Reference: None

FGP–OER part I: block g—Unit, Org., Station, ZIP Code or APO, Major Command

Action required: Enter the rated officer's unit, organization, station, zip code, or APO, and Major Command in the order listed on the FGP–OER. *Note. The Wizard application within the Evaluation Entry System portal may not automatically enter deployed unit data; however, it may be changed manually on the FGP–OER.* The USAR must include the appropriate major USAR command or USAR general officer command. On FGP–OERs for AMEDD officers assigned or attached to the APMC who do not complete AT or ECT, use the APMC address with "AR–MEDCOM" as the major command. *Note.* The address should reflect the rated officer's location as of the "THRU" date of the FGP–OER. While in a deployed status, indicate the data of the deployed unit. Alternatively, indicate the parent unit's address with duty at (abbreviated "w/dy at") the Soldier's deployed unit location.

Reference: None

FGP–OER part I: block h—UIC

Action required: Enter the rated officer's UIC. *Note. This code can be automatically populated by within the electronic form in the Evaluation Entry System portal, if unknown. If it is incorrect, it can be manually corrected.*

Reference: None

FGP–OER part I: block i—Reason for Submission

Action required: Enter the appropriate FGP–OER code (left block) and reason (right block) that identify why the FGP–OER is being prepared for submission. *Note. On FGP–OERs for AMEDD officers attached to the APMC who do not complete AT or ECT, use code 19 "AHRC–Directed."*

Reference: Table 2–24

FGP–OER part I: block j—Period Covered

Action required: The period covered is the period extending from the day after the "THRU" date of the last FGP–OER to the date of the event causing the FGP–OER to be written. The rating period is that portion of the period covered during which the rated officer serves in an assigned position under the rater who is writing the FGP–OER. The period covered and the rating period will always end on the same date (the "THRU" date of the FGP–OER). The beginning date of the rating period may not be the same as the beginning date of the period covered (the "FROM" date). For example, an officer departs on PCS on 1 July and is given a "Change or Rater" FGP–OER with a "THRU" date of 30 June. After 5 days of in-transit travel and 20 days of leave, the officer reports for duty at his or her new unit on 26 July. Then, on 1 November, the officer changes duty (but the rater remains the same) and is given a "Change of Duty" FGP–OER. The period covered on this FGP–OER would be 1 July ("FROM" date) to 31 October ("THRU" date); however, the rating period would be from 26 July to 31 October. *Note. The "THRU" date on "Change of Rater" and "Change of Duty" FGP–OERs will be the day before the change takes effect. Likewise, for rated officers signing out on transition leave, the "THRU" date will be the rated officer's final duty day in the assigned duty position before transition leave begins. Use the YYYYMMDD format for "FROM" and "THRU" dates. On FGP–OERs for AMEDD officers attached or assigned to the APMC who do not complete AT or ECT, the "THRU" date will be based on the rated officer's RYE date for code 19 "AHRC–Directed" FGP–OERs.*

Reference: None

FGP–OER part I: block k—Rated Months

Action required: The number of rated months is computed by counting the total number of calendar days in the rating period and dividing it by 30. *Note. Do not use the number of days in the entire period covered by the FGP–OER. The rated months will equal the period covered minus all nonrated time. After dividing by 30, if there are 15 or more days left, count them as a whole month (for example, 130 days is 4 months and 10 days and is entered as 4 months; 140 days is 4 months and 20 days and is entered as 5 months).*

Reference: None

FGP–OER part I: block l—Nonrated Codes

Action required: Enter the appropriate nonrated codes. If there was no qualifying nonrated time during the period covered, leave blank. Entries in part i, block l are not required for ARNG officers not on active duty.

Reference: Table 2–25

FGP–OER part I: block m—Number of Enclosures

Action required: Indicate the total number of enclosures. If there are no enclosures, enter "0" leave blank.

Reference: None

FGP–OER part I: block n—Rated Officer's Email Address

Action required: Enter the rated officer's .gov or .mil email address.

Reference: None

2–10. Part II, authentication

This part of the FGP–OER is for authentication by the rated officer and rating officials after the FGP–OER has been

completed at the end of the rating period. To facilitate the rated officer in signing the FGP-OER after authentication by the rating officials, the FGP-OER can be signed and dated by each individual in the rating chain up to 14 days prior to the "THRU" date of the FGP-OER; however, the FGP-OER cannot be forwarded to HQDA until the "THRU" date of the FGP-OER.

Note. Rating officials' names can be automatically entered by using SSNs and the first two characters of the last name in the electronic form within the Evaluation Entry System portal.

The following rules apply:

- a. The senior rater's signature and date cannot be before the rater's or intermediate rater's signatures.
- b. The rated officer's signature and date cannot be before the rater's, the intermediate rater's, or the senior rater's signatures.

Table 2-8
Authentication for the DA Form 67-10-2

FGP-OER part II: blocks a (1 through 7)—Rater's Information

Action required: Enter the rater's information—name (last, first, MI, suffix) in capital letters/SSN (for example, 123-45-6789)/rank/position/signature/email/validation date.

— The rank entry will be current as of the "THRU" date of the FGP-OER. A "P" is added to the rank only if the rater is promotable and serving in a position authorized for the next higher rank. Rating officials who have been frocked to a higher rank and are serving in the authorized position for the frocked rank will enter the frocked rank.

— Use of an official email address as the permanent email address will facilitate HQDA contact concerning the FGP-OER, should the need arise. As a minimum, an email address ending in ".gov" or ".mil" will be used.

Note. The rater's signature and date are required on the completed FGP-OER.

— For raters of other Services, enter appropriate rank abbreviation. For example, a U.S. Navy captain would be entered as "CAPT" in the rank block. Civil service raters will enter the pay grade (GM/GG/GS/UA#) in the rank block; for members of the senior executive service, "SES" will be entered in lieu of a rank or pay grade. For members authorized by an exception to policy or who are not in any category above, enter appropriate grade level.

— For allied officers serving as a rater, enter the rater's country or country abbreviation in parentheses after his or her name (for example, (AU), (Italy), (GBR), and so forth). Allied raters of U.S. Army officers will require an international rater identification number issued by HRC, Evaluations branch. Once issued, this identification number will be inserted within the SSN data field. Requests for an international rater identification number will be submitted to HRC, Evaluations branch (see appendix B for contact information and address). The request will include: justification, allied officer's complete name, rank, country, duration of report period covered, contact information to include a valid email address. See figure 2-10 for a sample request. Additionally, the request will identify a delegate, who will provide assist to the allied forces rating official on evaluation matters. The delegate will be a CAC enabled U.S. Army officer or DA civilian able to be assigned as a delegate in EES. Once approved, HRC will issue the allied forces rating official an international identification number and will associate the identified delegate within the EES. *Note. Allied forces rating officials may not have the ability to sign evaluations digitally with CAC signature. In these instances, evaluation reports will require signature by manual methods and submission of evaluation reports through authorized alternate methods (see AR 623-3). Other entered data remains the same.*

— If the senior rater is serving both as the rater and senior rater, the senior rater's information and signature will be entered in part II, blocks a and c.

Note. On FGP-OERs for AMEDD officers attached or assigned to the APMC who do not complete AT or ECT, the Commander, APMC will serve as rater and senior rater with no other rating officials and will sign the FGP-OER in part II, both blocks a and c (as a senior rater who does not meet eligibility requirements to evaluate the rated officer) for code 19 "AHRC-Directed" FGP-OERs.

Reference: None

FGP-OER part II: blocks b (1 through 7)—Intermediate Rater's Information

Action required: Enter the intermediate rater's information—name (last, first, MI, suffix) in capital letters/SSN (optional) (for example, 123-45-6789)/rank/position/signature/email/validation date.

— The rank entry will be current as of the "THRU" date of the FGP-OER. A "P" is added to the rank only if the intermediate rater is promotable and serving in a position authorized for the next higher rank. Rating officials who have been frocked to a higher grade and are serving in the authorized position for the frocked rank will enter the frocked rank.

— Use of an official email address as the permanent email address will facilitate HQDA contact concerning the FGP-OER, should the need arise. As a minimum, an email address ending in ".gov" or ".mil" will be used.

Note. The intermediate rater's signature and date are required on the completed FGP-OER.

— For intermediate raters of other Services enter appropriate rank abbreviation. For example, a U.S. Navy captain would be entered as "CAPT" in the rank block. Civil service raters will enter the pay grade (GM/GG/GS/UA#) in the rank block; for members of the senior executive service, "SES" will be entered in lieu of a rank or pay grade. For members authorized by exception to policy or not in any category above, enter appropriate grade level.

— For rating officials of allied forces, leave the SSN blank. Enter the intermediate rater's country or country abbreviation in parentheses after the name (for example, (AU), (Italy), (GBR), and so forth).

Reference: None

Table 2–8
Authentication for the DA Form 67–10–2—Continued

FGP–OER part II: blocks c (1 through 11)—Senior Rater's Information

Action required: Enter the senior rater's information—name (last, first, MI, suffix) in capital letters/SSN (for example, 123–45–6789)/rank/position/signature/validation date/organization/branch/component/telephone number/email address.

- Use of an official email address as the permanent email address will facilitate HQDA contact concerning the FGP–OER, should the need arise. As a minimum, an email address ending in ".gov" or ".mil" will be used.
- The rank entry will be current as of the "THRU" date of the FGP–OER. A "P" is added to the rank only if the senior rater is promotable and serving in a position authorized for the next higher rank. Rating officials who have been frocked to a higher rank and are serving in the authorized position for the frocked rank will enter the frocked rank.
- The two-character branch entry will not be "GS" or the branch associated with an officer's FA. For general officers use "GO."
- For senior raters of other Services, in addition to their rank, enter their branch of Service (for example, U.S. Navy "USN," U.S. Air Force "USAF," U.S. Marine Corps "USMC," U.S. Coast Guard "USCG" in the branch block in part II, block c. For example, a U.S. Navy captain would be entered as "CAPT" in the rank block and "USN" in the branch block. Civil service raters will enter the pay grade (GM/GG/GS/UA#) in the rank block; for members of the senior executive service, "SES" will be entered in lieu of a rank or pay grade. For members authorized by an exception to policy or who are not in any category above, enter appropriate grade level.
- For DA civilians only enter "DAC"; for civilians of other Services within DOD, enter "CIV" as the branch.
- The Component entry will be "RA" for Regular Army, "USAR" for U.S. Army Reserve, "ARNG" for Army National Guard, or "NONE."
- The senior rater will sign the FGP–OER even if he or she is unable to evaluate the rated officer due to lack of qualification.
Note. The senior rater's signature and date are required on the completed FGP–OER even if he or she is unable to evaluate the rated officer due to lack of qualification. Using the electronic form within the Evaluation Entry System portal, senior raters who lack rating qualification will check the "NO" box in response to the question "Have you been the senior rater for this officer for at least 60 days?" to enter the statement "I am unable to evaluate the rated officer because I have not been the senior rater for the required number of days" in part VI, block c, leaving all other portions of part VI blank.
Note. The minimum required time for senior rater eligibility to evaluate the rated officer is 90 days for USAR TPU, DIMA, and drilling IRR officers and ARNG officers. On FGP–OERs for AMEDD officers attached or assigned to the APMC who do not complete AT or ECT, the Commander, APMC will sign the FGP–OER in part II, block c as a senior rater who does not meet eligibility requirements to evaluate the rated officer for code 19 "AHRC–Directed" FGP–OERs.
- If the senior rater is serving both as the rater and senior rater, the senior rater's information and signature will be entered in part II, blocks a and c.

Reference: None

FGP–OER part II: blocks d—Referred Report

Action required: If referral of an FGP–OER is required, the senior rater will place an "X" in the appropriate box in part II, block d of the FGP–OER (before he or she has signed and dated the FGP–OER). The FGP–OER will then be provided to the rated officer for placement of an "X" in the appropriate box in part II, block d and signature or validation of administrative data. ("YES" if the rated officer will provide comments as an enclosure to the FGP–OER or "NO" if the rated officer will not provide comments.)

Reference: None

FGP–OER part II: blocks e—Rated Officer's Signature

Action required: The rated officer will sign and date the FGP–OER after it has been completed and signed by all rating officials in the rating chain. The rated officer's signature acknowledges that the rated officer has seen the FGP–OER, parts I through VI, and verifies the accuracy of the administrative data in part I, the rating officials in part II, and the APFT and height and weight data in part IV, block a. This action increases administrative accuracy of the FGP–OER since the rated officer is most familiar with and interested in this information.

Confirmation of the administrative data also will normally preclude an appeal by the rated officer based on inaccurate administrative data. Any administrative errors noted by the rated officer will be brought to the attention of the rating officials and corrected prior to their signature.

Note. On FGP–OERs for APMC-managed AMEDD officers who do not complete AT/ECT, block e will be left blank; these officers will not sign the completed FGP–OER prior to submission to HQDA using Evaluation Entry System portal in accordance with AR 623–3.

- If the rated officer is physically unavailable to sign his or her FGP–OER (and the FGP–OER cannot be forwarded to him or her to sign), is unable to sign the FGP–OER digitally or manually, or refuses to sign the FGP–OER for any reason, the senior rater will either resolve the problem or explain the reason for the lack of a signature. Using the electronic form within the Evaluation Entry System portal, the senior rater will check the appropriate response to the question "Is the rated officer available for signature?" or the comment "Rated Soldier refused to sign." The applicable statement will be entered in part VI, block c ("The rated officer was unavailable for signature" and/or "The rated officer refused to sign").
Note. If the rated officer's signature is left blank in part II, block e, and the electronic form within the Evaluation Entry System portal is not used to enter the appropriate statement, the Evaluation Entry System portal may not allow the FGP–OER to be submitted. FGP–OERs stating that the officer cannot sign due to CAC issues will not be processed.
- If the FGP–OER is adverse or contains derogatory information concerning the rated officer, it must be referred to the rated officer before he or she signs the FGP–OER. Note. Using the electronic form within the Evaluation Entry System portal will allow the senior rater to generate an automated referral memorandum as a built-in enclosure to the FGP–OER.

Reference: None

Table 2-8
Authentication for the DA Form 67-10-2—Continued

FGP-OER part II: blocks f1 through f7—Supplementary Review

Action required: A documented supplementary review, will be performed by a Uniformed Army Advisor above the rating chain, when there are no uniformed Army designated rating officials for the rated Officer, for "Relief for Cause" evaluation reports when the senior rater is the individual directing the relief, or if the relief has been directed by an individual other than the rating officials. (see paras 2-29 and 2-30).

- The first U.S. Army officer above the senior rater in the organization or supervision will be designated as the Uniformed Army Advisor and conduct a supplementary review. This officer will be designated by the commander establishing the rating chain and identified in the published rating scheme at the beginning of the evaluation period.
- The senior rater will mark "Yes" or "No" in block f1 to identify if the FGP-OER requires a supplementary review.
- If the "Yes" box is marked in part II, block f1, enter the name, rank, and position of the reviewer in blocks f2 through f4. The reviewer may prepare an enclosure to the FGP-OER. If necessary, the reviewer will comment upon the accuracy or clarity of the completed FGP-OER.
- If the reviewer determines the OER is accurate and comments are not necessary, the reviewer will indicate so by selecting the "NO" in part II, block f5 and sign in part II, block f6 with no added comments necessary. If the reviewer determines comments are necessary, the reviewer will select "YES" in part II, block f5 of the 67-10 series OER and prepare and attach an enclosure to the OER and sign in part II, block f6.
- Comments will not include evaluative statements about the rated officer or statements that amplify, paraphrase, or endorse the ratings of the other members of the rating chain. When required, the supplementary reviewer's signature and date will be annotated on the completed FGP-OER.

Note. Using the electronic FGP-OER within the Evaluation Entry System will allow the senior rater to generate an automated referral memorandum as a built-in enclosure to the FGP-OER.

Reference: AR 623-3

FGP-OER part II: block g—MSAF Date

Action required: Raters will enter the most current completion date for a MSAF in accordance with AR 350-1. If the rated Soldier has not completed a MSAF in accordance with AR 350-1, the entry will be left blank and provide comment in part IV, block d.2. Rating officials are reminded that the MSAF is a self-assessment tool. *Note. For CSL LTC and COL level commanders, the most recent completed CDR360 assessment date will be entered in lieu of the MSAF date.*

Reference: AR 350-1

2-11. Part III, duty description

Part III provides for the duty description of the rated officer. The rating officials are responsible for ensuring that the duty description information is factually correct.

Note. The duty description on the DA Form 67-10-1A can be automatically populated to the FGP-OER using the electronic form within the Evaluation Entry System portal.

Table 2-9
Duty description for the DA Form 67-10-2

FGP-OER part III: block a—Principal Duty Title

Action required: Match principal duty title with unit force structure documents or a principal duty title that describes duties performed; should be the same as the duty title found on the ORB. *Note. On FGP-OERs for all AMEDD officers attached or assigned to the APMC, the principal duty title will be "APMC-Managed Officer."*

Reference: None

FGP-OER part III: block b—Position AOC Code/Branch

Action required: For commissioned officers, this entry will contain, as a minimum, the first five characters of the position requirements code (such as 42B00); seven characters if an ASI is needed; or nine characters if a language identification code is required; should be the same position code as on the ORB.

Reference: None

FGP-OER part III: block c—Significant Duties and Responsibilities

Action required: State the officer's significant duties and responsibilities, written in a succinct narrative (not bullet) format, using the present tense to identify what the rated officer is supposed to do or be responsible for in his or her duty position. Unless changes occurred during the rating period, the duty description on the FGP-OER should be the same as the one on the DA Form 67-10-1A. The rater will describe in detail the rated officer's duties and responsibilities, the number of personnel supervised, amount of resources under the rated officer's control, and scope of responsibilities. Descriptions must be clear and concise with emphasis on specific functions required of the rated officer. The rater should also note conditions unique to the assignment. For example, RA officers who are assigned to full-time support duties with RC units or USAR officers assigned to RA units often perform unique functions in that duty. In order to ensure that due consideration is given to these factors, the duty description should note these conditions. As a minimum, the duty description will include principal duties and significant additional duties.

- When a warrant officer is serving in a commissioned officer position, cite in part III, block c the approval authority from HQDA (DA Pam

Table 2-9
Duty description for the DA Form 67-10-2—Continued

- 611-21).
- When an officer is serving under dual supervision, the statement "Officer serving under dual supervision" will be entered as the first line of the duty description. The duty description will be jointly developed by the supervisors in each chain of command.

Reference: DA Pam 611-21

2-12. Part IV, Performance evaluation-professionalism, competencies and attributes

Part IV provides an assessment of a rated officer's professionalism, performance, and adherence to attributes and core leader competencies (including the APFT and the height and weight entries) focusing on what a leader is and what a leader does. Part IV contains the dimensions of the Army's leadership doctrine that define professionalism for the Army officer. Attributes are characteristics that are an inherent part of an individual's total core, physical, and intellectual aspects. Attributes shape how an individual behaves in their environment and are aligned to identity, presence, and intellectual capacity. Core leader competencies emphasize the roles, functions, and activities of what leaders do. Core leader competencies are complemented by attributes that distinguish high performing leaders of character. Core leader competencies apply across all levels of the organization, across leader positions, and throughout careers. Army Values, Empathy, and Warrior Ethos are critical attributes that define a leader's character and apply across all ranks, positions, branches, and specialties. These attributes are critical to maintain public trust and confidence in the Army and the qualities of leadership and management needed to maintain an effective Officer Corps. Attributes and core leader competencies are on the DA Form 67-10 series to emphasize and reinforce professionalism. They will be considered in the evaluation of the performance of all officers. See table 2-10 for OER attributes and competencies instructions.

Table 2-10
Performance evaluation—professionalism and Army Values for the DA Form 67-10-2

FGP-OER part IV: block a—APFT

Action required: In the spaces after APFT, the rater will enter "PASS" or "FAIL" and the date (YYYYMMDD) of the most recent record APFT administered by the unit within the 12-month period prior to the "THRU" date of the FGP-OER; however, the APFT date does not always have to be within the period covered on the FGP-OER. If the rated officer was unable to take a record APFT (due to a profile or pregnancy), his or her status at that time will be documented appropriately. The APFT for Soldiers without profiles consists of push-ups, sit-ups, and a 2-mile run.

- For Soldiers with permanent and temporary profiles who have been cleared to take an alternate APFT, enter "PASS" or "FAIL" for the alternate APFT as prescribed by health care personnel. The APFT may include an alternate authorized aerobic event (walk, bike, or swim). No comment about the Soldier's profile is required.
- For Soldiers with permanent profiles whose profiles prohibit them from taking the APFT, the entry will be left blank and the rater will explain the reason why it has been left blank.
- Soldiers with temporary profiles at the time of the unit's record APFT will enter "PROFILE" and the date (YYYYMMDD) the profile was awarded. The date of the profile must be within 12 months prior to the "THRU" date of the FGP-OER.
- Sample entries are "PASS 20100414," "FAIL 20100507," or "PROFILE 20100302." APFT numerical scores will not be entered.
- The rater will address a "FAIL" entry for APFT in the narrative space provided in part IV, block a. Comments on "FAIL" entries may include the reason(s) for failure and/or note any progress toward meeting physical fitness standards (AR 350-1).
- A comment on "PROFILE" entries will be made only if the rated officer's ability to perform his or her assigned duties is affected. The rater will explain the absence of an APFT entry in part IV, block a. If the APFT has not been taken within 12 months of the "THRU" date of the FGP-OER, the APFT data entry will be left blank. In accordance with AR 40-501, an APFT is not required for pregnant officers.
- For pregnant officers who have not taken the APFT within the last 12 months due to pregnancy, convalescent leave, and temporary profile, the rater will enter the following statement in part IV, block a: "Exempt from APFT requirement in accordance with AR 40-501."
Note. When using the electronic form within the Evaluation Entry System portal, the APFT and height and weight statement will be combined.
- In accordance with AR 350-1, officers 55 years of age and older have the option of taking the three-event APFT or an alternate APFT, but they will not be considered as being on profile unless a current profile exists.
- Additionally, officers 60 years of age and older have the option of not taking the APFT; however, they must maintain a personal physical fitness program approved by a physician and remain within compliance of height and weight standards of AR 600-9. If no APFT is taken, leave the APFT entry blank and make the following comment in part IV, block a addressing the blank APFT entry: "Officer exempt from APFT requirement in accordance with AR 350-1."
- Officers awaiting BOLC or WOBC attendance may be given an APFT, but no formal record of the score will be maintained. No APFT entry will be made in part IV, block a on the FGP-OER, and the rater will explain the absence of the entry within the provided comment field of part IV, block a stating: "Officer exempt from APFT requirement in accordance with AR 350-1." The height and weight entry and compliance with the body composition standards of AR 600-9 will be entered in part IV, block a of the FGP-OER.

Table 2-10
Performance evaluation—professionalism and Army Values for the DA Form 67-10-2—Continued

— Deployed units unable to administer the APFT due to mission or conditions will annotate FGP-OERs in the provided comment field with the following statement: "Officer was unable to take the APFT during this period due to deployment for combat operations/contingency operations." In accordance with AR 350-1, upon return from deployment officers will be administered a record APFT no earlier than 3 months for RA and 6 months for USAR and ARNG officers.

Note. Officers are not exempted from complying with height and weight requirements of AR 600-9.

Reference: AR 350-1, AR 40-501, and AR 600-9

FGP-OER part IV: block a (continued)—Height and Weight

Action required: In the spaces after "HEIGHT" and "WEIGHT" the rater will enter the rated officer's height and weight, respectively, as of the unit's last record weigh-in. If there is no unit weigh-in during the period covered by the FGP-OER, the rater will enter the officer's height and weight as of the "THRU" date of the FGP-OER. An entry of "YES" or "NO" will also be placed in the space next to the weight to indicate compliance or noncompliance with AR 600-9. Sample entries are "HEIGHT: 72, WEIGHT: 180 YES"; "HEIGHT: 71, WEIGHT: 225 NO"; or "HEIGHT: 73, WEIGHT: 215 YES."

- For officers 60 years of age and older who must remain in compliance with height and weight standards, the height and weight entry will be completed. Soldiers 60 years of age or older are only exempted from the requirement to take the APFT.
- For an officer who exceeds the screening table weight, a "YES" entry may only be entered after a body composition measurement has been completed and found to be within body composition standards, as determined by tape measurement and the use of DA Form 5500 or DA Form 5501.
- The rater will comment on a "NO" entry, indicating noncompliance with the standards of AR 600-9 in part IV, block a. These comments should indicate the reason for noncompliance. Medical conditions may be cited for noncompliance; however, the "NO" entry is still required because medical waivers to weight control standards are not permitted for FGP-OER purposes. The progress or lack of progress in a height and weight control program will be indicated.
- For pregnant officers, the entire entry is left blank. The rater will enter the following statement in part IV, block a: "Exempt from weight control standards of AR 600-9."

Note. When using the electronic form within the Evaluation Entry System portal, the APFT and height and weight statement will be combined.

- Rating officials will not use the word "pregnant" nor refer to an officer's pregnancy in any manner when completing the FGP-OER.
- For rated officers with major limb loss, the entire entry is left blank. The rater will enter the following statement in part IV, block a: "Exempt from weight control standards of AR 600-9." Major limb loss is defined as an amputation above the ankle or above the wrist, which includes full hand and/or full foot loss. It does not include partial hand or foot, or fingers or toes.
- Rating officials will not refer to the major limb loss in any manner when completing the FGP-OER.
- For rated officers having an approved DCS, G-1 waiver, the entire entry will be left blank. The rater will enter the following statement in part IV, block a "Rated officer has a DCS, G-1 waiver of compliance with AR 600-9." In such cases, a copy of the DCS, G-1 approval memo will be submitted as an enclosure to the FGP-OER.
- Compliance with AR 600-9, the height and weight standards of AR 600-9 apply at all times, even when the officer is deployed for combat or contingency operations.
- This entry will not be left blank other than the exceptions indicated above.

Reference: AR 600-9

FGP-OER part IV: block b—Broadening Assignments

Action required: The rater may list up to three different broadening duty positions (by job title) in which the rated officer is best suited to serve based on the rated officer's demonstrated performance. Broadening assignments are developmental positions that provide exposure to experiences outside the officer's core branch or FA competencies. Broadening assignments develop a wider range of knowledge and skills, augment understanding of the full spectrum of Army missions, promote practical application of language training or increase cross-cultural exposure, and expand officer awareness of other governmental agencies, units, or environments. Examples are Army Sponsored Fellowships and Scholarships; Multinational and Coalition Trainer; higher-level DA staff positions.

Reference: DA Pam 600-3

FGP-OER part IV: block c—Operational Assignments

Action required: The rater may list up to three different operational duty positions (by job title) in which the rated officer is best suited to serve based on the rated officer's demonstrated performance, focusing on the next 3 to 5 years of service. Operational assignments are essentially any assignment where the rated officer would not be in an institutional training assignment.

Reference: DA Pam 600-3

FGP-OER part IV: blocks d—Attributes and Competencies

Action required: The rater must quantitatively and qualitatively paint a word picture using short concise narrative format capturing the rated officer's performance as it relates to the Leadership Requirements Model, which conveys expectations for Army leaders. Comments are mandatory and should compare the performance of the rated officer with his or her contemporaries (AR 623-3) during the evaluation period. The focus is on the results achieved and the manner by which they are achieved. Exception requirements exist for when a rating official is serving as both rater and senior rater in table 2-12 below.

Table 2–10

Performance evaluation—professionalism and Army Values for the DA Form 67–10–2—Continued

PART IV: block d.1: Character—Encompasses elements internal and central to a leader's core consisting of Army Values, empathy, Warrior Ethos/Service Ethos, and discipline. Character is comprised of a person's moral and ethical qualities, helps determine what is right and gives a leader motivation to do what is appropriate, regardless of the circumstances or consequences. It determines who people are, how they act, helps determine right from wrong, and choose what is right.

Rating officials will comment on how well the rated officer promoted a climate of dignity and respect and adhered to the requirements of the SHARP Program. This assessment should identify, as appropriate, any significant actions or contributions the rated officer made toward—

1. Promoting the personal and professional development of subordinates.
2. Ensuring the fair, respectful treatment of unit personnel.
3. Establishing a workplace and overall command climate that fosters dignity and respect for all members of the unit.
4. This assessment should also identify any failures by the rated officer to foster a climate of dignity and respect and adhere to the SHARP Program.

Raters will comment on any substantiated finding, in an Army or DOD investigation or inquiry, that the rated officer—

1. Committed an act of sexual harassment or sexual assault.
2. Failed to report a sexual harassment or sexual assault.
3. Failed to respond to a complaint or report of sexual harassment or sexual assault.
4. Retaliated against a person making a complaint or report of sexual harassment or sexual assault.
5. Additional comments may be explained and entered in part IV, block d.2 (if required).

Army Values: Consist of the principles, standards, and qualities considered essential for successful Army leaders. They are fundamental to helping Soldiers and DA civilians make the right decision in any situation. Army Values are an important leader responsibility and an expected standard. Comments, when provided, will refer to a specific value and be included in the narrative (for example, "A solid, trustworthy officer who integrity is beyond reproach.") A list of Army Values and their definitions follow (a more detailed explanation can be found in ADRP 6–22).

1. Loyalty: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and other Soldiers.
2. Duty: Fulfills obligations (professional, legal, and moral).
3. Respect: Treats people as they should be treated.
4. Selfless service: Puts the welfare of the Nation, the Army, and subordinate priorities before self.
5. Honor: Adheres to the Army's publicly declared code of values.
6. Integrity: Does what is right, legally and morally.
7. Personal courage: Faces fear, danger, or adversity (physical and moral).

Empathy: The ability to see something from another person's point of view, to identify with, and enter into another person's feelings and emotions. Empathy allows the leader to anticipate what others are experiencing and to try to envision how decisions or actions affect them. Army leaders display empathy when they genuinely relate to another person's situation, motives, and feelings. Empathy does not necessarily mean sympathy for another, but identification that leads to a deeper understanding.

Warrior Ethos and Service Ethos: The professional attitudes and beliefs that characterize the American Soldier. They reflect a Soldier's selfless commitment to the Nation, mission, unit, and fellow Soldiers. These ethos are developed and sustained through discipline, commitment to the Army Values, and pride in the Army's heritage. The key to the Warrior and Service Ethos are not only physical, tactical, and technical training but also a mindset developed through purposeful mental preparation.

Discipline: At the individual level this is primarily self-discipline, the ability to control one's own behavior. Discipline expresses what the Army Values require—willingly doing what is right. Discipline involves attending to the details of organization and administration, which are less urgent than an organization's key tasks, but necessary for efficiency and long-term effectiveness. Examples include an effective Command Supply Discipline Program, Organizational Inspection Programs, and training management.

Part IV, block d.2: Narrative comments—which demonstrate performance regarding field grade attributes and competencies in the rated officer's current duty position. The rater must quantitatively and qualitatively paint a word picture using short, concise, narrative format capturing the rated officer's performance as it relates to the Leadership Requirements Model, which conveys expectation Army leaders strive to meet. Note. The rater will comment on how well the officer promoted/supported a healthy workplace environment conducive to the growth and development of personnel when completing the OER.

Note. Rating officials may provide additional comments (if needed) evaluating the rated officer on how well the rated officer promoted a climate of dignity and respect and adhered to the requirements of the SHARP Program.

Presence—The impression a leader makes on others contributing to his or her success in leading them. This impression is the sum of a leader's outward appearance, demeanor, actions, and words. Presence incorporates a leader's effectiveness when demonstrating military and profession bearing, fitness, confidence, and resilience.

Military and professional bearing: Projecting a commanding presence, a professional image of authority.

Fitness: Having sound health, strength, and endurance, which sustain emotional health and conceptual abilities under prolonged stress.

Table 2–10
Performance evaluation—professionalism and Army Values for the DA Form 67–10–2—Continued

Confidence: Projecting self-confidence and certainty in the unit's ability to succeed in whatever it does; able to demonstrate composure and outward calm through steady control over emotion.

Resilience: The psychological and physical capacity to bounce back from life's stressors repeatedly to thrive in an era of high operational tempo.

Intellect—Draws on the mental tendencies and resources that shape conceptual abilities applied to one's duties and responsibilities.

Conceptual abilities enable effective problem solving and sound judgement before implementing concepts and plans. They help one think creatively and reason analytically, critically, ethically, and with cultural sensitivity to consider unintended as well as intended consequences, helping leaders anticipate the second- and third-order effects of their actions. The conceptual components affecting an Army leader's intellect include mental agility, sound judgement, innovation, interpersonal tact, and expertise.

Mental agility: Is a flexibility of mind, an ability to anticipate or adapt to uncertain or changing situations. Agility enables thinking through second- and third-order effects when current decisions or actions are not producing the desired results.

Sound judgement: Is the capacity to assess situations shrewdly and to draw rational conclusions. Consistent good judgement enables leaders to form sound opinions and make reliable estimates and sensible decisions. Good judgement includes the ability to assess subordinates, peers, and the enemy for strengths and weaknesses to create appropriate solutions and action.

Innovation: Is the ability to introduce something new when needed or as opportunities exist. Being innovative includes creativity in producing original and worthwhile ideas. Innovative leaders tend to be inquisitive and good problem solvers. Innovative leaders prevent complacency by finding new ways to challenge subordinates with forward-looking approaches and ideas by relying on intuition, experience, knowledge, and input from subordinates.

Interpersonal tact: Interacting with others depends on knowing what others perceive. It relies on accepting the character, reactions, and motives of oneself and others. Interpersonal tact combines these skills, along with recognizing diversity and displaying self-control, balance, and stability in situations.

Expertise: Is the special knowledge and skill developed from experience, training, and education. Domain knowledge is what leaders know about application areas used in their duties and positions. Leaders create and use knowledge in at least four domains. Tactical knowledge relates to accomplishing a designated objective through military means. Technical knowledge consists of the specialized information associated with a particular function or system. Joint knowledge is an understanding of Joint organizations, their procedures, and roles in national defense. Cultural and geopolitical knowledge is awareness of cultural, geographic, and political differences and sensitivities.

Leads—Encompasses five competencies: leads others, extends influence beyond the chain of command, builds trust, leads by example, and communicates.

Leads others: Measures the ability to influence Soldiers and DA civilians in the leader's organization. Leaders apply character, presence, and intellect to the core leader competencies while guiding others toward a common goal and mission accomplishment. Direct leaders influence others person-to-person, such as a team leader who instructs, encourages hard work, and recognizes achievement. Organizational and strategic leaders guide their organizations using indirect means of influence.

Extends influence beyond the chain of command: Involves influencing others when the leader does not have designated authority or when the leader's authority is not recognized by others. Influence refers to how people create and relay their messages, behaviors, and attitudes to affect the intentions, beliefs, behaviors, and attitudes of another person or group of people. Influence depends upon relationships where leaders build positive rapport and a relationship of mutual trust, making followers more willing to support requests. Examples include showing personal interest in a follower's well-being, offering praise, and understanding of a follower's perspective.

Builds trust: Trust encompasses reliance upon others, confidence in their abilities, and consistency in behavior. Trust builds over time through mutual respect, shared understanding, and common experiences. Communication contributes to trust by keeping others informed, establishing expectations, and developing commitments. Sustaining trust depends on meeting those expectations and commitments. Trust forms and fosters when leaders create a positive command climate by identifying areas of common interest and goals. Teams develop trust through cooperation, identification with other members, and contribution to the team effort.

Leads by example: Living by the Army Values and the Warrior Ethos best displays character and leading by example. It means putting the organization and subordinates above personal self-interest, career, and comfort. For the Army leader, it requires putting the lives of others above a personal desire for self-preservation.

Communicates: Ensures there is more than the simple transmission of information. It achieves a new understanding and creates new or better awareness. Communicating critical information clearly is an important skill to reach shared understanding of issues and solutions. It conveys thoughts, presents recommendations, bridges cultural sensitivities, and reaches consensus. Actions can speak louder than words and excellent leaders use this to serve as a role model to set the standard. Leaders communicate to convey clear understanding of what needs to be done and why.

Develops—Developing people and the organization with a long-term perspective requires leaders who:

Create a positive environment. To foster esprit de corps and teamwork, promotes cohesion, and encourages initiative and acceptance of responsibility. A leader maintains a healthy balance between caring for people and their Families while focusing on the mission.

Seek self-improvement. To master the profession at every level, a leader must make a full commitment to lifelong learning. Self-improvement

Table 2–10**Performance evaluation—professionalism and Army Values for the DA Form 67–10–2—Continued**

requires self-awareness and leads to new skills necessary to adapt to changes in the leadership environment.

Invest adequate time and effort. To develop individual subordinates and build effective teams. Success demands a fine balance of teaching, counseling, coaching, and mentoring.

Act as stewards of the profession. Make choices and take actions that ensure that leaders in the future sustain an Army capable of performing its core functions.

Achieves—Focuses on accomplishing the mission. Mission accomplishment co-exists with an extended perspective towards maintaining and building the organization’s capabilities. Achieving begins in the short-term by setting objectives. In the long-term, achieving requires getting results in pursuit of those objectives. Getting results focuses on structuring what to do to produce consistent results. Getting results embraces all actions to get the job done on time and to standard. Results are measured in how well the leader provided direction, guidance, and clear priorities, guiding teams in what needs to be done and how. This combined with monitoring performance to identify strengths and correct weaknesses in organizations, groups, and individuals allows for accomplishing missions consistently and ethically.

Reference: ADP 6–22, ADRP 6–22

FGP–OER part IV: block e—Overall Performance Assessment

Action required: The rater makes an assessment of the rated officer’s overall performance when compared with all other officers of the same rank the rater has previously rated or currently has in his or her population.

Note. Promotable officers with a "P" after their current rank, serving in an authorized position of the next higher rank, are considered as officers of the next higher rank in making comparative assessments with contemporaries. On "Rater Profile" Reports, they will be profiled against the next higher rank.

This performance is evaluated in terms of the majority of officers in the population. If the performance assessment is consistent with the majority of officers in that grade the rater will place an "X" in the "PROFICIENT" box. If the rated officer’s performance exceeds that of the majority of officers in the rater’s population, the rater will place an "X" in the "EXCELS" box. (The intent is for the rater to use this box to identify the upper third of officers for each rank). In order to maintain a credible profile, the rater must have less than 50 percent of the ratings of a rank in the "EXCELS" box. Fifty percent or more in the "EXCELS" box will result in a "PROFICIENT" label. If the rated officer’s performance is below the majority of officers in the rater’s population for that grade and the rater believes the rated officer should be further developed, the rater will place an "X" in the "CAPABLE" box. If the rated officer’s performance is below the majority of officers in the rater’s population for that grade and the rater does not believe the rated officer’s performance has met standards required of an Army officer, the rater will place an "X" in the "UNSATISFACTORY" box.

Note. A rater’s subsequent statement that he or she rendered an inaccurate "PROFICIENT" or lower evaluation of a rated officer’s performance in order to preserve an "EXCELS" ratings for other officers (for example, those in a zone for consideration for promotion, command, or school selection) will not be a basis for an appeal.

- To ensure maximum rating flexibility when rating populations change or to preclude an "EXCELS" check from inadvertently profiling as a "PROFICIENT" rating, raters need to maintain a "cushion" in the number of "EXCELS" ratings given rather than impending to the line at less than 50 percent. This is best accomplished by limiting the "EXCELS" box to no more than one-third of all ratings given for officers of a given rank.
Note. In order to maintain a credible profile, the rater must have less than 50 percent of the ratings in the "EXCELS" box for a given rank. A OER with an "EXCELS" rating that causes a rater’s profile to have 50 percent or more "EXCELS" ratings will be processed with a "PROFICIENT" HQDA electronically generated label; however, it will be charged against the rater’s profile as an "EXCELS," and a documented rater profile misfire will occur.
- To provide raters flexibility when initially establishing a credible "Rater Profile" report, the rater will be given a profile credit of three "PROFICIENT" box checks. This will enable raters first establishing a profile (separated by grade) the ability to use the "EXCELS" box immediately. The rater is required to maintain a credible profile of less than 50 percent of the ratings of a rank in the "EXCELS" box.
- For EES, raters will apply a CAC initial by selecting the "LOCK" button verifying their profile supports the selected assessment. The "LOCK" verification cannot be applied earlier than 14 days of the "THRU" date on the FGP–OER. FGP–OERs will receive a HQDA electronically generated label that reflects the rater’s profile at the time the report is processed at HQDA. Note. Once the rater selects an assessment and indicates "LOCKED," the selected assessment by the rater cannot be altered.
- The rater will enter the total number of Army officers of the same rank as the rated officer he or she currently rates. This information, in conjunction with additional information contained on the HQDA electronically generated label, will help HQDA selection boards identify raters with small rating populations and weigh the OER report accordingly. The rater will also check the appropriate box concerning receipt of the DA Form 67–10–1A; comments are mandatory in part IV, block e for a "NO" entry.
- Comments are mandatory and should compare the performance of the rated officer with his or her contemporaries (AR 623–3) during the evaluation period. The focus is on performance results achieved and the manner by which they are achieved. Exception requirements exist for when a rating official is serving as both rater and senior rater in table 2–12 below.
- If the rater is serving as both rater and senior rater in accordance with AR 623–3, enter the statement "I am serving as both rater and senior rater in accordance with AR 623–3, paragraph 2–19" (or paragraph 2–20, as applicable), in the comment field of part IV, block e. Rating officials serving as both rater and senior rater will not assess the rated officer’s performance by selecting the box check in Part IV, block e. Additional instructions applicable to this situation are described below in table 2–12.

Reference: None

2-13. Part V, intermediate rater (if applicable)

This part of the FGP-OER is used only if an intermediate rater is included in the rating chain. Part V is for the intermediate rater's assessment of the rated officer's performance and potential. This is the only part of the FGP-OER that is completed by the intermediate rater.

Table 2-11
Intermediate rater for DA Form 67-10-2

FGP-OER part V: Intermediate Rater (Only be included for specialty branches (Chaplain Corps, JAGC, and AMEDD)), when there is a level of technical supervision between the rater and senior rater, in dual supervisory situations, and when the rater's immediate supervisor would be the logical senior rater, but does not meet senior rater eligibility requirements as outlined in AR 623-3, table 2-1.

Action required: Narrative comments by the intermediate rater are mandatory. Comments should succinctly address the rated officer's performance and potential. Comments may address the rated officer's demonstrated professionalism and/or ability to maintain required standards for credentialing or certification, foreign language skills, or high-level security clearances. Simply stating concurrence with the rater's evaluation does not fulfill the intent of this paragraph. If the intermediate rater has not been in the position the minimum number of days necessary to evaluate the rated officer, he or she will enter the statement, "I am unable to evaluate the rated officer because I have not been the intermediate rater for the required number of days." If the intermediate rater performs the functions of the rater, as authorized in AR 623-3, he or she will complete the rater's parts of the FGP-OER. In this case, part V will only cite the authority and reasons for assuming the rater's responsibilities.

Reference: None

2-14. Part VI, senior rater

a. Part VI is the senior rater's assessment of the rated officer's potential. Part VI is intended to capitalize on the senior rater's additional experience, broad organizational perspective, and tendency to focus on the organizational requirements and actual performance results. Information on the rated officer's DA Form 67-10-1A is intended to assist the senior rater and supplement more traditional means of evaluation, such as personal observation, reports and records, and other rating officials.

b. To ensure that the senior rater is a senior official qualified to evaluate the rated officer, he or she must meet the minimum requirements that are set forth in AR 623-3.

c. In evaluating the whole officer, the senior rater makes an assessment of the officer's potential for promotion to the next higher grade when compared with other officers. In doing so, a senior rater must carefully manage the percentage of his or her "MOST QUALIFIED" ratings and must, therefore, be aware of when an officer will be in a zone of consideration for promotion, command, or school selection in order to render "MOST QUALIFIED" ratings accordingly.

Note. A senior rater's subsequent statement that he or she rendered an inaccurate "HIGHLY QUALIFIED" or lower evaluation of a rated officer's potential in order to preserve "MOST QUALIFIED" ratings for other officers (for example, those in a zone for consideration for promotion, command, or school selection) will not be a basis for an appeal.

d. Senior raters who meet minimum qualification criteria established in AR 623-3 will complete part VI, block a. An officer whose rank on an FGP-OER is a "P" (a promotable officer serving in an authorized position of the next higher rank) receiving a rating in part VI, block a will be profiled against the senior rater's profile for the next higher rank. For example, a MAJ(P) serving in an authorized LTC position will be profiled against the senior rater's LTC profile population. If the MAJ(P) is not serving in an authorized LTC position, he or she will be profiled against the senior rater's MAJ profile population.

Table 2-12
Senior rater for DA Form 67-10-2

FGP-OER part VI: block a—Potential Box Check

Action required: — The senior rater makes an assessment of the rated officer's overall potential when compared with all other officers of the same rank the senior rater has previously rated or currently has in his or her population.

— Promotable officers with a "P" after their current rank, serving in an authorized position of the next higher rank, are considered as officers of the next higher rank in making comparative assessments with contemporaries. On "Senior Rater Profile" reports, they will be profiled against the next higher rank.

Table 2-12
Senior rater for DA Form 67-10-2—Continued

- This potential is evaluated in terms of the majority of officers in the population. If the potential assessment is consistent with the majority of officers in that grade the senior rater will place an "X" in the "HIGHLY QUALIFIED" box. If the rated officer's potential exceeds that of the majority of officers in the senior rater's population, the senior rater will place an "X" in the "MOST QUALIFIED" box. (The intent is for the senior rater to use this box to identify the upper third of officers for each rank). In order to maintain a credible profile, the senior rater must have less than 50 percent of the ratings of a rank in the "MOST QUALIFIED" top box. Fifty percent or more in the "MOST QUALIFIED" top box will result in a "HIGHLY QUALIFIED" label. If the rated officer's potential is adequate, but beneath the majority of officers in the senior rater's population for that grade and the senior rater believes the rated officer should be retained for further development, the senior rater will place an "X" in the "QUALIFIED" box. If the rated officer's potential is below the majority of officers in the senior rater's population for that grade and the senior rater does not believe the rated officer should be retained, the senior rater will place an "X" in the "UNQUALIFIED" box.

Note. In order to maintain a credible profile, the senior rater must have less than 50 percent of the ratings in the "MOST QUALIFIED" box for a given rank. An FGP-OER with a "MOST QUALIFIED" rating that causes a senior rater's profile to have 50 percent or more "MOST QUALIFIED" ratings will be processed with a "HIGHLY QUALIFIED" HQDA electronically generated label; however, it will be charged against the senior rater's profile as a "MOST QUALIFIED" FGP-OER if it is unresolved, and a documented senior rater profile misfire will occur.

- To ensure maximum rating flexibility when rating populations change or to preclude a "MOST QUALIFIED" top box check from inadvertently profiling as a "HIGHLY QUALIFIED" rating, senior raters need to maintain a "cushion" in the number of "MOST QUALIFIED" ratings given rather than impending to the line at less than 50 percent. This is best accomplished by limiting the "MOST QUALIFIED" top box to no more than one-third of all ratings given for officers of a given rank.
- To provide senior raters flexibility when initially establishing a credible "Senior Rater Profile" report, the first single "MOST QUALIFIED" top box report processed against the senior rater's profile at that grade will generate a "MOST QUALIFIED" label, regardless of the actual profile. All other reports will receive an HQDA electronically generated label that reflects the senior rater's profile at the time the report is processed.

Note. Part VI, block a will not be completed on promotable CW4s serving in an authorized position of the next higher rank and CW5s. An HQDA electronically generated label, which states "No Box Check," will be placed over the boxes in Part VI, block a..

Reference: None

FGP-OER part VI: block b—Number of Officers Senior Rated

Action required: The senior rater will enter the total number of Army officers of the same rank as the rated officer he or she currently senior rates. This information, in conjunction with additional information contained on the HQDA electronically generated label, will help HQDA selection boards identify senior raters with small rating populations and weigh the OER accordingly. *Note. Promotable officers with a "P" after their current rank, serving in an authorized position of the next higher rank, are considered as officers of the next higher rank in making comparative assessments with contemporaries.*

Reference: None

FGP-OER part VI: block c—Senior Rater Narrative

Action required: Narrative comments by the senior rater on rated officer's potential are mandatory. Simply stating concurrence with the rater's or intermediate rater's evaluation does not fulfill the intent of this paragraph.

- When the senior rater has not been in the position the minimum number of days necessary to evaluate the rated officer, he or she will enter the following statement in part VI, block c: "I am unable to evaluate the rated officer because I have not been the senior rater for the required number of days." In these cases, all other entries in part VI, blocks a, b, and d will be left blank.

Note. Senior raters will use the electronic form within the Evaluation Entry System portal to automatically enter the appropriate statement in the FGP-OER, part VI, block c, if he or she is unable to evaluate the rated officer. On FGP-OERs for AMEDD officers attached or assigned to the APMC who do not complete AT or ECT, the Commander, APMC will enter the statement that he or she is unable to evaluate the rated officer, using the electronic form within the Evaluation Entry System portal. All other entries in part VI will be left blank.

- The senior rater enters narrative comments in this block. Bullet comments are prohibited. Potential comments should primarily focus on the rated officer's potential for promotion, command, schooling (military and civilian), broadening assignments, successive duty assignments, and level of assignments, and/or retention, when applicable.
- Anything unusual about the FGP-OER will also be noted here (for example, APFT and height and weight data or explanatory comments, if not included; lack of rated officer's signature; signatures are out of sequence on the FGP-OER; changes in an evaluation resulting from rated officer comments; that multiple referral attempts have been made to the rated officer).
- Senior raters will comment on any substantiated finding, in an Army or Department of Defense investigation or inquiry, that a rated officer: (1) committed an act of sexual harassment or sexual assault; (2) failed to report a sexual harassment or sexual assault; (3) failed to respond to a complaint or report of sexual harassment or sexual assault; (4) retaliated against a person making a complaint or report of sexual harassment or sexual assault.

Note. If the rated officer is physically unavailable to sign (and cannot have it forwarded to him or her to sign), unable to sign, or refuses to sign the FGP-OER, for any reason, the senior rater will either resolve the problem or use the electronic form within the Evaluation Entry System portal to automatically enter the appropriate statement explaining why the rated officer's signature is left blank in part II, block e1. Otherwise, the Evaluation Entry System portal may not allow the FGP-OER to be submitted. An FGP-OER stating that the officer cannot sign due to CAC issues is unacceptable and such FGP-OERs will not be processed. The FGP-OER will not be delayed because it lacks the rated officer's signature.

- If the senior rater's evaluation is based on infrequent observation of the rated officer, this fact should be noted. Senior raters may also comment on the fact the rated officer is in a rating population that includes three officers or fewer. The senior rater may not comment on, or

Table 2-12
Senior rater for DA Form 67-10-2—Continued

make reference to, actual placement of the box check in part VI, block a, the boxes, or how the rated officer would be profiled.

— In cases when the senior rater is also serving as the rater, he or she will complete parts IV, blocks a through d1 in the rater's portion of the FGP-OER. Part IV, block e "comments" section will be used to cite the authority for the rating official to act as both rater and senior rater. (Appropriate comments for part IV, block e "comments" section include "Serving as rater and senior rater in accordance with AR 623-3, paragraphs 2-19" (or para 2-20, as appropriate) or "Serving as rater and senior rater in accordance with the CG, HRC exception to policy" when applicable.) The senior rater will not complete the box check assessment in part IV, block e. The senior rater may add additional comments addressing the performance of the rated officer within part IV, block e "comments section." Part IV, block d2 is optional. All blocks in part VI will be completed. Promotion potential comments will be entered in part VI, block c. The senior rater will sign the FGP-OER in both the senior rater's and the rater's signature blocks.

Reference: None

FGP-OER part VI: block d—Three Future (Successive) Assignments

Action required: The senior rater will list up to three (with a minimum of two) different successive duty positions (by job title) in which the rated officer is best suited to serve based on the rated officer's demonstrated potential, focusing on the next 3 to 5 years of service. *Note. An exception to this rule exists for FGP-OERs on which the rater indicates "UNSATISFACTORY" and the senior rater indicates a rating of "NOT QUALIFIED." On these OERs only, no successive duty positions are required.*

Reference: None

Section V

DA Form 67-10-3 (Strategic Grade Plate—O6)

2-15. Part I, administrative data

Part I is for administrative data, including identification of the rated officer, unit data, the period covered, number of rated months, nonrated time codes, and the reason for submission of the SGP-OER. See table 2-24 for a list of codes and reasons for submitting OERs and table 2-25 for the codes and reasons for nonrated periods.

Table 2-13
Administrative data for DA Form 67-10-3

SGP-OER part I: block a—Name

Action required: Enter the rated officer's full name (last, first, MI, suffix) in capital letters.

Reference: None

SGP-OER part I: block b—SSN

Action required: Enter the rated officer's full nine-digit SSN (for example, 123-45-6789).

Reference: None

SGP-OER part I: block c—Rank

Action required: Enter the rated officer's three-letter rank abbreviation, not pay grade (for example, "COL" for colonel) as of the "THRU" date of the SGP-OER.

- If the rated officer has been selected for promotion and is serving in a position authorized for the next higher rank, he or she will be rated in the promotable rank and a "P" will be placed after his or her current rank (for example, "LTCP").
- If the rated officer is not assigned to a position authorized for the higher rank, no "P" will be entered after the rank.
- If the rated officer has been frocked to the next higher rank and is serving in a position authorized for the rank to which he or she is frocked, enter the frocked rank.
- If the rated officer has been frocked to a higher rank but is not yet serving in a position authorized for the higher rank, enter the lower rank. *Note. For ARNG Officers, promotions/promotable status' dates are determined by state adjutant generals; these dates are not based on release dates of promotion selection lists.*

Reference: AR 600-20

SGP-OER part I: block d—Date of Rank

Action required: Enter the date of rank (YYYYMMDD) for the rated officer's rank as of the "THRU" date of the SGP-OER. If the officer is promotable, but not yet promoted, the date of rank is for the current rank. If the rated officer has been frocked to a higher rank and is serving in an authorized position, enter the effective date of the frocking. If the rated officer has been frocked to a higher rank and is not yet serving in an authorized position requiring the higher rank, enter the date of rank of the lower rank.

Reference: None

Table 2–13
Administrative data for DA Form 67–10–3—Continued

SGP–OER part I: block e—Branch

Action required: Enter the rated officer's two-character basic branch abbreviation. Do not enter "GS" or the branch associated with an officer's FA. For general officers, enter "GO."

Reference: DA Pam 600–3

SGP–OER part I: block f—COMP Status Code

Action required: For USAR or ARNG, enter status code as follows:

IRR—individual ready reserve (or IRR–MOB for mobilized IRR Soldier).
IMA—individual mobilization augmentee (or IMA–MOB for mobilized IMA Soldiers).
DIMA—drilling individual mobilization augmentee (or DIMAMOB for mobilized DIMA Soldiers).
TPU—troop program unit.
ADOS—active duty for operational support.
AGR—active guard reserve.
MOB—mobilized Soldier.
CO–ADOS—contingency operations-active duty for operational support.
ADOS–RC—active duty for operational support-Reserve Component.
M–DAY—man-day ARNG traditional Soldiers.

Reference: None

SGP–OER part I: block g—Unit, Org., Station, ZIP Code or APO, Major Command

Action required: Enter the rated officer's unit, organization, station, zip code, or APO, and Major Command in the order listed on the SGP–OER.

Note. The electronic form within the Evaluation Entry System portal may not automatically enter deployed unit data; however, it may be changed manually on the SGP–OER. The USAR must include the appropriate major USAR command or USAR general officer command. On SGP–OERs for AMEDD officers assigned or attached to the APMC who do not complete AT or ECT, use the APMC address with "AR–MEDCOM" as the major command.

The address should reflect the rated officer's location as of the "THRU" date of the SGP–OER. While in a deployed status, indicate the data of the deployed unit. Alternatively, indicate the parent unit's address with duty at (abbreviated "w/dy at") the Soldier's deployed unit location.

Reference: None

SGP–OER part I: block h—Unit Identification Code

Action required: Enter the rated officer's UIC. *Note. This code can be automatically populated by using the electronic form within the Evaluation Entry System portal, if unknown. If it is incorrect, it can be manually corrected.*

Reference: None

SGP–OER part I: block i—Reason for Submission

Action required: Enter the appropriate SGP–OER code (left block) and reason (right block) that identify why the SGP–OER is being prepared for submission. *Note. On SGP–OERs for AMEDD officers attached to the APMC who do not complete AT or ECT, use code 19 "AHRC–Directed."*

Reference: Table 2–24

SGP–OER part I: block j—Period Covered

Action required: The period covered is the period extending from the day after the "THRU" date of the last SGP–OER to the date of the event causing the SGP–OER to be written. The rating period is that portion of the period covered during which the rated officer serves in an assigned position under the rater who is writing the SGP–OER. The period covered and the rating period will always end on the same date (the "THRU" date of the SGP–OER). The beginning date of the rating period may not be the same as the beginning date of the period covered (the "FROM" date). For example, an officer departs on PCS 1 July and is given a "Change of Rater" SGP–OER with a "THRU" date of 30 June. After 5 days in-transit travel and 20 days of leave, the officer reports for duty at his or her new unit on 26 July. Then, on 1 November, the officer changes duty (but the rater remains the same) and is given a "Change of Duty" SGP–OER. The period covered on this SGP–OER would be 1 July ("FROM" date) to 31 October ("THRU" date); however, the rating period would be from 26 July to 31 October.

Note. The "THRU" date on "Change of Rater" and "Change of Duty" SGP–OERs will be the day before the change takes effect. Likewise, for rated officers signing out on transition leave, the "THRU" date will be the rated officer's final duty day in the assigned duty position before transition leave begins. Use the YYYYMMDD format for "FROM" and "THRU" dates. On SGP–OERs for AMEDD officers attached or assigned to the APMC who do not complete AT or ECT, the "THRU" date will be based on the rated officer's RYE date for code 19 "AHRC–Directed" SGP–OERs.

Reference: None

SGP–OER part I: block k—Rated Months

Action required: The number of rated months is computed by counting the total number of calendar days in the rating period and dividing it by 30.

Table 2-13
Administrative data for DA Form 67-10-3—Continued

Note. Do not use the number of days in the entire period covered by the SGP-OER. The rated months will equal the period covered minus all nonrated time. After dividing by 30, if there are 15 or more days left, count them as a whole month (for example, 130 days is 4 months and 10 days and is entered as 4 months; 140 days is 4 months and 20 days and is entered as 5 months).

Reference: None

SGP-OER part I: block l—Nonrated Codes

Action required: Enter the appropriate nonrated codes. If there was no qualifying nonrated time during the period covered, leave blank. Entries in part I, block l are not required for ARNG officers not on active duty.

Reference: Table 2-25

SGP-OER part I: block m—Number of Enclosures

Action required: Indicate the total number of enclosures. If there are no enclosures, enter "0" or leave blank.

Reference: None

SGP-OER part I: block n—Rated Officer's Email Address

Action required: Enter the rated officer's .gov or .mil email address.

Reference: None

2-16. Part II, authentication

This part of the SGP-OER is for authentication by the rated officer and rating officials after the SGP-OER has been completed at the end of the rating period. To facilitate the rated officer in signing the OER after authentication by the rating officials, the SGP-OER can be signed and dated by each individual in the rating chain up to 14 days prior to the "THRU" date of the SGP-OER; however, the SGP-OER cannot be forwarded to HQDA until the "THRU" date of the SGP-OER.

Note. Rating officials' names can be automatically entered by using SSNs and the first two characters of the last name when using the electronic form within the Evaluation Entry System portal.

The following rules apply:

- a. The senior rater's signature and date cannot be before the rater's or intermediate rater's signatures.
- b. The rated officer's signature and date cannot be before the rater's, the intermediate rater's, or the senior rater's signatures.

Table 2-14
Authentication for DA Form 67-10-3

SGP-OER part II: blocks a (1 through 7)—Rater's Information

Action required: Enter the rater's information—name (last, first, MI, suffix) in capital letters/SSN (for example, 123-45-6789)/rank/position/signature/email/validation date.

- The rank entry will be current as of the "THRU" date of the SGP-OER. A "P" is added to the rank only if the rater is promotable and serving in a position authorized for the next higher rank. Rating officials who have been frocked to a higher rank and are serving in the authorized position for the frocked rank will enter the frocked rank.
- Use of an official email address as the permanent email address will facilitate HQDA contact concerning the SGP-OER, should the need arise. As a minimum, an email address ending in ".gov" or ".mil" will be used.
Note. The rater's signature and date are required on the completed SGP-OER.
- For raters of other Services, enter appropriate rank abbreviation. For example, a U.S. Navy captain would be entered as "CAPT" in the rank block. Civil service raters will enter the pay grade (GM/GG/GS/UA#) in the rank block; for members of the senior executive service, "SES" will be entered in lieu of a rank or pay grade. For members authorized by an exception to policy or who are not in any category above, enter appropriate grade level.
- For allied officers serving as a rater, enter the rater's country or country abbreviation in parentheses after his or her name (for example, (AU), (Italy), (GBR), and so forth). Allied raters of U.S. Army officers will require an international rater identification number issued by HRC, Evaluations branch. Once issued, this identification number will be inserted within the SSN data field. Requests for an international rater identification number will be submitted to HRC, Evaluations branch (see appendix B for contact information and address). The request will include: justification, allied officer's complete name, rank, country, duration of report period covered, contact information to include a valid email address. See figure 2-10 for a sample request. Additionally, the request will identify a delegate, who will provide assist to the allied forces rating official on evaluation matters. The delegate will be a CAC enabled U.S. Army officer or DA civilian able to be assigned as a delegate in EES. Once approved, HRC will issue the allied forces rating official an international identification number and will associate the identified delegate within the EES. *Note. Allied forces rating officials may not have the ability to sign evaluations digitally with CAC signature. In these instances, evaluation reports will require signature by manual methods and submission of evaluation reports through authorized alternate methods (see AR 623-3). Other entered data remains the same.*
- If the senior rater is serving both as the rater and senior rater, the senior rater's information and signature will be entered in part II, blocks a and c.

Table 2-14
Authentication for DA Form 67-10-3—Continued

Note. On SGP-OERs for AMEDD officers attached or assigned to the APMC who do not complete AT or ECT, the Commander, APMC will serve as rater and senior rater with no other rating officials and will sign the SGP-OER in part II, both blocks a and c (as a senior rater who does not meet eligibility requirements to evaluate the rated officer) for code 19 "AHRC-Directed" SGP-OERs.

Reference: None

SGP-OER part II: blocks b (1 through 7)—Intermediate Rater's Information

Action required: Enter the intermediate rater's information—name (last, first, MI, suffix) in capital letters/SSN (optional) (for example, 123-45-6789)/rank/position/signature/email/validation date.

- The rank entry will be current as of the "THRU" date of the SGP-OER. A "P" is added to the rank only if the intermediate rater is promotable and serving in a position authorized for the next higher rank. Rating officials who have been frocked to a higher grade and are serving in the authorized position for the frocked rank will enter the frocked rank.
- Use of an official email address as the permanent email address will facilitate HQDA contact concerning the SGP-OER, should the need arise. As a minimum, an email address ending in ".gov" or ".mil" will be used.

Note. The intermediate rater's signature and date are required on the completed SGP-OER.

- For intermediate raters of other Services enter appropriate rank abbreviation. For example, a U.S. Navy captain would be entered as "CAPT" in the rank block. Civil service raters will enter the pay grade (GM/GG/GS/UA#) in the rank block; for members of the senior executive serve, "SES" will be entered in lieu of a rank or pay grade. For members authorized by an exception to policy or not in any category above, enter appropriate grade level.
- For rating officials of allied forces, leave the SSN blank. Enter the intermediate rater's country or country abbreviation in parentheses after the name (for example, (AU), (Italy), (GBR), and so forth). Other data remain the same.

Reference: None

SGP-OER part II: blocks c (1 through 11)—Senior Rater's Information

Action required: Enter the senior rater's information—name (last, first, MI, suffix) in capital letters/SSN (for example, 123-45-6789)/rank/position/signature/validation date/organization/branch/component/telephone number/email address.

- Use of an official email address as the permanent email address will facilitate HQDA contact concerning the SGP-OER, should the need arise. As a minimum, an email address ending in ".gov" or ".mil" will be used.
- The rank entry will be current as of the "THRU" date of the SGP-OER. A "P" is added to the rank only if the senior rater is promotable and serving in a position authorized for the next higher rank. Rating officials who have been frocked to a higher rank and are serving in the authorized position for the frocked rank will enter the frocked rank.
- The two-character branch entry will be "GS" or the branch associated with an officer's FA. For general officers use "GO."
- For senior raters of other Services, in addition to their rank, enter their branch of Service (for example, U.S. Navy "USN," U.S. Air Force "USAF," U.S. Marine Corps "USMC," U.S. Coast Guard "USCG" in the branch block in part II, block c. For example, a U.S. Navy captain would be entered as "CAPT" in the rank block and "USN" in the branch block. Civil service raters will enter the pay grade (GM/GG/GS/UA#) in the rank block; for members of the senior executive service, "SES" will be entered in lieu of a rank or pay grade. For members authorized by an exception to policy or who are not in any category above, enter appropriate grade level.
- For DA civilians only enter "DAC"; for civilians of other Services within DOD, enter "CIV" as the branch.
- The Component entry will be "RA" for Regular Army, "USAR" for U.S. Army Reserve, "ARNG" for Army National Guard, or "NONE."
- The senior rater will sign the SGP-OER even if he or she is unable to evaluate the rated officer due to lack of qualification.

Note. The senior rater's signature and date are required on the completed SGP-OER even if he or she is unable to evaluate the rated officer due to lack of qualification. Using the electronic form within the Evaluation Entry System portal, senior raters who lack rating qualification will check the "NO" box in response to the question "Have you been the senior rater for this officer for at least 60 days?" to enter the statement "I am unable to evaluate the rated officer because I have not been the senior rater for the required number of days" in part VI, block c, leaving all other portions of part VI blank.

Note. The minimum required time for senior rater eligibility to evaluate the rated officer is 90 days for USAR TPU, DIMA, and drilling IRR officers and ARNG officers. On SGP-OERs for AMEDD officers attached or assigned to the APMC who do not complete AT or ECT, the Commander, APMC will sign the SGP-OER in part II, block c as a senior rater who does not meet eligibility requirements to evaluate the rated officer for code 19 "AHRC-Directed" SGP-OERs.

- If the senior rater is serving both as the rater and senior rater, the senior rater's information and signature will be entered in part II, blocks a and c.

Reference: None

SGP-OER part II: blocks d—Referred Report

Action required: If referral of an SGP-OER is required, the senior rater will place an "X" in the appropriate box in part II, block d of the SGP-OER (before he or she has signed and dated the SGP-OER). The SGP-OER will then be provided to the rated officer for placement of an "X" in the appropriate box in part II, block d and signature or validation of administrative data. ("YES" if the rated officer will provide comments as an enclosure to the SGP-OER or "NO" if the rated officer will not provide comments.)

Reference: None

Table 2-14
Authentication for DA Form 67-10-3—Continued

SGP-OER part II: blocks e—Rated Officer's Signature

Action required: The rated officer will sign and date the SGP-OER after it has been completed and signed by all rating officials in the rating chain. The rated officer's signature acknowledges that the rated officer has seen the completed SGP-OER, parts I through VI, and verifies the accuracy of the administrative data in part I, the rating officials in part II, and the APFT and height and weight data in part IV, block a. This action increases administrative accuracy of the SGP-OER since the rated officer is most familiar with and interested in this information. Confirmation of the administrative data also will normally preclude an appeal by the rated officer based on inaccurate administrative data. Any administrative errors noted by the rated officer will be brought to the attention of the rating officials and corrected prior to their signature.

Note. On SGP-OERs for APMC-managed AMEDD officers who do not complete AT/ECT, block e will be left blank; these officers will not sign the completed SGP-OER prior to submission to HQDA using Evaluation Entry System portal in accordance with AR 623-3.

— If the rated officer is physically unavailable to sign his or her SGP-OER (and the SGP-OER cannot be forwarded to him or her to sign), is unable to sign the SGP-OER digitally or manually, or refuses to sign the SGP-OER for any reason, the senior rater will either resolve the problem or explain the reason for the lack of a signature. Using the electronic form within the Evaluation Entry System portal, the senior rater will check the appropriate response to the question "Is the rated officer available for signature?" or the comment "Rated Soldier refused to sign." The applicable statement will be entered in part VI, block c ("The rated officer was unavailable for signature" and/or "The rated officer refused to sign").

Note. If the rated officer's signature is left blank in part II, block e, and the Wizard application, of electronic form within the Evaluation Entry System portal is not used to enter the appropriate statement, the Evaluation Entry System portal may not allow the SGP-OER to be submitted. SGP-OERs stating that the officer cannot sign due to CAC issues will not be processed.

— If the SGP-OER is adverse or contains derogatory information concerning the rated officer, it must be referred to the rated officer before he or she signs the SGP-OER.

Note. Using the electronic form within the Evaluation Entry System portal will allow the senior rater to generate an automated referral memorandum as a built-in enclosure to the SGP-OER.

Reference: None

SGP-OER part II: blocks f1 through f7—Supplementary Review

Action required: A documented supplementary review, will be performed by a Uniformed Army Advisor above the rating chain, when there are no uniformed Army designated rating officials for the rated Officer, for "Relief for Cause" evaluation reports when the senior rater is the individual directing the relief, or if the relief has been directed by an individual other than the rating officials (see paras 2-29 and 2-30).

— The first U.S. Army officer above the senior rater in the organization or supervision will be designated as the Uniformed Army Advisor and conduct a supplementary review. This officer will be designated by the commander establishing the rating chain and identified in the published rating scheme at the beginning of the evaluation period.

— The senior rater will mark "Yes" or "No" in block f1 to identify if the SGP-OER requires a supplementary review.

— If the "Yes" box is marked in part II, block f1, enter the name, rank, and position of the reviewer in blocks f2 through f4. The reviewer may prepare an enclosure to the SGP-OER. If necessary, the reviewer will comment upon the accuracy or clarity of the completed SGP-OER.

— If the reviewer determines the OER is accurate and comments are not necessary, the reviewer will indicate so by selecting the "NO" in part II, block f5 and sign in part II, block f6 with no added comments necessary. If the reviewer determines comments are necessary, the reviewer will select "YES" in part II, block f5 of the 67-10 series OER and prepare and attach an enclosure to the OER and sign in part II, block f6.

— Comments will not include evaluative statements about the rated officer or statements that amplify, paraphrase, or endorse the ratings of the other members of the rating chain. When required, the supplementary reviewer's signature and date will be annotated on the completed SGP-OER.

Note. Using the electronic SGP-OER within the Evaluation Entry System will allow the senior rater to generate an automated referral memorandum as a built-in enclosure to the SGP-OER.

Reference: AR 623-3

SGP-OER part II: block g—MSAF Date

Action required: Raters will enter the most current completion date for a MSAF in accordance with AR 350-1. If the rated Soldier has not completed a MSAF in accordance with AR 350-1, the entry will be left blank and provide comment in Part IV, block c.2. Rating officials are reminded that the MSAF is a self-assessment tool. *Note. For CSL LTC and COL level commanders, the most recent completed CDR360 assessment date will be entered in lieu of the MSAF date.*

Reference: AR 350-1

2-17. Part III, duty description

Part III provides for the duty description of the rated officer. The rating officials are responsible for ensuring that the duty description information is factually correct. *Note. The duty description on the DA Form 67-10-1A can be automatically populated to the SGP-OER on the electronic form within the Evaluation Entry System portal.*

Table 2–15
Duty description for DA Form 67–10–3

SGP–OER part III: block a—Principal Duty Title

Action required: Match principal duty title with unit force structure documents or a principal duty title that describes duties performed; should be the same as the duty title found on the ORB. *Note.* On SGP–OERs for all AMEDD officers attached or assigned to the APMC, the principal duty title will be "APMC–Managed Officer."

Reference: None

SGP–OER part III: block b—Position AOC Code/Branch

Action required: For commissioned officers, this entry will contain, as a minimum, the first five characters of the position requirements code (such as 42B00); seven characters if an ASI is needed; or nine characters if a language identification code is required; should be the same position code as on the ORB.

Reference: None

SGP–OER part III: block c—Significant Duties and Responsibilities

Action required: State the officer's significant duties and responsibilities, written in a succinct narrative (not bullet) format, using the present tense to identify what the rated officer is supposed to do or be responsible for in his or her duty position. Unless changes occurred during the rating period, the duty description on the SGP–OER should be the same as the one on the DA Form 67–10–1A. The rater will describe in detail the rated officer's duties and responsibilities, the number of personnel supervised, amount of resources under the rated officer's control, and scope of responsibilities. Descriptions must be clear and concise with emphasis on specific functions required of the rated officer. The rater should also note conditions unique to the assignment. For example, RA officers who are assigned to full-time support duties with RC units or USAR officers assigned to RA units often perform unique functions in that duty. In order to ensure that due consideration is given to these factors, the duty description should note these conditions. As a minimum, the duty description will include principal duties and significant additional duties. When an officer is serving under dual supervision, the statement "Officer serving under dual supervision" will be entered as the first line of the duty description. The duty description will be jointly developed by the supervisors in each chain of command.

Reference: DA Pam 611–21

2–18. Part IV, Performance evaluation-professionalism, competencies and attributes

Part IV provides an assessment of a rated officer's professionalism, performance, and adherence to attributes and core leader competencies (including the APFT and the height and weight entries) focusing on what a leader is and what a leader does. Part IV contains the dimensions of the Army's leadership doctrine that define professionalism for the Army officer. Attributes are characteristics that are an inherent part of an individual's total core, physical, and intellectual aspects. Attributes shape how an individual behaves in their environment and are aligned to identity, presence, and intellectual capacity. Core leader competencies emphasize the roles, functions, and activities of what leaders do. Core leader competencies are complemented by attributes that distinguish high performing leaders of character. Core leader competencies apply across all levels of the organization, across leader positions, and throughout careers. Army Values, Empathy, and Warrior Ethos are a critical attributes that define a leaders character and apply across all ranks, positions, branches, and specialties. These attributes are critical to maintain public trust and confidence in the Army and the qualities of leadership and management needed to maintain an effective Officer Corps. Attributes and Core Leader Competencies are on the DA Form 67–10 series to emphasize and reinforce professionalism. They will be considered in the evaluation of the performance of all officers. See table 2–16 for SGP–OER attributes and competencies instructions.

Table 2–16
Performance evaluation—professionalism and Army Values for DA Form 67–10–3

SGP–OER part IV: block a—APFT

Action required: In the spaces after APFT, the rater will enter the "PASS" or "FAIL" and the date (YYYYMMDD) of the most recent record APFT administered by the unit within the 12-month period prior to the "THRU" date of the SGP–OER; however, the APFT date does not always have to be within the period covered on the SGP–OER. If the rated officer was unable to take a record APFT (due to a profile or pregnancy), his or her status at that time will be documented appropriately. The APFT for Soldiers without profiles consists of push-ups, sit-ups, and a 2-mile run.

- For Soldiers with permanent and temporary profiles who have been cleared to take an alternate APFT, enter "PASS" or "FAIL" for the alternate APFT as prescribed by health care personnel. The APFT may include an alternate authorized aerobic event (walk, bike, or swim). No comment about the Soldier's profile is required.
- For Soldiers with permanent profiles whose profiles prohibit them from taking the APFT, the entry will be left blank and the rater will explain the reason why it has been left blank.
- Soldiers with temporary profiles at the time of the unit's record APFT will enter "PROFILE" and the date (YYYYMMDD) the profile was awarded. The date of the profile must be within 12 months prior to the "THRU" date of the SGP–OER.
- Sample entries are "PASS 20100414," "FAIL 20100507," or "PROFILE 20100302." APFT numerical scores will not be entered.
- The rater will address a "FAIL" entry for APFT in the narrative space provided in part IV, block a. Comments on "FAIL" entries may include the reason(s) for failure and/or note any progress toward meeting physical fitness standards (AR 350–1).

Table 2-16
Performance evaluation—professionalism and Army Values for DA Form 67-10-3—Continued

- A comment on "PROFILE" entries will be made only if the rated officer's ability to perform his or her assigned duties is affected. The rater will explain the absence of an APFT entry in part IV, block a. If the APFT has not been taken within 12 months of the "THRU" date of the SGP-OER, the APFT data entry will be left blank. In accordance with AR 40-501, an APFT is not required for pregnant officers.
- For pregnant officers who have not taken the APFT within the last 12 months due to pregnancy, convalescent leave, and temporary profile, the rater will enter the following statement in part IV, block a: "Exempt from APFT requirement in accordance with AR 40-501." *Note. When using the electronic form with the Evaluation Entry System portal, the APFT and height and weight statement will be combined.*
- In accordance with AR 350-1, officers 55 years of age and older have the option of taking the three-event APFT or an alternate APFT, but they will not be considered as being on profile unless a current profile exists.
- Additionally, officers 60 years of age and older have the option of not taking the APFT; however, they must maintain a personal physical fitness program approved by a physician and remain within compliance of height and weight standards of AR 600-9. If no APFT is taken, leave the APFT entry blank and make the following comment in part IV, block a addressing the blank APFT entry: "Officer exempt from APFT requirement in accordance with AR 350-1."
- Deployed units unable to administer the APFT due to mission or conditions will annotate SGP-OERs in the provided comment field with the following statement: "Officer was unable to take the APFT during this period due to deployment for combat operations/contingency operations." In accordance with AR 350-1, upon return from deployment officers will be administered a record APFT no earlier than 3 months for RA and 6 months for USAR and ARNG officers.
Note. Officers are not exempted from complying with height and weight requirements of AR 600-9.

Reference: AR 350-1, AR 40-501, and AR 600-9

SGP-OER part IV: block a (continued)—Height and Weight

Action required: In the spaces after "HEIGHT" and "WEIGHT" the rater will enter the rated officer's height and weight, respectively, as of the unit's last record weigh-in. If there is no unit weigh-in during the period covered by the SGP-OER, the rater will enter the officer's height and weight as of the "THRU" date of the SGP-OER. An entry of "YES" or "NO" will also be placed in the space next to the weight to indicate compliance or noncompliance with AR 600-9. Sample entries are "HEIGHT: 72, WEIGHT: 180 YES"; "HEIGHT: 71, WEIGHT: 225 NO"; or "HEIGHT: 73, WEIGHT: 215 YES."

- For officers 60 years of age and older who must remain in compliance with height and weight standards, the height and weight entry will be completed. Soldiers 60 years of age or older are only exempted from the requirement to take the APFT.
- For an officer who exceeds the screening table weight, a "YES" entry may only be entered after a body composition measurement has been completed and found to be within body composition standards, as determined by tape measurement and the use of DA Form 5500 or DA Form 5501.
- The rater will comment on a "NO" entry, indicating noncompliance with the standards of AR 600-9 in part IV, block a. These comments should indicate the reason for noncompliance. Medical conditions may be cited for noncompliance; however, the "NO" entry is still required because medical waivers to weight control standards are not permitted for SGP-OER purposes. The progress or lack of progress in a weight control program will be indicated.
- For pregnant officers, the entire entry is left blank. The rater will enter the following statement in part IV, block a: "Exempt from weight control standards of AR 600-9."
Note. When using the electronic form within the Evaluation Entry System portal, the APFT and height and weight statement will be combined.
- Rating officials will not use the word "pregnant" nor refer to any officer's pregnancy in any manner when completing the SGP-OER.
- For rated officers with major limb loss, the entire entry is left blank. The rater will enter the following statement in part IV, block a: "Exempt from weight control standards of AR 600-9." Major limb loss is defined as an amputation above the ankle or above the wrist, which includes full hand and/or full foot loss. It does not include partial hand or foot, or fingers or toes.
- Rating officials will not refer to the major limb loss in any manner when completing the SGP-OER.
- For rated officers having an approved DCS, G-1 waiver, the entire entry will be left blank. The rater will enter the following statement in part IV, block a "Rated officer has a DCS, G-1 waiver of compliance with AR 600-9." In such cases, a copy of the DCS, G-1 approval memo will be submitted as an enclosure to the SGP-OER.
- Compliance with AR 600-9, the height and weight standards of AR 600-9 apply at all times, even when the officer is deployed for combat or contingency operations.
- This entry will not be left blank other than the exceptions indicated above.

Reference: AR 600-9

SGP-OER part IV: block b—Qualities for Strategic Assignments

Action required: The rater will provide narrative comment indicating and identifying skills and qualities the officer possesses for up to three strategic assignments.

Reference: DA Pam 600-3

SGP-OER part IV: blocks c—Attributes and Competencies

Action required: The rater must quantitatively and qualitatively paint a word picture using short concise narrative format capturing the rated officer's performance as it relates to the Leadership Requirements Model, which conveys expectations for Army leaders. *Note. Comments are mandatory and should compare the performance of the rated officer with his or her contemporaries (AR 623-3) during the evaluation period. The focus is on the results achieved and the manner by which they were achieved.*

SGP–OER part IV: block c. 1: Character—Encompasses elements internal and central to a leader’s core consisting of Army Values, empathy, Warrior Ethos/Service Ethos, and discipline. Character is comprised of a person’s moral and ethical qualities, helps determine what is right and gives a leader motivation to do what is appropriate, regardless of the circumstances or consequences. It determines who people are, how they act, helps determine right from wrong, and choose what is right.

Rating officials will comment on how well the rated officer promoted a climate of dignity and respect and adhered to the requirements of the SHARP Program. This assessment should identify, as appropriate, any significant actions or contributions the rated officer made toward—

1. Promoting the personal and professional development of subordinates.
2. Ensuring the fair, respectful treatment of unit personnel.
3. Establishing a workplace and overall command climate that fosters dignity and respect for all members of the unit.
4. This assessment should also identify any failures by the rated officer to foster a climate of dignity and respect and adhere to the SHARP Program.

Raters will comment on any substantiated finding, in an Army or DOD investigation or inquiry, that the rated officer—

1. Committed an act of sexual harassment or sexual assault.
2. Failed to report a sexual harassment or sexual assault.
3. Failed to respond to a complaint or report of sexual harassment or sexual assault.
4. Retaliated against a person making a complaint or report of sexual harassment or sexual assault.
5. Additional comments may be explained and entered in part IV, blocks c.2. (if required).

Army Values: Consist of the principles, standards, and qualities considered essential for successful Army leaders. They are fundamental to helping Soldiers and DA civilians make the right decision in any situation. Army Values are an important leader responsibility and an expected standard. Comments, when provided, will refer to a specific value and be included in the narrative (for example, "A solid, trustworthy officer whose integrity is beyond reproach."). A list of Army Values and their definitions follow (a more detailed explanation can be found in ADRP 6–22).

1. Loyalty: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and other Soldiers.
2. Duty: Fulfills obligations (professional, legal, and moral).
3. Respect: Treats people as they should be treated.
4. Selfless service: Puts the welfare of the Nation, the Army, and subordinates priorities before self.
5. Honor: Adheres to the Army’s publicly declared code of values.
6. Integrity: Does what is right, legally and morally.
7. Personal courage: Faces fear, danger, or adversity (physical and moral).

Empathy: The ability to see something from another person’s point of view, to identify with, and enter into another person’s feelings and emotions. Empathy allows the leader to anticipate what others are experiencing and to try to envision how decisions or actions affect them. Army leaders display empathy when they genuinely relate to another person’s situation, motives, and feelings. Empathy does not necessarily mean sympathy for another, but identification that leads to a deeper understanding.

Warrior Ethos and Service Ethos: The professional attitudes and beliefs that characterize the American Soldier. They reflect a Soldier’s selfless commitment to the Nation, mission, unit, and fellow Soldiers. These ethos are developed and sustained through discipline, commitment to the Army Values, and pride in the Army’s heritage. The key to the Warrior and Service Ethos are not only physical, tactical, and technical training but also a mindset developed through purposeful mental preparation.

Discipline: At the individual level this is primarily self-discipline, the ability to control one’s own behavior. Discipline expresses what the Army Values require—willingly doing what is right. Discipline involves attending to the details of organization and administration, which are less urgent than an organization’s key tasks, but necessary for efficiency and long-term effectiveness. Examples include an effective Command Supply Discipline Program, Organizational Inspection Programs, and training management.

Table 2–16
Performance evaluation—professionalism and Army Values for DA Form 67–10–3—Continued

SGP–OER part IV: block c.2.: Performance comments, Potential comments, and support form use validation. The rater must quantitatively and qualitatively paint a word picture using short concise narrative format capturing the rated officer's performance and potential as it relates to the Leadership Requirements Model, which conveys expectations for Army leaders regarding strategic grade attributes and competencies in the rated officer's current duty position. The rater will also check the appropriate box concerning receipt of the DA Form 67–10–1A; comments are mandatory in part IV, block b for a "NO" entry. Performance and potential comments are mandatory. Exception requirements exist below for when a rating official is serving as both rater and senior rater. Performance comments should address key items mentioned in the duty description in part III and, as appropriate, the duty description, objectives, and contributions portions of the OER support form as they relate to the Leadership Requirements Model. Potential comments should compare the potential of the rated officer with his or her contemporaries (AR 623–3) during the evaluation period. Potential comments should primarily focus on the rated officer's potential for promotion, command, schooling (military and civilian), strategic assignments, successive duty assignments and level of assignments, and/or retention, when applicable. In cases when the rating official is serving as both rater and senior rater, he or she will complete the rater's portion of the SGP–OER part IV, blocks a through c1. Comments to cite the authority for the rating official to act as both rater and senior rater will be entered within part IV, block c2 (appropriate comments for part IV, block c2 include "Serving as rater and senior rater in accordance with AR 623–3, paragraphs 2–19 (or para 2–20, as appropriate)" or "Serving as rater and senior rater in accordance with the CG, HRC exception to policy."). As an option, the rating official serving as rater and senior rater may provide additional comments on performance and potential. The senior rater will sign the SGP–OER in both the senior rater's and the rater's signature blocks.
Note. The rater will comment on how well the officer promoted/supported a healthy workplace environment conducive to the growth and development of personnel when completing the OER. Note. Rating officials may provide additional comments (if needed) evaluating the rated officer on how well the rated officer promoted a climate of dignity and respect and adhered to the requirements of the SHARP program.

Presence—Is the impression a leader makes on others contributing to his or her success in leading them. This impression is the sum of a leader's outward appearance, demeanor, actions, and words. Presence incorporates a leader's effectiveness when demonstrating military and profession bearing, fitness, confidence, and resilience.

Military and professional bearing: Projecting a commanding presence, a professional image of authority.

Fitness: Having sound health, strength, and endurance, which sustain emotional health and conceptual abilities under prolonged stress.

Confidence: Projecting self-confidence and certainty in the unit's ability to succeed in whatever it does; able to demonstrate composure and outward calm through steady control over emotion.

Resilience: The psychological and physical capacity to bounce back from life's stressors repeatedly to thrive in an era of high operational tempo.

Intellect—Draws on the mental tendencies and resources that shape conceptual abilities applied to one's duties and responsibilities.

Conceptual abilities enable effective problem solving and sound judgment before implementing concepts and plans. They help one think creatively and reason analytically, critically, ethically, and with cultural sensitivity to consider unintended as well as intended consequences, helping leaders anticipate the second- and third-order effects of their actions. The conceptual components affecting an Army leader's intellect include mental agility, sound judgment, innovation, interpersonal tact, and expertise.

Mental agility: Is a flexibility of mind, an ability to anticipate or adapt to uncertain or changing situations. Agility enables thinking through second- and third-order effects when current decisions or actions are not producing the desired results.

Sound judgement: Is the capacity to assess situations shrewdly and to draw rational conclusions. Consistent good judgement enables leaders to form sound opinions and make reliable estimates and sensible decisions. Good judgement includes the ability to assess subordinates, peers, and the enemy for strengths and weaknesses to create appropriate solutions and action.

Innovation: Is the ability to introduce something new when needed or as opportunities exist. Being innovative includes creativity in producing original and worthwhile ideas. Innovative leaders tend to be inquisitive and good problem solvers. Innovative leaders prevent complacency by finding new ways to challenge subordinates with forward-looking approaches and ideas by relying on intuition, experience, knowledge, and input from subordinates.

Interpersonal tact: Interacting with others depends on knowing what others perceive. It relies on accepting the character, reactions, and motives of oneself and others. Interpersonal tact combines these skills, along with recognizing diversity and displaying self-control, balance, and stability in situations.

Expertise: Is the special knowledge and skill developed from experience, training, and education. Domain knowledge is what leaders know about application areas used in their duties and positions. Leaders create and use knowledge in at least four domains. Tactical knowledge relates to accomplishing a designated objective through military means. Technical knowledge consists of the specialized information associated with a particular function or system. Joint knowledge is an understanding of joint organizations, their procedures, and roles in national defense. Cultural and geopolitical knowledge is awareness of cultural, geographic, and political differences and sensitivities.

Leads—Encompasses five competencies: leads others, extends influence beyond the chain of command, builds trust, leads by example, and communicates.

Leads others: Measures the ability to influence Soldiers and DA civilians in the leader's organization. Leaders apply character, presence, and intellect to the core leader competencies while guiding others toward a common goal and mission accomplishment. Direct leaders influence others person-to-person, such as a team leader who instructs, encourages hard work, and recognizes achievement. Organizational and strategic leaders guide their organizations using indirect means of influence.

Table 2–16**Performance evaluation—professionalism and Army Values for DA Form 67–10–3—Continued**

Extends influence beyond the chain of command: Involves influencing others when the leader does not have designated authority or when the leader's authority is not recognized by others. Influence refers to how people create and relay their messages, behaviors, and attitudes to affect the intentions, beliefs, behaviors, and attitudes of another person or group of people. Influence depends upon relationships where leaders build positive rapport and a relationship of mutual trust, making followers more willing to support requests. Examples include showing personal interest in a follower's well-being, offering praise, and understanding a follower's perspective.

Builds trust: Trust encompasses reliance upon others, confidence in their abilities, and consistency in behavior. Trust builds over time through mutual respect, shared understanding, and common experiences. Communication contributes to trust by keeping others informed, establishing expectations, and developing commitments. Sustaining trust depends on meeting those expectations and commitments. Trust forms and fosters when leaders create a positive command climate by identifying areas of common interest and goals. Teams develop trust through cooperation, identification with other members, and contribution to the team effort.

Leads by example: Living by the Army Values and the Warrior Ethos best displays character and leading by example. It means putting the organization and subordinates above personal self-interest, career, and comfort. For the Army leader, it requires putting the lives of others above a personal desire for self-preservation.

Communicates: Ensures there is more than the simple transmission of information. It achieves a new understanding and creates new or better awareness. Communicating critical information clearly is an important skill to reach shared understanding of issues and solutions. It conveys thoughts, presents recommendations, bridges cultural sensitivities, and reaches consensus. Actions can speak louder than words and excellent leaders use this to serve as a role model to set the standard. Leaders communicate to convey clear understanding of what needs to be done and why.

Develops—Developing people and the organization with a long-term perspective requires leaders who:

Create a positive environment. To foster esprit de corps and teamwork, promotes cohesion, and encourages initiative and acceptance of responsibility. A leader maintains a healthy balance between caring for people and their Families while focusing on the mission.

Seek self-improvement. To master the profession at every level, a leader must make a full commitment to lifelong learning. Self-improvement requires self-awareness and leads to new skills necessary to adapt to changes in the leadership environment.

Invest adequate time and effort. To develop individual subordinates and build effective teams. Success demands a fine balance of teaching, counseling, coaching, and mentoring.

Act as stewards of the profession. Make choices and take actions that ensure that leaders in the future sustain an Army capable of performing its core functions.

Achieves—Focuses on accomplishing the mission. Mission accomplishment co-exists with an extended perspective towards maintaining and building the organization's capabilities. Achieving begins in the short-term by setting objectives. In the long-term, achieving requires getting results in pursuit of those objectives. Getting results focuses on structuring what to do to produce consistent results. Getting results embraces all actions to get the job done on time and to standard. Results are measured in how well the leader provided direction, guidance, and clear priorities, guiding teams in what needs to be done and how. This combined with monitoring performance to identify strengths and correct weaknesses in organizations, groups, and individuals allows for accomplishing missions consistently and ethically.

Reference: None

2–19. Part V, intermediate rater (if applicable)

This part of the form is used only if an intermediate rater is included in the rating chain. Part V is for the intermediate rater's assessment of the rated officer's performance and potential. This is the only part of the SGP–OER that is completed by the intermediate rater.

Table 2–17**Intermediate rater for DA Form 67–10–3**

SGP–OER part V: Intermediate Rater (Only be included for specialty branches (Chaplain Corps, JAGC, and AMEDD), when there is a level of technical supervision between the rater and senior rater, in dual supervisory situations, and when the rater's immediate supervisor would be the logical senior rater, but does not meet senior rater eligibility requirements as outlined in AR 623–3, table 2–1.

Action required: Narrative comments by the intermediate rater are mandatory. Comments should succinctly address the rated officer's performance and potential. Comments may address the rated officer's demonstrated professionalism and/or ability to maintain required standards for credentialing or certification, foreign language skills, or high-level security clearances. Simply stating concurrence with the rater's evaluation does not fulfill the intent of this paragraph. If the intermediate rater has not been in the position the minimum number of days necessary to evaluate the rated officer, he or she will enter the statement "I am unable to evaluate the rated officer because I have not been the intermediate rater for the required number of days." If the intermediate rater performs the functions of the rater, as authorized in AR 623–3, he or she will complete the rater's parts of the SGP–OER. In this case, part V will only cite the authority and reasons for assuming the rater's responsibilities.

Reference: None

2–20. Part VI, senior rater

a. Part VI is the senior rater’s assessment of the rated officer’s potential. Part VI is intended to capitalize on the senior rater’s additional experience, broad organizational perspective, and tendency to focus on the organizational requirements and actual performance results. Information on the rated officer’s DA Form 67–10–1A is intended to assist the senior rater and supplement more traditional means of evaluation, such as personal observation, reports and records, and other rating officials.

b. To ensure that the senior rater is a senior official qualified to evaluate the rated officer, he or she must meet the minimum requirements that are set forth in AR 623–3. In evaluating the whole officer, the senior rater makes an assessment of the officer’s potential for promotion to the next higher grade when compared with other officers. In doing so, a senior rater must carefully manage the percentage of his or her “MULTI–STAR POTENTIAL” and “PROMOTE TO BG” ratings and must, therefore, be aware of when an officer will be in a zone of consideration for promotion, command, or school selection in order to render “MULTI–STAR POTENTIAL OR “PROMOTE TO BG” ratings accordingly.

Note. A senior rater’s subsequent statement that he or she rendered an inaccurate “RETAIN AS COL” or lower evaluation of a rated officer’s potential in order to preserve “MULTI–STAR POTENTIAL” or “PROMOTE TO BG” ratings for other officers (for example, those in a zone for consideration for promotion, command, or school selection) will not be a basis for an appeal.

Senior raters who meet minimum qualification criteria established in AR 623–3 will complete part VI, block a. An officer whose rank on an SGP–OER is a “P” (a promotable officer serving in an authorized position of the next higher rank) receiving a rating in part VI, block a will be profiled against the senior rater’s profile for the next higher rank. For example, a LTC(P) serving in an authorized COL position will be profiled against the senior rater’s COL profile population. If the LTC(P) is not serving in an authorized COL position, he or she will be assessed on the FGP–OER and profiled against the senior rater’s LTC profile population.

Table 2–18
Senior rater for DA Form 67–10–3

SGP–OER part VI: block a—Potential Box Check

Action required: The senior rater makes an assessment of the rated officer’s overall potential when compared with all other officers of the same rank the senior rater has previously rated or currently has in his or her population.

- Promotable officers with a “P” after their current rank, serving in an authorized position of the next higher rank, are considered as officers of the next higher rank in making comparative assessments with contemporaries. On “Senior Rater Profile” reports, they will be profiled against the next higher rank.
- A senior rater credit of five (5) “RETAIN AS COLONEL” will be awarded to the senior raters profile allowing use of the “MULTISTAR POTENTIAL” box immediately. This provides flexibility to senior raters and eliminates some of the issues associated with immature profiles.
- If the potential assessment is consistent with the majority of officers in that grade the senior rater will place an “X” in the “RETAIN AS COLONEL” box. If the rated officer’s potential exceeds that of the majority of officers in the senior rater’s population, the senior rater will place an “X” in the “PROMOTE TO BG” OR “MULTISTAR POTENTIAL” (as applicable). The senior rater will use these upper two boxes when identifying the upper third of officers for each rank, with further stratification by use of the “MULTISTAR POTENTIAL” box (as applicable). If the rated officer’s potential is below the majority of officers in the senior rater’s population for that grade and the senior rater does not believe the rated officer should be retained on active duty, the senior rater will place an “X” in the “UNSATISFACTORY” box.

Note. In order to maintain a credible profile, senior raters must maintain a cumulative percentage of the upper two boxes combined (“PROMOTE TO BG” and “MULTISTAR POTENTIAL”) less than 50 percent of the ratings for a given rank and/or the “MULTISTAR POTENTIAL” box not to exceed 24 percent of the ratings for a given rank. A report with a “MULTISTAR POTENTIAL” rating that causes a senior rater’s profile to exceed 24 percent of ratings for a given rank will be processed as a “PROMOTE TO BG” only if the cumulative percentage of the upper two boxes combined (“PROMOTE TO BG” and “MULTISTAR POTENTIAL”) is less than 50 percent of ratings for a given rank. If the combined cumulative percentage of the upper two boxes is 50 percent or more, the report will then be processed with a “RETAIN AS COLONEL” HQDA electronically generated label. A report with a “PROMOTE TO BG” rating that causes a senior rater’s profile cumulative percentage of the upper two boxes combined of 50 percent or more of the ratings for a given rank will be processed with a “RETAIN AS COLONEL” HQDA electronically generated label.

- To ensure maximum rating flexibility when rating populations change or to preclude a “MULTISTAR POTENTIAL” top box check from inadvertently profiling as a “RETAIN AS COLONEL” rating, senior raters need to maintain a “cushion” in the number of “MULTISTAR POTENTIAL” and “PROMOTE TO BG” ratings given rather than impending to the line at less than 24 percent of “MULTISTAR POTENTIAL” and 50 percent combined “MULTISTAR POTENTIAL” and “PROMOTE TO BG”. This is best accomplished by limiting the combined “MULTISTAR POTENTIAL” and “PROMOTE TO BG” top boxes to no more than one-third of all ratings given for officers of a given rank.
- All other SGP–OERs will receive an HQDA electronically generated label that reflects the senior rater’s profile at the time the SGP–OER is processed.

Note. Part VI: block a will not be completed on promotable COLs who are serving in an authorized position of the next higher rank (an example: a COLP serving in an authorized BG position). An HQDA electronically generated label, which states “No Box Check” will be placed over the boxes in part VI block a.

Reference: None

Table 2–18

Senior rater for DA Form 67–10–3—Continued

SGP–OER part VI: block b—Number of Officers Senior Rated

Action required: The senior rater will enter the total number of Army officers of the same rank as the rated officer he or she currently senior rates. This information, in conjunction with additional information contained on the HQDA electronically generated label, will help HQDA selection boards identify senior raters with small rating populations and weigh the report accordingly.

Reference: None

SGP–OER part VI: block c—Senior Rater Narrative

Action required: Narrative comments by the senior rater on rated officer's potential are mandatory. Simply stating concurrence with the rater's or intermediate rater's evaluation does not fulfill the intent of this paragraph.

- When the senior rater has not been in the position the minimum number of days necessary to evaluate the rated officer, he or she will enter the following statement in part VI, block c: "I am unable to evaluate the rated officer because I have not been the senior rater for the required number of days." In these cases, all other entries in part VI, blocks a, b, and d will be left blank.
Note. Senior raters will use the electronic form within the Evaluation Entry System portal to automatically enter the appropriate statement in the SGP–OER, part VI, block c, if he or she is unable to evaluate the rated officer. On SGP–OERs for AMEDD officers attached or assigned to the APMC who do not complete AT or ECT, the Commander, APMC will enter the statement that he or she is unable to evaluate the rated officer, using the electronic form within the Evaluation Entry System portal. All other entries in part VI will be left blank.
- The senior rater enters narrative comments in this block. Bullet comments are prohibited. Potential comments should primarily focus on the rated officer's potential for promotion, command, schooling (military and civilian), broadening assignments, successive duty assignments, and level of assignments, and/or retention, when applicable.
- Anything unusual about the SGP–OER will also be noted here (for example, APFT and height and weight data or explanatory comments, if not included; lack of rated officer's signature; signatures are out of sequence on the SGP–OER; changes in an evaluation resulting from rated officer comments; and that multiple referral attempts have been made to the rated officer).
- Senior raters will comment on any substantiated finding, in an Army or Department of Defense investigation or inquiry, that a rated officer: (1) committed an act of sexual harassment or sexual assault; (2) failed to report a sexual harassment or assault; (3) failed to respond to a complaint or report of sexual harassment or sexual assault.
Note. If the rated officer is physically unavailable to sign (and cannot have it forwarded to him or her to sign), unable to sign, or refuses to sign the SGP–OER, for any reason, the senior rater will either resolve the problem or use the electronic form within the Evaluation Entry System portal to automatically enter the appropriate statement explaining why the rated officer's signature is left blank in part II, block e. Otherwise, the Evaluation Entry System portal may not allow the SGP–OER to be submitted. An SGP–OER stating that the officer cannot sign due to CAC issues is unacceptable and such SGP–OERs will not be processed. The SGP–OER will not be delayed because it lacks the rated officer's signature.
- If the senior rater's evaluation is based on infrequent observation of the rated officer, this fact should be noted. Senior raters may also comment on the fact the rated officer is in a rating population that includes three officers or fewer. The senior rater may not comment on, or make reference to, actual placement of the box check in part VI, block a, the boxes, or how the rated officer would be profiled.
- In cases when the senior rater is also serving as the rater, he or she will complete parts IV, block a thru c1 in the rater's portion of the SGP–OER. Part IV, block c2 "Comments on Performance" will be used to cite the authority for the rating official to act as both rater and senior rater. (Appropriate comments for part IV, block c2 "Comments on Performance" section include "Serving as rater and senior rater in accordance with AR 623–3, paragraphs 2–19 (or para 2–20, as appropriate)" or "Serving as rater and senior rater in accordance with the CG, HRC, exception to policy." when applicable.) As an option, the senior rater may add additional comments addressing the performance and potential of the rated officer within part IV, block c2. The senior rater will sign the SGP–OER in both the senior rater's and the rater's signature blocks.

Reference: None

SGP–OER part VI: block d—Three Future (Successive) Assignments

Action required: The senior rater will list up to three (with a minimum of two) different successive duty positions (by job title) in which the rated officer is best suited to serve based on the rated officer's demonstrated potential, focusing on the next 3 to 5 years of service. *Note. An exception to this rule exists for SGP–OERs on which the rater indicates unsatisfactory performance and potential comments that require the evaluation to be referred and the senior rater indicates a rating of "UNSATISFACTORY." On these OERs only, no successive duty positions are required.*

Reference: None

Section VI

DA Form 67–10–4 (Strategic Grade Plate—(O7) General Officer Report)

2–21. Part I, administrative data

Part I is for administrative data, including identification of the rated officer, unit data, the period covered, number of rated months, nonrated time codes, and the reason for submission of the SGP–OER. See table 2–24 for a list of codes and reasons for submitting OERs and table 2–25 for the codes and reasons for nonrated periods.

Table 2–19
Administrative data for DA Form 67–10–4

GOR–OER part I: block a–Name

Action required: Enter the rated officer's full name (last, first, MI, suffix) in capital letters

Reference: None

GOR–OER part I: block b–SSN

Action required: Enter the rated officer's full nine-digit SSN (for example, 123–45–6789).

Reference: None

GOR–OER part I: block c–Rank

Action required: Enter the rated officer's letter rank abbreviation, not pay grade (for example, ""for brigadier general) as of the "THRU" date of the GOR–OER.

- If the rated officer has been selected for promotion and is serving in a position authorized for the next higher rank, he or she will be rated in the promotable rank and a "P" will be placed after his or her current rank (for example, "").
- If the rated officer is not assigned to a position authorized for the higher rank, no "P" will be entered after the rank.
- If the rated officer has been frocked to the next higher rank and is serving in a position authorized for the rank to which he or she is frocked, enter the frocked rank.
- If the rated officer has been frocked to a higher rank but is not yet serving in a position authorized for the higher rank, enter the lower rank.
Note. For ARNG Officers, promotions/promotable status' dates are determined by state adjutant generals; these dates are not based on release dates of promotion selection lists.

Reference: AR 600–20

GOR–OER part I: block d—Date of Rank

Action required: Enter the date of rank (YYYYMMDD) for the rated officer's rank as of the "THRU" date of the GOR–OER. If the officer is promotable, but not yet promoted, the date of rank is for the current rank. If the rated officer has been frocked to a higher rank and is serving in an authorized position, enter the effective date of the frocking. If the rated officer has been frocked to a higher rank and is not yet serving in an authorized position requiring the higher rank, enter the date of rank of the lower rank.

Reference: None

GOR–OER part I: block e—Branch

Action required: Enter the rated officer's two-character basic branch abbreviation. Do not enter "GS" or the branch associated with an officer's FA. For general officers, enter "GO".

Reference: DA Pam 600–3

GOR–OER part I: block f—COMP Status Code

Action required: For USAR or ARNG, enter status code as follows:

- IRR-individual ready reserve (or IRR–MOB for mobilized IRR Soldier).
- IMA-individual mobilization augmentee (or IMA–MOB for mobilized IMA Soldiers).
- DIMA-drilling individual mobilization augmentee (or DIMAMOB for mobilized DIMA Soldiers).
- TPU-troop program unit.
- ADOS-active duty for operational support.
- AGR-active guard reserve.
- MOB-mobilized Soldier.
- CO–ADOS-contingency operations-active duty for operational support.
- ADOS–RC-active duty for operational support-Reserve Component.
- M–DAY-man-day ARNG traditional Soldiers.

Reference: None

GOR–OER part I: block g–Unit, Org., Station, ZIP Code or APO, Major Command

Action required: Enter the rated officer's unit, organization, station, zip code, or APO, and Major Command in the order listed on the GOR–OER.

Note. The electronic form within the Evaluation Entry System portal may not automatically enter deployed unit data; however, it may be changed manually on the GOR–OER. The USAR must include the appropriate major USAR command or USAR general officer command. On GOR–OERs for AMEDD officers assigned or attached to the APMC who do not complete AT or ECT, use the APMC address with "AR–MEDCOM" as the major command. The address should reflect the rated officer's location as of the "THRU" date of the GOR–OER. While in a deployed status, indicate the data of the deployed unit. Alternatively, indicate the parent unit's address with duty at (abbreviated "w/ dy at" the Soldier's deployed unit location.

Reference: None

Table 2–19
Administrative data for DA Form 67–10–4—Continued

GOR–OER part I: block h—Unit Identification Code

Action required: Enter the rated officer's UIC. *Note. This code can be automatically populated by using the electronic form within the Evaluation Entry System portal, if unknown. If it is incorrect, it can be manually corrected.*

Reference: None

GOR–OER part I: block i—Reason for Submission

Action required: Enter the appropriate GOR–OER code (left block) and reason (right block) that identify why the GOR–OER is being prepared for submission. *Note. On GOR–OERs for AMEDD officers attached to the APMC who do not complete AT or ECT, use code 19 "AHRC–Directed."*

Reference: Table 2–24

GOR–OER part I: block j—Period Covered

Action required: The period covered is the period extending from the day after the "THRU" date of the last GOR–OER to the date of the event causing the GOR–OER to be written. The rating period is that portion of the period covered during which the rated officer serves in an assigned position under the rater who is writing the GOR–OER. The period covered and the rating period will always end on the same date (the "THRU" date of the GOR–OER). The beginning date of the rating period may not be the same as the beginning date of the period covered (the "FROM" date). For example, an officer departs on PCS on 1 July and is given a "Change or Rater" GOR–OER with a "THRU" date of 30 June. After 5 days of in-transit travel and 20 days of leave, the officer reports for duty at his or her new unit on 26 July. Then, on 1 November, the officer changes duty (but the rater remains the same) and is given a "Change of Duty" GOR–OER. The period covered on this GOR–OER would be 1 July ("FROM" date) to 31 October ("THRU" date); however, the rating period would be from 26 July to 31 October.

Note. The "THRU" date on "Change of Rater" and "Change of Duty" GOR–OERs will be the day before the change takes effect. Likewise, for rated officers signing out on transition leave, the "THRU" date will be the rated officer's final duty day in the assigned duty position before transition leave begins. Use the YYYYMMDD format for "FROM" and "THRU" dates. On GOR–OERs for AMEDD officers attached or assigned to the APMC who do not complete AT or ECT, the "THRU" date will be based on the rated officer's RYE date for code 19 "AHRC–Directed" GOR–OERs.

Reference: None

GOR–OER part I: block k—Rated Months

Action required: The number of rated months is computed by counting the total number of calendar days in the rating period and dividing it by 30. *Note. Do not use the number of days in the entire period covered by the GOR–OER. The rated months will equal the period covered minus all nonrated time. After dividing by 30, if there are 15 or more days left, count them as a whole month (for example, 130 days is 4 months and 10 days and is entered as 4 months; 140 days is 4 months and 20 days and is entered as 5 months).*

Reference: None

GOR–OER part I: block l—Nonrated Codes

Action required: Enter the appropriate nonrated codes. If there was no qualifying nonrated time during the period covered, leave blank. Entries in part I, block l are not required for ARNG officers not on active duty.

Reference: Table 2–25

GOR–OER part I: block m—Number of Enclosures

Action required: Indicate the total number of enclosures. If there are no enclosures, enter "0" or leave blank.

Reference: None

GOR–OER part I: block n—Rated Officer's Email Address

Action required: Enter the rated officer's .gov or .mil email address.

Reference: None

2–22. Part II, authentication

This part of the GOR–OER is for authentication by the rated officer and rating officials after the GOR–OER has been completed at the end of the rating period. To facilitate the rated officer in signing the OER after authentication by the rating officials, the GOR–OER can be signed and dated by each individual in the rating chain up to 14 days prior to the "THRU" date of the GOR–OER; however, the GOR–OER cannot be forwarded to HQDA until the "THRU" date of the GOR–OER.

Note. Rating officials' names can be automatically entered by using SSNs and the first two characters of the last name when using the electronic form within the Evaluation Entry System portal.

The following rules apply:

- a. The senior rater's signature and date cannot be before the rater's or intermediate rater's signatures.
- b. The rated officer's signature and date cannot be before the rater's, the intermediate rater's, or the senior rater's signatures.

Table 2–20
Authentication for DA Form 67–10–4

GOR–OER part II: blocks a (1 through 7)-Rater’s Information

Action required: Enter the rater’s information - name (last, first, MI, suffix) in capital letters/SSN (for example, 123–45–6789)/rank/position/signature/email/validation date.

- The rank entry will be current as of the “THRU” date of the GOR–OER. A “P” is added to the rank only if the rater is promotable and serving in a position authorized for the next higher rank. Rating officials who have been frocked to a higher rank and are serving in the authorized position for the frocked rank will enter the frocked rank.
- Use of an official email address as the permanent email address will facilitate HQDA contact concerning the GOR–OER, should the need arise. As a minimum, an email address ending in “.gov” or “.mil” will be used.
Note. The rater’s signature and date are required on the completed GOR–OER.
- For raters of other Services, enter appropriate rank abbreviation. For example, a U.S. Navy captain would be entered as “CAPT” in the rank block. Civil service raters will enter the pay grade (GM/GG/GS/UA-#) in the rank block; for members of the senior executive service, “SES” will be entered in lieu of a rank or pay grade. For members authorized by an exception to policy or who are not in any category above, enter appropriate grade level.
- For allied officers serving as a rater, enter the rater’s country or country abbreviation in parentheses after his or her name (for example, (AU), (Italy), (GBR), and so forth). Allied raters of U.S. Army officers will require an international rater identification number issued by HRC, Evaluations branch. Once issued, this identification number will be inserted within the SSN data field. Requests for an international rater identification number will be submitted to HRC, Evaluations branch (see appendix B for contact information and address). The request will include: justification, allied officer’s complete name, rank, country, duration of report period covered, contact information to include a valid email address. See figure 2–10 for a sample request. Additionally, the request will identify a delegate, who will provide assist to the allied forces rating official on evaluation matters. The delegate will be a CAC enabled U.S. Army officer or DA civilian able to be assigned as a delegate in EES. Once approved, HRC will issue the allied forces rating official an international identification number and will associate the identified delegate within the EES. *Note. Allied forces rating officials may not have the ability to sign evaluations digitally with CAC signature. In these instances, evaluation reports will require signature by manual methods and submission of evaluation reports through authorized alternate methods (see AR 623–3). Other entered data remain the same.*
- If the senior rater is serving both as the rater and senior rater, the senior rater’s information and signature will be entered in part II, blocks a and b.
Note. On GOR–OERs for AMEDD officers attached or assigned to the APMC who do not complete AT or ECT, the Commander, APMC will serve as rater and senior rater with no other rating officials and will sign the GOR–OER in part II, both blocks a and b (as a senior rater who does not meet eligibility requirements to evaluate the rated officer) for code 19 “AHRC–Directed” GOR–OERs.

Reference: None

GOR–OER part II: blocks b (1 through 11)-Senior Rater’s Information

Action required: Enter the senior rater’s information - name (last, first, MI, suffix) in capital letters/SSN (for example, 123–45–6789)/rank/position/signature/validation date/organization/branch/component/telephone number/email address.

- Use of an official email address as the permanent email address will facilitate HQDA contact concerning the GOR–OER, should the need arise. As a minimum, an email address ending in “.gov” or “.mil” will be used.
- The rank entry will be current as of the “THRU” date of the GOR–OER. A “P” is added to the rank only if the senior rater is promotable and serving in a position authorized for the next higher rank. Rating officials who have been frocked to a higher rank and are serving in the authorized position for the frocked rank will enter the frocked rank.
- The two-character branch entry will not be “GS” or the branch associated with an officer’s FA. For general officers use “GO.”
- For senior raters of other Services, in addition to their rank, enter their branch of Service (for example, U.S. Navy “USN,” U.S. Air Force “USAF,” U.S. Marine Corps “USMC,” U.S. Coast Guard “USCG” in the branch block in part II, block b. For example, a U.S. Navy captain would be entered as “CAPT” in the rank block and “USN” in the branch block. Civil service raters will enter the pay grade (GM/GG/GS/UA-#) in the rank block; for members of the senior executive service, “SES” will be entered in lieu of a rank or pay grade. For members authorized by an exception to policy or who are not in any category above, enter appropriate grade level.
- For DA civilians only enter “DAC”; for civilians of other Services within DOD, enter “CIV” as the branch.
- The Component entry will be “RA” for Regular Army, “USAR” for U.S. Army Reserve, “ARNG” for Army National Guard, or “NONE”.
- The senior rater will sign the SGP–OR even if he or she is unable to evaluate the rated officer due to lack of qualification.
Note. The senior rater’s signature and date are required on the completed SGP–OER even if he or she is unable to evaluate the rated officer due to lack of qualification. Using the electronic form within the Evaluation Entry System portal, senior raters who lack rating qualification will check the “NO” box in response to the question “Have you been the senior rater for this officer for at least 60 days?” to enter the statement “I am unable to evaluate the rated officer because I have not been the senior rater for the required number of days” in part V.
Note. The minimum required time for senior rater eligibility to evaluate the rated officer is 90 days for USAR TPU, DIMA, and drilling IRR officers and ARNG officers. On GOR–OERs for AMEDD officers attached or assigned to the APMC who do not complete AT or ECT, the Commander, APMC will sign the GOR–OER in part II, block b as a senior rater who does not meet eligibility requirements to evaluate the rated officer for code 19 “AHRC–Directed” GOR–OERs.
- If the senior rater is serving both as the rater and senior rater, the senior rater’s information and signature will be entered in part II, blocks a and b.

Reference: None

Table 2–20
Authentication for DA Form 67–10–4—Continued

GOR–OER part II: blocks c–Referred Report

Action required: If referral of an GOR–OER is required, the senior rater will place an “X” in the appropriate box in part II, block c of the GOR–OER (before he or she has signed and dated the GOR–OER). The GOR–OER will then be provided to the rated officer for placement of an “X” in the appropriate box in part II, block c and signature or validation of administrative data. (“YES” if the rated officer will provide comments as an enclosure to the GOR–OER or “NO” if the rated officer will not provide comments.)

Reference: None

GOR–OER part II: blocks d–Rated Officer’s Signature

Action required: The rated officer will sign and date the GOR–OER after it has been completed and signed by all rating officials in the rating chain. The rated officer’s signature acknowledges that the rated officer has seen the completed GOR–OER, parts I through V, and verifies the accuracy of the administrative data in part I, the rating officials in part II, and the APFT and height and weight data in part IV, block a. This action increases administrative accuracy of the GOR–OER since the rated officer is most familiar with and interested in this information. Confirmation of the administrative data also will normally preclude an appeal by the rated officer based on inaccurate administrative data. Any administrative errors noted by the rated officer will be brought to the attention of the rating officials and corrected prior to their signature.

Note. On GOR–OERs for APMC-managed AMEDD officers who do not complete AT/ECT, block d will be left blank; these officers will not sign the completed GOR–OER prior to submission to HQDA using Evaluation Entry System portal in accordance with AR 623–3.

— If the rated officer is physically unavailable to sign his or her GOR–OER (and the GOR–OER cannot be forwarded to him or her to sign), is unable to sign the GOR–OER digitally or manually, or refuses to sign the GOR–OER for any reason, the senior rater will either resolve the problem or explain the reason for the lack of a signature. Using the electronic form within the Evaluation Entry System portal, the senior rater will check the appropriate response to the question “Is the rated officer available for signature?” or the comment “Rated Soldier refused to sign.” The applicable statement will be entered in part V, (“The rated officer was unavailable for signature” and/or “The rated officer refused to sign”).

Note. If the rated officer’s signature is left blank in part II, block d, and the Wizard application, of electronic form within the Evaluation Entry System portal is not used to enter the appropriate statement, the Evaluation Entry System portal may not allow the GOR–OER to be submitted. GOR–OERs stating that the officer cannot sign due to CAC issues will not be processed.

— If the GOR–OER is adverse or contains derogatory information concerning the rated officer, it must be referred to the rated officer before he or she signs the GOR–OER. Note. Using the electronic form within the Evaluation Entry System portal will allow the senior rater to generate an automated referral memorandum as a built-in enclosure to the GOR–OER.

Reference: None

2–23. Part III, duty description

Part III provides for the duty description of the rated officer. The rating officials are responsible for ensuring that the duty description information is factually correct.

Note. The duty description on the DA Form 67–10–1A can be automatically populated to the GOR–OER on the electronic form within the Evaluation Entry System portal (if the support form was utilized).

Table 2–21
Duty description for DA Form 67–10–4

GOR–OER part III: block a–Principal Duty Title

Action required: Match principal duty title with unit force structure documents or a principal duty title that describes duties performed; should be the same as the duty title found on the ORB. *Note. On GOR–OERs for all AMEDD officers attached or assigned to the APMC, the principal duty title will be “APMC–Managed Officer.”*

Reference: None

GOR–OER part III: block b–Position AOC Code/Branch

Action required: For commissioned officers, this entry will contain, as a minimum, the first five characters of the position requirements code (such as 42B00); seven characters if an ASI is needed; or nine characters if a language identification code is required; should be the same position code as on the ORB.

Reference: None

Table 2–21
Duty description for DA Form 67–10–4—Continued

GOR–OER part III: block c–Significant Duties and Responsibilities

Action required: State the officer's significant duties and responsibilities, written in a succinct narrative (not bullet) format, using the present tense to identify what the rated officer is supposed to do or be responsible for in his or her duty position. Unless changes occurred during the rating period, the duty description on the GOR–OER should be the same as the one on the DA Form 67–10–1A (or equivalent if not used). The rater will describe in detail the rated officer's duties and responsibilities, the number of personnel supervised, amount of resources under the rated officer's control, and scope of responsibilities. Descriptions must be clear and concise with emphasis on specific functions required of the rated officer. The rater should also note conditions unique to the assignment. For example, AA officers who are assigned to full-time support duties with RC units or USAR officers assigned to AA units often perform unique functions in that duty. In order to ensure that due consideration is given to these factors, the duty description should note these conditions. As a minimum, the duty description will include principal duties and significant additional duties. When an officer is serving under dual supervision, the statement "Officer serving under dual supervision" will be entered as the first line of the duty description. The duty description will be jointly developed by the supervisors in each chain of command.

Reference: DA Pam 611–21

2–24. Part IV, Performance evaluation-professionalism, competencies and attributes

Part IV provides an assessment of a rated officer's professionalism, performance, and adherence to attributes and core leader competencies (including the APFT and the height and weight entries) focusing on what a leader is and what a leader does. Part IV contains the dimensions of the Army's leadership doctrine that define professionalism for the Army officer. Attributes are characteristics that are an inherent part of an individual's total core, physical, and intellectual aspects. Attributes shape how an individual behaves in their environment and are aligned to identity, presence, and intellectual capacity. Core leader competencies emphasize the roles, functions, and activities of what leaders do. Core leader competencies are complemented by attributes that distinguish high performing leaders of character. Core leader competencies apply across all levels of the organization, across leader positions, and throughout careers. Army Values, Empathy, and Warrior Ethos are a critical attributes that define a leaders character and apply across all ranks, positions, branches, and specialties. These attributes are critical to maintain public trust and confidence in the Army and the qualities of leadership and management needed to maintain an effective Officer Corps. Attributes and Core Leader Competencies are on the DA Form 67–10 series to emphasize and reinforce professionalism. They will be considered in the evaluation of the performance of all officers. See table 2–22 for GOR–OER attributes and competencies instructions.

Table 2–22
Performance evaluation—professionalism and Army Values for DA Form 67–10–4

GOR–OER part IV: block a–APFT

Action required: In the spaces after APFT, the rater will enter "PASS" or "FAIL" and the date (YYYYMMDD) of the most recent record APFT administered by the unit within the 12-month period prior to the "THRU" date of the GOR–OER; however, the APFT date does not always have to be within the period covered on the GOR–OER. If the rated officer was unable to take a record APFT (due to a profile or pregnancy), his or her status at that time will be documented appropriately. The APFT for Soldiers without profiles consists of push-ups, sit-ups, and a 2-mile run.

- For Soldiers with permanent and temporary profiles who have been cleared to take an alternate APFT, enter "PASS" or "FAIL" for the alternate APFT as prescribed by health care personnel. The APFT may include an alternate authorized aerobic event (walk, bike, or swim). No comment about the Soldier's profile is required.
- For Soldiers with permanent profiles whose profiles prohibit them from taking the APFT, the entry will be left blank and the rater will explain the reason why it has been left blank.
- Soldiers with temporary profiles at the time of the unit's record APFT will enter "PROFILE" and the date (YYYYMMDD) the profile was awarded. The date of the profile must be within 12 months prior to the "THRU" date of the GOR–OER.
- Sample entries are "PASS 20100414," "FAIL 20100507," or "PROFILE 20100302." APFT numerical scores will not be entered.
- The rater will address a "FAIL" entry for APFT in the narrative space provided in part IV, block a. Comments on "FAIL" entries may include the reason(s) for failure and/or note any progress toward meeting physical fitness standards (AR 350–1).
- A comment on "PROFILE" entries will be made only if the rated officer's ability to perform his or her assigned duties is affected. The rater will explain the absence of an APFT entry in part IV, block a. If the APFT has not been taken within 12 months of the "THRU" date of the SGP–OER, the APFT data entry will be left blank. In accordance with AR 40–501, an APFT is not required for pregnant officers.
- For pregnant officers who have not taken the APFT within the last 12 months due to pregnancy, convalescent leave, and temporary profile, the rater will enter the following statement in part IV, block a: "Exempt from APFT requirement in accordance with AR 40–501."
Note. When using the electronic form within the Evaluation Entry System portal, the APFT and height and weight statement will be combined.
- In accordance with AR 350–1, officers 55 years of age and older have the option of taking the three-event APFT or an alternate APFT, but they will not be considered as being on profile unless a current profile exists.

Table 2–22

Performance evaluation—professionalism and Army Values for DA Form 67–10–4—Continued

- Additionally, officers 60 years of age and older have the option of not taking the APFT; however, they must maintain a personal physical fitness program approved by a physician and remain within compliance of height and weight standards of AR 600–9. If no APFT is taken, leave the APFT entry blank and make the following comment in part IV, block a addressing the blank APFT entry: “Officer exempt from APFT requirement in accordance with AR 350–1.”
- Deployed units unable to administer the APFT due to mission or conditions will annotate GOR–OERs in the provided comment field with the following statement: “Officer was unable to take the APFT during this period due to deployment for combat operations/contingency operations.” In accordance with AR 350–1, upon return from deployment officers will be administered a record APFT no earlier than 3 months for RA and 6 months for USAR and ARNG officers.
Note. Officers are not exempted from complying with height and weight requirements of AR 600–9.

Reference: AR 350–1, AR 40–501, and AR 600–9

GOR–OER part IV: block a (continued)–Height and Weight

Action required: In the spaces after “HEIGHT” and “WEIGHT” the rater will enter the rated officer’s height and weight, respectively, as of the unit’s last record weigh-in. If there is no unit weigh-in during the period covered by the GOR–OER, the rater will enter the officer’s height and weight as of the “THRU” date of the GOR–OER. An entry of “YES” or “NO” will also be placed in the space next to the weight to indicate compliance or noncompliance with AR 600–9. Sample entries are “HEIGHT: 72, WEIGHT: 180 YES”; “HEIGHT: 71, WEIGHT: 225 NO”; or “HEIGHT: 73, WEIGHT: 215 YES.”

- For officers 60 years of age and older who must remain in compliance with height and weight standards, the height and weight entry will be completed. Soldiers 60 years of age or older are only exempted from the requirement to take the APFT.
- For an officer who exceeds the screening table weight, a “YES “ entry may only be entered after a body composition measurement has been completed and found to be within body composition standards, as determined by tape measurement and the use of DA Form 5500 or DA Form 5501.
- The rater will comment on a “NO” entry, indicating noncompliance with the standards of AR 600–9 in part IV, block a. These comments should indicate the reason for noncompliance. Medical conditions may be cited for noncompliance; however, the “NO “entry is still required because medical waivers to weight control standards are not permitted for GOR–OER purposes. The progress or lack of progress in a weight control program will be indicated.
- For pregnant officers, the entire entry is left blank. The rater will enter the following statement in part IV, block a: “Exempt from weight control standards of AR 600–9.”
Note. When using the electronic form within the Evaluation Entry System portal, the APFT and height and weight statement will be combined.
- Rating officials will not use the word “pregnant” nor refer to an officer’s pregnancy in any manner when completing the GOR–OER.
- For rated officers with major limb loss, the entire entry is left blank. The rater will enter the following statement in part IV, block a: “Exempt from weight control standards of AR 600–9”. Major limb loss is defined as an amputation above the ankle or above the wrist, which includes full hand and/or full foot loss. It does not include partial hand or foot, or fingers or toes.
- Rating officials will not refer to the major limb loss in any manner when completing the GOR–OER.
- For rated officers having an approved DCS, G–1 waiver, the entire entry will be left blank. The rater will enter the following statement in part IV, block a “Rated officer has a DCS, G–1 waiver of compliance with AR 600–9.” In such cases, a copy of the DCS, G–1 approval memo will be submitted as an enclosure to the GOR–OER.
- Compliance with AR 600–9, the height and weight standards of AR 600–9 apply at all times, even when the officer is deployed for combat or contingency operations.
- This entry will not be left blank other than the exceptions indicated above.

Reference: AR 600–9

GOR–OER part IV: block b–Comments on Character and Potential (as related to Attributes and Competencies)

Action required: The rater must quantitatively and qualitatively paint a word picture using short concise narrative format capturing the rated officer’s performance and potential as it relates to the Leadership Requirements Model outlined in ADRP 6–22, which conveys expectations for Army leaders, for the rated officer’s duty position.

Comments on character, performance and potential are mandatory.

“Character” encompasses elements internal and central to a leader’s core consisting of Army Values, empathy, Warrior Ethos/Service Ethos, and discipline. Character is comprised of a person’s moral and ethical qualities, helps determine what is right and gives a leader motivation to do what is appropriate, regardless of the circumstances or consequences. It determines who people are, how they act, helps determine right from wrong, and choose what is right. Rating officials will comment on how well the rated officer promoted a climate of dignity and respect and adhered to the requirements of the SHARP Program. This assessment should identify, as appropriate, any significant actions or contributions the rated officer made toward—

1. Promoting the personal and professional development of subordinates.
2. Ensuring the fair, respectful treatment of unit personnel.
3. Establishing a workplace and overall command climate that fosters dignity and respect for all members of the unit.

Table 2–22
Performance evaluation—professionalism and Army Values for DA Form 67–10–4—Continued

4. This assessment should also identify any failures by the rated officer to foster a climate of dignity and respect and adhere to the SHARP Program.

Raters will comment on any substantiated finding, in an Army or DOD investigation or inquiry, that the rated officer—

1. Committed an act of sexual harassment or sexual assault.
2. Failed to report a sexual harassment or sexual assault.
3. Failed to respond to a complaint or report of sexual harassment or sexual assault.
4. Retaliated against a person making a complaint or report of sexual harassment or sexual assault.

Performance comments should address key items mentioned in the duty description in part III and, as appropriate, the duty description, objectives, and contributions portions of the OER support form (or equivalent) as they relate to the Leadership Requirements Model.

Potential comments should compare the potential of the rated officer with his or her contemporaries (AR 623–3) during the evaluation period. Potential comments should primarily focus on the rated officer's potential for promotion, command, schooling (military and civilian), strategic assignments, successive duty assignments and level of assignments, and/or retention, when applicable.

In cases when the rater is also serving as the senior rater, he or she will complete the rater's portion of the GOR–OER part IV, block a. Comments will be entered to cite the authority for the rating official to act as both rater and senior rater within part IV, block b. (Appropriate comments for part IV, block b include "Serving as rater and senior rater in accordance with AR 623–3, paragraphs 2–19 (or para 2–20, as appropriate)" or "Serving as rater and senior rater in accordance with the CG, HRC exception to policy."). The senior rater will sign the GOR–OER in both the senior rater's and the rater's signature blocks.

Army Values: Consist of the principles, standards, and qualities considered essential for successful Army leaders. They are fundamental to helping Soldiers and DA civilians make the right decision in any situation. Army Values are an important leader responsibility and an expected standard. Comments, when provided, will refer to a specific value and be included in the narrative (for example, "A solid, trustworthy officer whose integrity is beyond reproach."). A list of Army Values and their definitions follow (a more detailed explanation can be found in ADRP 6–22).

1. Loyalty: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and other Soldiers.
2. Duty: Fulfills obligations (professional, legal, and moral).
3. Respect: Treats people as they should be treated.
4. Selfless Service: Puts the welfare of the Nation, the Army, and subordinates priorities before self.
5. Honor: Adheres to the Army's publicly declared code of values.
6. Integrity: Does what is right, legally and morally.
7. Personal Courage: Faces fear, danger, or adversity (physical and moral).

Empathy: The ability to see something from another person's point of view, to identify with, and enter into another person's feelings and emotions. Empathy allows the leader to anticipate what others are experiencing and to try to envision how decisions or actions affect them. Army leaders display empathy when they genuinely relate to another person's situation, motives, and feelings. Empathy does not necessarily mean sympathy for another, but identification that leads to a deeper understanding.

Warrior Ethos and Service Ethos: The professional attitudes and beliefs that characterize the American Soldier. They reflect a Soldier's selfless commitment to the Nation, mission, unit, and fellow Soldiers. These ethos are developed and sustained through discipline, commitment to the Army Values, and pride in the Army's heritage. The key to the Warrior and Service Ethos are not only physical, tactical, and technical training but also a mindset developed through purposeful mental preparation.

Discipline: At the individual level this is primarily self-discipline, the ability to control one's own behavior. Discipline expresses what the Army Values require—willingly doing what is right. Discipline involves attending to the details of organization and administration, which are less urgent than an organization's key tasks, but necessary for efficiency and long-term effectiveness. Examples include an effective Command Supply Discipline Program, Organizational Inspection Programs, and training management.

Presence—Is the impression a leader makes on others contributing to his or her success in leading them. This impression is the sum of a leader's outward appearance, demeanor, actions, and words. Presence incorporates a leader's effectiveness when demonstrating military and profession bearing, fitness, confidence, and resilience.

Military and professional bearing: Projecting a commanding presence, a professional image of authority.

Fitness: Having sound health, strength, and endurance, which sustain emotional health and conceptual abilities under prolonged stress.

Confidence: Projecting self-confidence and certainty in the unit's ability to succeed in whatever it does; able to demonstrate composure and outward calm through steady control over emotion.

Resilience: The psychological and physical capacity to bounce back from life's stressors repeatedly to thrive in an era of high operational tempo.

Intellect—Draws on the mental tendencies and resources that shape conceptual abilities applied to one's duties and responsibilities.

Conceptual abilities enable effective problem solving and sound judgment before implementing concepts and plans. They help one think creatively and reason analytically, critically, ethically, and with cultural sensitivity to consider unintended as well as intended consequences, helping leaders anticipate the second- and third-order effects of their actions. The conceptual components affecting an

Table 2–22**Performance evaluation—professionalism and Army Values for DA Form 67–10–4—Continued**

Army leader's intellect include mental agility, sound judgment, innovation, interpersonal tact, and expertise.

Mental agility: Is a flexibility of mind, an ability to anticipate or adapt to uncertain or changing situations. Agility enables thinking through second- and third-order effects when current decisions or actions are not producing the desired results.

Sound judgment: Is the capacity to assess situations shrewdly and to draw rational conclusions. Consistent good judgment enables leaders to form sound opinions and make reliable estimates and sensible decisions. Good judgment includes the ability to assess subordinates, peers, and the enemy for strengths and weaknesses to create appropriate solutions and action.

Innovation: Is the ability to introduce something new when needed or as opportunities exist. Being innovative includes creativity in producing original and worthwhile ideas. Innovative leaders tend to be inquisitive and good problem solvers. Innovative leaders prevent complacency by finding new ways to challenge subordinates with forward-looking approaches and ideas by relying on intuition, experience, knowledge, and input from subordinates.

Interpersonal tact: Interacting with others depends on knowing what others perceive. It relies on accepting the character, reactions, and motives of oneself and others. Interpersonal tact combines these skills, along with recognizing diversity and displaying self-control, balance, and stability in situations.

Expertise: Is the special knowledge and skill developed from experience, training, and education. Domain knowledge is what leaders know about application areas used in their duties and positions. Leaders create and use knowledge in at least four domains. Tactical knowledge relates to accomplishing a designated objective through military means. Technical knowledge consists of the specialized information associated with a particular function or system. Joint knowledge is an understanding of joint organizations, their procedures, and roles in national defense. Cultural and geopolitical knowledge is awareness of cultural, geographic, and political differences and sensitivities.

Leads—Encompasses five competencies: leads others, extends influence beyond the chain of command, builds trust, leads by example, and communicates.

Leads others: Measures the ability to influence Soldiers and DA civilians in the leader's organization. Leaders apply character, presence, and intellect to the core leader competencies while guiding others toward a common goal and mission accomplishment. Direct leaders influence others person-to-person, such as a team leader who instructs, encourages hard work, and recognizes achievement. Organizational and strategic leaders guide their organizations using indirect means of influence.

Extends influence beyond the chain of command: Involves influencing others when the leader does not have designated authority or when the leader's authority is not recognized by others. Influence refers to how people create and relay their messages, behaviors, and attitudes to affect the intentions, beliefs, behaviors, and attitudes of another person or group of people. Influence depends upon relationships where leaders build positive rapport and a relationship of mutual trust, making followers more willing to support requests. Examples include showing personal interest in a follower's well-being, offering praise, and understanding a follower's perspective.

Builds trust: Trust encompasses reliance upon others, confidence in their abilities, and consistency in behavior. Trust builds over time through mutual respect, shared understanding, and common experiences. Communication contributes to trust by keeping others informed, establishing expectations, and developing commitments. Sustaining trust depends on meeting those expectations and commitments. Trust forms and fosters when leaders create a positive command climate by identifying areas of common interest and goals. Teams develop trust through cooperation, identification with other members, and contribution to the team effort.

Leads by example: Living by the Army Values and the Warrior Ethos best displays character and leading by example. It means putting the organization and subordinates above personal self-interest, career, and comfort. For the Army leader, it requires putting the lives of others above a personal desire for self-preservation.

Communicates: Ensures there is more than the simple transmission of information. It achieves a new understanding and creates new or better awareness. Communicating critical information clearly is an important skill to reach shared understanding of issues and solutions. It conveys thoughts, presents recommendations, bridges cultural sensitivities, and reaches consensus. Actions can speak louder than words and excellent leaders use this to serve as a role model to set the standard. Leaders communicate to convey clear understanding of what needs to be done and why.

Develops—Developing people and the organization with a long-term perspective requires leaders who:

Create a positive environment. To foster esprit de corps and teamwork, promotes cohesion, and encourages initiative and acceptance of responsibility. A leader maintains a healthy balance between caring for people and their Families while focusing on the mission.

Seek self-improvement. To master the profession at every level, a leader must make a full commitment to lifelong learning. Self-improvement requires self-awareness and leads to new skills necessary to adapt to changes in the leadership environment.

Invest adequate time and effort. To develop individual subordinates and build effective teams. Success demands a fine balance of teaching, counseling, coaching, and mentoring.

Act as stewards of the profession. Make choices and take actions that ensure that leaders in the future sustain an Army capable of performing its core functions.

Table 2–22**Performance evaluation—professionalism and Army Values for DA Form 67–10–4—Continued**

Achieves—Focuses on accomplishing the mission. Mission accomplishment co-exists with an extended perspective towards maintaining and building the organization's capabilities. Achieving begins in the short-term by setting objectives. In the long-term, achieving requires getting results in pursuit of those objectives. Getting results focuses on structuring what to do to produce consistent results. Getting results embraces all actions to get the job done on time and to standard. Results are measured in how well the leader provided direction, guidance, and clear priorities, guiding teams in what needs to be done and how. This combined with monitoring performance to identify strengths and correct weaknesses in organizations, groups, and individuals allows for accomplishing missions consistently and ethically.

Reference: ADRP 6–22

2–25. Part V, senior rater

a. Part V is the senior rater's assessment of the rated officer's potential. Part V is intended to capitalize on the senior rater's additional experience, broad organizational perspective, and tendency to focus on the organizational requirements and actual performance results. Information on the rated officer's DA Form 67–10–1A (or equivalent) is intended to assist the senior rater and supplement more traditional means of evaluation, such as personal observation, reports and records, and other rating officials.

b. To ensure that the senior rater is a senior official qualified to evaluate the rated officer, he or she must meet the minimum requirements that are set forth in AR 623–3. In evaluating the whole officer, the senior rater makes an assessment of the officer's potential for promotion to the next higher grade when compared with other officers.

Table 2–23**Senior rater for DA Form 67–10–4**

GOR–OER part V: Comments on Character and Potential (as related to Attributes and Competencies)

Action required: Narrative comments by the senior rater on rated officer's potential are mandatory. Simply stating concurrence with the rater's evaluation does not fulfill the intent of this paragraph.

- When the senior rater has not been in the position the minimum number of days necessary to evaluate the rated officer, he or she will enter the following statement in part V: "I am unable to evaluate the rated officer because I have not been the senior rater for the required number of days." In these cases, other entries in part V will be left blank.

Note. Senior raters will use the electronic form within the Evaluation Entry System portal to automatically enter the appropriate statement in the COG–OER, part V, if he or she is unable to evaluate the rated officer. On GOR–OERs for AMEDD officers attached or assigned to the APMC who do not complete AT or ECT, the Commander, APMC will enter the statement that he or she is unable to evaluate the rated officer, using the electronic form within the Evaluation Entry System portal. All other entries in part V will be blank.

- The senior rater enters narrative comments in this block. Bullet comments are prohibited. Potential comments should primarily focus on the rated officer's potential for promotion, command, schooling (military and civilian), broadening assignments, successive duty assignments, and level of assignments, and/or retention, when applicable.
- Anything unusual about the GOR–OER will also be noted here (for example, APFT and height and weight data or explanatory comments, if not included; lack of rated officer's signature; signatures are out of sequence on the GOR–OER; changes in an evaluation resulting from rated officer comments; and that multiple referral attempts have been made to the rated officer).
- Senior raters will comment on any substantiated finding, in an Army or Department of Defense investigation or inquiry, that a rated officer: (1) committed an act of sexual harassment or sexual assault; (2) failed to report a sexual harassment or assault; (3) failed to respond to a complaint or report of sexual harassment or sexual assault; (4) retaliated against a person making a complaint or report of sexual harassment or sexual assault.

Note. If the rated officer is physically unavailable to sign (and cannot have it forwarded to him or her to sign), unable to sign, or refuses to sign the GOR–OER, for any reason, the senior rater will either resolve the problem or use the electronic form within the Evaluation Entry System portal to automatically enter the appropriate statement explaining why the rated officer's signature is left blank in part II, block d. Otherwise, the Evaluation Entry System portal may not allow the GOR–OER to be submitted. An GOR–OER stating that the officer cannot sign due to CAC issues is unacceptable and such GOR–OERs will not be processed. The GOR–OER will not be delayed because it lacks the rated officer's signature.

- If the senior rater's evaluation is based on infrequent observation of the rated officer, this fact should be noted.
- In cases when the senior rater is also serving as the rater, he or she will complete parts IV, block a in the rater's portion of the GOR–OER. Part IV, block b "Comments on Character & Potential" will be used to cite the authority for the rating official to act as both rater and senior rater. (Appropriate comments for part IV, block b section include "Serving as rater and senior rater in accordance with AR 623–3, paragraphs 2–19 (or para 2–20, as appropriate)" or "Serving as rater and senior rater in accordance with the CG, HRC, exception to policy." when applicable.) As an option, the senior rater may add additional comments addressing the performance and potential of the rated officer within part IV, block b. The senior rater will sign the GOR–OER in both the senior rater's and the rater's signature blocks.

Reference: None

Section VII

Rater and Senior Rater Profile Reports

2–26. “Rater Profile” report, Officer Evaluation Reporting System, and Headquarters, Department of the Army electronically generated label (Company and Field Grade Plates)

The “Rater Profile” report provides statistical information on a rater’s assessments of officers, by rank, sequenced in the order of receipt at HQDA. It includes data on officers of all components (RA, USAR, and ARNG). To access the “Rater Profile” report use the following Web site: <https://knoxhrc16.hrc.army.mil/dash2/>.

Note. Rated noncommissioned officers (NCOs) may also appear on the “Rater Profile” report; however, their reports are not considered in the statistical data of the profile.

a. The “Rater Profile” report, created by the application that processes OERs and DA Forms 2166–8, hereafter known as NCOERs, maintains the data for rater OER profiles. The Rater Profile Report shows rated officers’ names, sorted by rank, in the sequence of OER receipt date. Information from all HQDA-accepted OERs rendered by a rater is compiled in the “Rater Profile” report by name and by rank. The rank in which a promotable rated officer or warrant officer will be profiled is determined by the rank entered in part I, block c of the OER. The information from this profile is reflected on individual OERs on the HQDA electronically generated label.

Note. The only information that will not be displayed on the “Rater Profile” report is that for ARNG NCOERs.

b. The HQDA electronically generated label overlays the rater performance box check in part IV on the OER and compares the rater’s box check in part IV with his or her profile at the time the rater selects “Lock” regarding his or her assessment selection to the OER, which is then verified at the time the OER processes at HQDA. When the OER cannot be CAC initialed, the OER compares the rater’s box check in part IV with his or her profile at the time the OER processes at HQDA. This comparison generates a label that will contain one of the following statements:

Note: Once a rater indicates an assessment and the assessment is then “Locked,” it cannot be changed or altered.

(1) “EXCELS”: The number of ratings in the first box must be less than 50 percent of all ratings in the profile for that rank.

(2) “PROFICIENT”: A rating in the second box regardless of the profile or a rating in the first box when 50 percent or more of all ratings in the profile for that grade are in the first box.

(3) “CAPABLE”: A rating in the third box regardless of the “Rater Profile” report.

(4) “UNSATISFACTORY”: A rating in the fourth box regardless of the “Rater Profile” report.

(5) “NOT EVALUATED”: The rater does not meet minimum rating qualifications.

(6) “NO BOX CHECK”: A rating assessment not required for a selected grade/rank.

c. The label will also contain the rated officer’s and rater’s ranks, names, and SSNs; the date the report was received at HQDA; total ratings by the rater for those rated in the same grade; and the number of times the rated officer has been rated by this rater, which helps to identify raters with small rating populations.

d. Batch-processed OERs (more than one OER with the same rater received on the same date) are identically incremented against the rater’s profile based on the date of receipt at HQDA (not the submission date) (for example, if a rater’s profile is “EXCELS”-2 and “PROFICIENT”-4 and two “EXCELS” OERs arrive at HQDA the same day, the senior rater’s profile for both reports will be “EXCELS”-4 and “PROFICIENT”-4). Both reports will receive a “PROFICIENT” label because the rater has failed to maintain a percentage of less than 50 percent. Consequently, raters must personally monitor the submission of OERs to HQDA to ensure they are submitted in the desired sequence. Improperly sequenced OERs are not a basis for an appeal.

e. Raters will have one profile with data for all officers rated (RA, USAR, and ARNG). Raters may access their “Rater Profile” reports online at <https://knoxhrc16.hrc.army.mil/dash2/>.

2–27. “Senior Rater Profile” report, Officer Evaluation Reporting System, and Headquarters, Department of the Army electronically generated label

The “Senior Rater Profile” report provides statistical information on a senior rater’s assessments of officers, by rank, sequenced in the order of receipt at HQDA. It includes data on officers of all components (RA, USAR, and ARNG). To access the “Senior Rater Profile” report, use the following Web site: <https://knoxhrc16.hrc.army.mil/dash2/>.

Note. Senior-rated NCOs also appear on the “Senior Rater Profile” report; however, their reports are not considered in the statistical data of the profile.

a. The “Senior Rater Profile” report, created by the application that processes OERs and NCOERs and maintains the data for senior rater OER profiles, shows rated officers’ names, sorted by rank, in the sequence of OER receipt date. Information from all HQDA-accepted OERs rendered by a senior rater is compiled in the “Senior Rater Profile” report by name and by rank. The rank in which a promotable rated officer or warrant officer will be profiled is determined by the rank entered in part I, block c of the OER. The information from this profile is reflected on individual reports on the HQDA electronically generated label.

b. The senior rater evaluation timeliness report is a section of the “Senior Rater Profile” report and consists of two parts. The first part compiles statistical information on evaluation report submissions, separated by rank, and displays

the total number of reports submitted, the total number of OERs and NCOERs submitted on time, and the percentage of reports submitted on time.

Note. The only information that will not be displayed on the report is that for ARNG NCOERs. The second part, consisting of additional pages as necessary, displays administrative information on the specific OERs and NCOERs that were not submitted on time.

c. The HQDA electronically generated label overlays the senior rater potential box check, part VI, block a on the OER and compares the senior rater's box check in part VI, block a with his or her profile at the time the OER processes at HQDA. This comparison generates a label that will contain one of the following statements:

(1) "MOST QUALIFIED": The number of ratings in the first box must be less than 50 percent of all ratings in the profile for that rank.

(2) "HIGHLY QUALIFIED": A rating in the second box regardless of the profile or a rating in the first box when 50 percent or more of all ratings in the profile for that grade are in the first box.

(3) "QUALIFIED": A rating in the third box regardless of the "Senior Rater Profile" report.

(4) "NOT QUALIFIED": A rating in the fourth box regardless of the "Senior Rater Profile" report.

(5) "NOT EVALUATED": The senior rater does not meet minimum rating qualifications.

(6) "NO BOX CHECK": A rating assessment not required for a selected grade/rank.

(7) "GENERAL OFFICER": The rated officer is a general officer.

(8) "MULTI-STAR POTENTIAL": The number of ratings in the first box cannot exceed 24 percent of all ratings in the profile for that rank.

(9) "PROMOTE TO BG": A rating in the second box with the number of ratings in the first box combined with the number of ratings in the second box less than 50 percent of all ratings in the profile for that rank. A rating in the first box when all ratings in the profile for that grade exceed 24 percent and the first box combined with the number of ratings in the second box is less than 50 percent of all ratings in the profile for that rank.

(10) "RETAIN AS COLONEL": . A rating in the third box regardless of the profile or a rating in the first box when more than 24 percent of all ratings in the profile for that grade are in the first box and/or the first box combined with the number of ratings in the second box is not less than 50 percent of all ratings in the profile for that rank.

(11) "UNSATISFACTORY": A rating in the fourth box regardless of the "Senior Rater Profile" report.

d. The label will also contain the rated officer's and senior rater's ranks, names, and SSNs; the date the OER was received at HQDA; total ratings by the senior rater for those rated in the same grade; and the number of times the rated officer has been rated by this senior rater, which helps to identify senior raters with small rating populations.

e. Batch-processed OERs (more than one OER with the same senior rater received on the same date) are identically incremented against the senior rater's profile based on the date of receipt at HQDA (not the submission date) (for example, if a senior rater's profile is "MOST QUALIFIED"-2 and "HIGHLY QUALIFIED"-4 and two "MOST QUALIFIED" OERs arrive at HQDA the same day, the senior rater's profile for both reports will be "MOST QUALIFIED"-4 and "HIGHLY QUALIFIED"-4). Both reports will receive a "HIGHLY QUALIFIED" label because the senior rater has failed to maintain a percentage of less than 50 percent. Consequently, senior raters must personally monitor the submission of OERs to HQDA to ensure they are submitted in the desired sequence. Improperly sequenced OERs are not a basis for an appeal.

f. Senior raters will have one profile with data for all officers senior-rated (RA, USAR, and ARNG). Senior raters may access their profile and timeliness reports online at <https://knoxhrc16.hrc.army.mil/dash2/>. Alternatively, they (or their designated representative) may request a copy of the "Senior Rater Profile" report from the Evaluation Systems and Policy office (addresses in app B).

Section VIII

Referred Reports, Relief for Cause Reports and Addendum Procedures

2-28. Referral process

a. If a referral of an OER is required (AR 623-3), the senior rater will place an "X" in the appropriate box in part II, block d (or part II, block c for GOR-OERs) on the completed OER (for example, when the senior rater has signed and dated the completed OER). The OER will then be given to the rated officer for signature and placement of an "X" in the appropriate box in part II, block d (or block c as appropriate).

Note. While the rated officer may refuse to sign a referred OER, the rated officer must check either the "YES" or "NO" box to indicate whether or not comments will be provided.

b. The rated officer may comment if he or she believes that the rating and/or remarks are incorrect. The comments must be factual, concise, and limited to matters directly related to the evaluation rendered on the OER; rating officials may not rebut rated officer's referral comments. Enclosures or attachments that contain extraneous or voluminous material or items already contained within the officer's file are not normally in the rated officer's best interest; therefore, they should be avoided. Any enclosures or attachments to rebuttal comments will be withdrawn and returned to the rated officer when the OER is forwarded to HQDA.

c. The rated officer's comments do not constitute an appeal. Appeals are processed separately, as outlined in chapter 6. Likewise, the rated officer's comments do not constitute a request for a Commander's Inquiry. Such a request must be submitted separately (see AR 623-3, chapter 4).

d. If the senior rater decides that the comments provide significant new facts about the rated officer's performance and that they could affect the rated officer's evaluation, he or she may refer them to the other rating officials. They, in turn, may reconsider their individual evaluations. The senior rater will not pressure or influence the other rating officials to change their evaluations. Any rating official who elects to raise his or her evaluation of the rated officer as a result of this action may do so. However, the evaluation may not be lowered because of the rated officer's comments. If the OER is changed but still requires referral, the OER must again be referred to the rated officer for acknowledgment and new comments. Only the latest acknowledgment and comments (if submitted) will be forwarded to HQDA with the completed OER.

e. If the rated officer is unavailable to sign the OER for any reason or cannot be contacted and a written referral is required (referral process for OERs is in AR 623-3) the following procedure must be followed:

(1) The senior rater will refer, in writing, a copy of the completed OER (signed and dated by all rating officials) to the rated officer for acknowledgment and comment. (See fig 2-6 for a sample referral memorandum and fig 2-7 for a sample acknowledgment memorandum).

Note. A referral memorandum is provided under enclosures the electronic form within the the Evaluation Entry System portal.) This will be done even if the rated officer has departed due to PCS, retirement, or release from active duty (REFRAD). A reasonable suspense date should be given for the rated officer to complete this action. In this referral, the rated officer will be advised that his or her comments do not constitute an appeal or request for a Commander's or Commandant's Inquiry.

(2) Upon receipt of the rated officer's acknowledgment, the senior rater will include it with an original or a signed copy of the referral letter to the original OER and forward it to—

(a) The reviewer, if appropriate.

(b) The battalion (BN) and/or brigade (BDE) adjutant (S1), administrative section, or HQDA, as appropriate.

(c) The other rating officials if paragraph d, above, applies.

1. If the rated officer fails to respond within the suspense period, the senior rater will include a signed copy of the referral to the original OER and indicate either on the original referral memorandum or a second document that the rated officer failed to complete his or her acknowledgment. The senior rater will then send it to the reviewer. Reviewers will complete administrative review and forward to BN and/or BDE S1, administrative section, or HQDA, as appropriate.

2. Senior raters will, when possible, refer OERs to the rated officer prior to his or her departure.

3. A rated officer is responsible for leaving a current forwarding address or email address when he or she departs a unit. Mailing a referred OER by certified mail to an officer's last disclosed mailing address is sufficient to constitute constructive service of a referred OER. If an OER sent by certified mail to an officer's last known forwarding address is returned, indicating that the officer may not be reached at that address, the senior rater will attach a signed copy of the referral to the original report and indicate either on the original referral or a second attachment that the rated officer failed to complete his or her acknowledgment. The senior rater will then send it to the reviewer, BN and/or BDE S1, administrative section, or HQDA, as appropriate.



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNIT NAME
STREET ADDRESS
CITY, STATE 12345-0001

(Office Symbol)

(Date)

MEMORANDUM FOR *(Rated Officer's Name and Address)*

SUBJECT: Officer Evaluation Report (OER) Referral for *(Rated Officer's Name, Rank, SSN, Report Period Covered)*

1. Under the provisions of AR 623-3, Evaluation Reporting System, paragraph *(cite the appropriate reference)*, and DA Pam 623-3, Evaluation Reporting System, *(cite the appropriate reference)*, the enclosed copy of your DA Form 67-10 series OER, for the period *(“From Date” of evaluation)* through *(“Thru Date” of evaluation)* is referred to you for acknowledgement. The specific reason for referral is *(cite reason(s) found in AR 623-3)*.
2. You must acknowledge receipt of the enclosed copy of your OER and you may make comments, if desired. Any comments submitted must be factual, concise, and limited to matters directly related to the evaluation on the referred report. Enclosures to any comments you provide are not authorized and will be withdrawn prior to forwarding the report, referral, acknowledgement, and comments *(if any)* to HQDA.
3. Should you elect to submit comments with your acknowledgement, you are advised that they will not constitute a request for a Commander's Inquiry or evaluation report appeal. Such requests must be submitted separately under the provisions of AR 623-3, chapter 4.
4. Acknowledge receipt of the referred OER and submit any desired comments to me, in accordance with the above indicated suspense date.

Encl
as

(Signature block of the senior rater)

Notes:

1. The electronic DA Form 67-10 series OER in the Evaluation Entry System application has a pre-prepared format for a referral memorandum as an enclosure to the basic form. If the electronic enclosure is used instead of a separate memorandum, the format will be completed and digitally signed, then submitted to the rated officer as an enclosure to the completed OER during the referral process.
2. Acceptable forms of acknowledgment include: signed OER, email, signed certified mail document, signed acknowledgement memorandum, signed comments, etc.

Figure 2-6. Sample format for referral memorandum



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNIT NAME
STREET ADDRESS
CITY, STATE 12345-0001

(Office Symbol)

(Date)

MEMORANDUM FOR *(Senior Rater's Name and Address)*

SUBJECT: Acknowledgement of Receipt of OER/AER Referral Memorandum

1. I have read and acknowledged the OER/AER referral memorandum, which I received on (enter date).

2. I acknowledge that I have the opportunity to respond by submitting comments on my behalf in defense, extenuation, or mitigation of the evaluation. I further understand that my comments, if submitted, do not constitute a request for a Commander's/Commandant's Inquiry or evaluation report appeal. If I choose to submit written comments, I understand that I must submit them by the stated suspense date.

3. I elect:

Not to submit comments on my behalf.

To submit written comments by the stated suspense date. I understand that if I select this option, but do not submit written comments by the suspense date, I may waive my right to respond.

(Signature block and address of rate officer, if different than address on letterhead)

Figure 2-7. Sample format for acknowledgement memorandum

2-29. "Relief for Cause" officer evaluation report instructions

If a rated officer or warrant officer is officially relieved (AR 623-3), the following specific instructions apply to completing a "Relief for Cause" OER:

a. DA Form 67-10-1 and DA Form 67-10-2 (Company and Field Grade Plate forms).

(1) The performance evaluation box check in part IV of the OER must reflect "UNSATISFACTORY" or "CAPABLE". An "UNSATISFACTORY" recommendation is consistent with relief action and does not need further explanation. However, raters who select "CAPABLE" must explain their recommendation and reasons in view of the action to relieve.

(2) The senior rater's potential evaluation in part VI, block a, of DA Form 67-10 series must reflect "NOT QUALIFIED" or "QUALIFIED". A "NOT QUALIFIED" recommendation by the senior rater in part VI, block a, is consistent with a relief action and does not need further explanation. However, senior raters who select "QUALIFIED" must explain their recommendation and reasons in view of the action to relieve.

b. DA Form 67-10-3 (Strategic Grade Plate forms). The senior rater's potential evaluation box check in part VI, block a of the SGP-OER must reflect "UNSATISFACTORY" or "RETAIN AS COLONEL." A "UNSATISFACTORY" recommendation by the senior rater is consistent with relief action and does not need further explanation. However, senior raters who select "RETAIN AS COLONEL" must explain their recommendation and reasons in view of the action to relieve. The rating restriction in paragraphs a and b above, does not apply to a rating official who has not directed the relief and does not agree with the relief. However, he or she must state his or her nonconcurrence in the comments portion of the OER. The OER will identify the rating official who directed the relief. This official will clearly explain the reason for relief in his or her narrative portion of the OER. If the relief is directed by someone not in the designated rating chain, the official directing the relief will describe the reasons for the relief in an enclosure to the OER. See a sample "Relief for Cause" directed by a nonrating official memorandum in figure 2-8. Additionally, if the relief was directed by the senior rater or an individual other than the rating officials, the OER will be reviewed by the first Army officer in the organization or chain of supervision above the individual directing the relief. The reviewing official's information will be annotated on the completed CGP-OER, FGP-OER, and SGP-OER in part II, blocks f. Should the reviewing official provide comments, the reviewing official will select "YES" in block f7 and attach comments. For GOR-OERs that require supplementary review, a memorandum will need to be prepared and attached to the completed evaluation. See a sample supplementary review for "Relief for Cause" memorandum in figure 2-9.

Note. These documents are provided under the enclosure tab of the electronic OER (Wizard application associated with the electronic form within the Evaluation Entry System portal.)



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNIT NAME
STREET ADDRESS
CITY, STATE 12345-0001

(Office Symbol)

(Date)

MEMORANDUM FOR *(Rated Soldier's Name, Rank, SSN, Period Covered)*

SUBJECT: Relief for Cause Evaluation Report Directed by an Official Other than Rater or Senior Rater

1. Under the provisions of AR 623-3, Evaluation Reporting System, paragraph *(cite the appropriate reference for OER or NCOER)*, and AR 600-20, paragraph 2-17, I am relieving you of command/your duties as *(duty title/position)* *(include substantiated information describing the reason for the relief)*.

2. *(Provide a POC name and DSN number, or a commercial number if DSN is not used or if the rated Soldier is an ARNG or USAR Soldier not on active duty.)*

(Signature block of relieving official)

Figure 2-8. Sample format "Relief for Cause" directed by a nonrating official memorandum



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNIT NAME
STREET ADDRESS
CITY, STATE 12345-0001

(Office Symbol)

(Date)

MEMORANDUM FOR *(Rated Officer's Name, Rank, SSN, Report Period Covered)*

SUBJECT: Supplementary Review of Relief for Cause OER (or Failed to Achieve Course Standards AER)

1. As required by AR 623-3, Evaluation Reporting System, an additional review of the referenced relief for cause OER was made by me, using paragraph *(cite the appropriate reference)* as the principal source of guidance.
2. As a result of my review, I submit the following comments:

(Signature block of the reviewer)

Figure 2-9. Sample format supplementary review "Relief for Cause" memorandum



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNIT NAME
STREET ADDRESS
CITY, STATE 12345-0001

(Office Symbol)

(Date)

MEMORANDUM FOR (Appropriate Agency – Appendix B)

SUBJECT: Request for issue of International officer rater identification number used for Army evaluation reports

1. Under the provisions of DA Pam 623-3, Evaluation Reporting System, requests the issuance of an international officer identification number used for Army evaluation reports for the following international officer who is serving in the capacity of a rater for a U.S. Army officer.

(Insert international officer rater's complete name, rank, country, duration of report period covered, contact information to include valid email address).

2. The following individual will serve as the international officer rater's delegate. The identified delegate will provide required support and assistance to the international officer rater for evaluation matters:

(Insert the CAC enabled U.S Army Soldier/DA Civilian delegate's complete name, rank, contact information, duration to serve as the international officer rater's delegate, contact information to include valid email address).

3. Questions or concerns regarding this request may contact *(Be sure to include a telephone number, preferably DSN, and email address which you may be reached. Notify the addressee promptly if your address changes.)*

(Signature block with mailing address, if other than address on letterhead)

Figure 2-10. Sample format for request of an international officer identification number memorandum

2-30. Mandatory review of officer "Relief for Cause" officer evaluation reports

An additional review of "Relief for Cause" OERs is required following referral to the rated officer.

a. When an officer (commissioned or warrant) is officially relieved of duties and a "Relief for Cause" OER is subsequently prepared (AR 623-3), the OER will be referred to the rated officer or warrant officer as described in the referral process in AR 623-3.

Note. This referral must be completed before taking any of the actions in the following subparagraphs.

b. If the rater or intermediate rater directed the relief, the senior rater will perform the review, provided he or she is an Army officer or DA civilian when other rating officials are uniformed Army rating officials. Otherwise, the first U.S. Army officer, designated as the Uniformed Army Advisor in the organization or chain of supervision above the individual directing the relief will perform a supplementary review of the OER.

c. Reviewers of "Relief for Cause" OERs will—

- (1) Ensure that the narrative portions of the OER contain factual information that fully explain and justify the reason for the relief.
 - (2) Verify that any derogatory information has been accurately reflected.
 - (3) Ensure that the OER has been prepared as prescribed in AR 623–3 and this pamphlet.
 - (4) Ensure that the OER has been returned to the rated officer for comment.
 - (5) Review relieved officer’s referral comments, if provided.
- d. The procedures for reviewing “Relief for Cause” OERs are as follows:
- (1) If the senior rater is qualified to serve as the reviewer and is satisfied that the OER is clear, accurate, complete, and fully in accordance with the provisions of the regulation, he or she will continue to process the OER.
 - (2) If the senior rater finds that the OER is unclear, contains errors of fact, or is otherwise in violation of AR 623–3, he or she will return the OER to the rater or intermediate rater, indicating what is wrong. The senior rater will avoid all statements and actions that may influence or alter an honest evaluation by the rater or intermediate rater. When the OER has been corrected, it will be returned to the senior rater.
 - (3) If the senior rater is not a U.S. Army officer, a DA Civilian when other rating officials are uniformed Army rating officials, or if the relief was directed by the senior rater or an individual other than the rating officials, the OER will be reviewed by the first U.S. Army officer (Uniformed Army Advisor) in the organization or supervision above the individual directing the relief. This officer will perform the functions described in paragraphs c (1) through (5), above. The senior rater (or other reviewer) will prepare and submit comments as an enclosure to the OER (as required). If there is not an Army officer or Uniformed Army Advisor in the chain of command or supervision above the person directing the relief, the OER will be forwarded (along with the appropriate request) to HQDA for review (address in app B).
 - (4) Changed “Relief for Cause” OERs will be referred, again, by the senior rater (or other reviewer), in accordance with the referral process in AR 623–3, to the rated officer so that the corrected OER may be acknowledged and comments can be provided, if desired. Only the final referral and acknowledgment are forwarded with the report to HQDA.
 - (5) If the corrected OER is satisfactory to the senior rater (or other reviewer), the senior rater (or other reviewer) will continue to process the OER.
 - (6) If the corrected OER is not satisfactory to the senior rater (or other reviewer), or if the other rating officials disagree about the need for changes in the OER, the senior rater (or other reviewer) will indicate objections to the OER by adding a memorandum as an enclosure to the OER (see AR 623–3 for a sample supplementary review memorandum). When indicating objections, the senior rater (or other reviewer) is restricted to the requirements of reviewers of “Relief for Cause” OER (AR 623–3).

2–31. Submitting an addendum to previously submitted DA Form 67–10 series OERs

Rating officials will submit an addendum to a previously submitted OER when they become aware of new derogatory information that would have resulted in a lower evaluation of the rated officer. See chapter 6 of this publication, AR 623–3 (OER modifications, derogatory information, and the redress program) for guidance on the correction of OERs for other reasons.

a. The first commander in the officer’s current chain of command who receives new information about a rated officer will ensure that all members of the original rating chain for the OER impacted by this new information are aware of it and are allowed to comment. If none of the original rating officials wants to change or add to the original OER, no addendum will be prepared.

b. The addendum (see para 5–3 for instructions) will contain the rated officer’s name, grade, SSN, and the period covered by the OER to which it applies. It will also state that all members of the rating chain have been allowed to add or change comments, and it will list those who did not want to comment.

c. On completion of this action, the commander will refer a copy of the addendum to the rated officer (OER) for acknowledgment and the opportunity to submit comments before sending it (and any signed comments) to HQDA (see address in app B).

Note. For ARNG Soldiers, the addendum will be forwarded to HQDA through the state adjutant general. No changes will be made to the original OER in the rated Soldier’s Army Military Human Resource Record (AMHRR), but the addendum will be appended to the OER to which it has been prepared, along with any comments from the rated Soldier.

d. If not a member of the original rating chain, the commander’s responsibility is only to coordinate the submission of the addendum. The commander may not add comments to the addendum unless he or she was a member of the original rating chain.

e. If any of the rating officials have been reassigned, released from active duty, incapacitated, or are otherwise unable to complete their part of an addendum prior to an investigation involving the rated officer, they will so indicate. If the rated Soldier cannot be contacted for review, the commander will comment on the action taken and the inability

to contact the rated Soldier before submitting the addendum to HQDA. Specific instructions for referral are detailed in AR 623-3.

Section IX

Headquarters, Department of the Army DA Form 67-10 Officer Evaluation Report Processing

2-32. How to make corrections to DA Form 67-10 series

a. OERs that have been received and accepted for processing at HQDA will be visible in the Evaluation Entry System application when the receipt date is on or before the load date shown. OERs with administrative errors will be placed in an “ON HOLD” or “PENDING” status, awaiting corrected OERs from the rating officials, BN and/or BDE S1, or administrative office. Examples of administrative errors include inaccurate or overlapping “FROM” and “THRU” dates, incorrect reason for submission, missing APFT status or date, and missing or incorrect height and weight data.

b. Review the administrative notes in the Evaluation Entry System that identify the error(s) contained within an OER. Following correction of these errors, the newly corrected OER will be submitted to HQDA using the Evaluation Entry System portal.

Note. If corrections are made on paper copies of DA Form 67-10 series, mail the corrected OER to the address in appendix B.

c. If the administrative notes for an OER state that the senior rater needs to contact HQDA, he or she must do so expeditiously to avoid delays in processing the OER to the rated officer’s AMHRR.

2-33. Headquarters, Department of the Army rejection of DA Form 67-10 series

HQDA review of OERs may identify errors within the content of an OER. Such OERs will be indicated as “REJECTED” in the Evaluation Entry System or they will be returned to the sender’s Evaluation Entry System portal inbox. OERs with the following errors will be rejected as invalid:

- a. Senior rater does not meet the minimum grade/rank requirements (AR 623-3).
- b. Rating period does not meet minimum time requirements to render an OER (AR 623-3).
- c. Period covered overlaps the dates of a previously submitted OER already in the officer’s AMHRR and fails to meet minimum rating requirements once the “FROM” date is corrected.
- d. Receipt date at HQDA is prior to the “THRU” date on the OER (see authentication of OERs in AR 623-3).
- e. “Complete the Record” OERs are not received in a timely manner in accordance with the military personnel (MILPER) message announcing an HQDA-level selection board (AR 623-3).
- f. “Complete the Record” or “Promotion” OER is submitted or received for an officer who is ineligible for a specific selection board.
- g. OERs are sent from a previous system that is now obsolete (for example, DA Form 67-8).
- h. Subsequent OERs are submitted or received with the same “FROM” and “THRU” dates.
- i. Evaluations that are illegible or of poor quality.
- j. Faxed copies of OERs, which will be discarded without record of rejection in the Evaluation Entry System.

Table 2-24
Codes and reasons for submitting DA Form 67-10 series

Code	Reason	Entered on OER
02	Annual report	“Annual”
03	Change of rater	“Change of Rater”
04	Change of duty (under the same rater), retirement, or discharge; REFRAD or reassignment to IRR Control Group (RC only)	“Change of Duty” “Retirement” “Discharge” “REFRAD” or “Reassignment” <i>Note. USAR only; for reassignment of USAR Soldiers to an IRR Control Group.</i>
05	Relief for cause	“Relief for Cause”
06	Depart on temporary duty (TDY), temporary change of station (TCS), or special duty (SD)	“Depart TDY/TCS/SD”
07	60-day optional report	“60 day Opt”
08	Senior rater optional report	“SR-Option”
09	Complete the record	“Complete Record”

Table 2-24
Codes and reasons for submitting DA Form 67-10 series—Continued

10	Extended annual	"Extended Annual"
11	Rated officer failing selection for promotion	"Promotion"
12	REFRAD status: AT, active duty for training (ADT), ADOS-RC, ADOS or CO-ADOS (RC only)	"REFRAT" "REFRADT" "REFRADOS-RC" "REFRADOS" "REFRCO-ADOS" <i>Note. Used for USAR and National Guard Bureau (NGB) OERs only.</i>
13	Rater optional report	"Rater Option"
14	Initial tour on extended active duty (ADOS) evaluation	"Initial"
16	Based on application for regular Army (RA) appointment	"RA Appt"
17	Submitted on officers participating in The Judge Advocate General's Funded Legal Education Program or Excess Leave Program	"JAGC-OJT"
19	HRC directed	"AHRC Directed"
31	NGB directed	"NGB Directed"
32	NGB general officer nomination	"NGB GO Nomination"
33	Transfer from ARNG to another component	"Trans to Another Comp"
34	Transfer from ARNG to Retired Reserve	"Trans fm NG to Ret Res"
35	ARNG Soldier departure on ADT for more than 30 days	"NG DEP ADT (30 + days)"
36	ARNG departure on full-time training duty for more than 30 days	"NG DEP ADOS-RC (30 = days)"
37	Transfer to the inactive national guard (ING)	"Trans to ING"
43	USAR general officer nomination	"GO Nomination"
44	Release from temporary active duty	"RETAD"

Notes:

¹ Codes other than those indicated in this table may appear in the drop-down menu on electronic forms associated with the Wizard application within the Evaluation Entry System portal.

² Use only the codes found in this table for processing OERs.

Table 2-25
Codes and reasons for nonrated periods for DA Form 67-10 series

Code	Reason
A	Absent without leave/desertion/unsatisfactory participant (versus nonparticipant).
B	Break in service.
C	Confinement in military or civilian detention facility, assignment to military personnel.
D	Temporary disability retirement list.
E	Leave (30 or more consecutive days).
F	Under arrest.
G	Healing with duty (for Warrior Transition Unit (WTU) Soldiers with duties assigned at the discretion of the WTU commander; see AR 623-3 for special situations).
H	Healing (for WTU Soldiers performing their healing mission).
I	In transit between duty stations, including leave, permissive TDY, and TDY.
M	Missing in action.
P	Patient (under doctor's care and unable to perform assigned duties; includes convalescent leave).
Q	Lack of rater qualification.
S	Student at military or civilian school.

Table 2–25
Codes and reasons for nonrated periods for DA Form 67–10 series—Continued

T	On TDY/TCS/SD less than 90 calendar days.
W	Prisoner of war.
X	Authorized absence for participation in special program.
Z	None of the above.

Notes:

¹ Codes other than those indicated in this table may appear in the drop-down menu on electronic forms associated with the Wizard application within the Evaluation Entry System portal.

² Use only the codes found in this table for processing OERs.

Chapter 3

Preparation of DA Form 2166–8–1 and DA Form 2166–8

3–1. Purpose and process for DA Form 2166–8–1

a. *Purpose.* Contribute to Armywide improved performance and professional development through increased emphasis on performance counseling. The rater uses the NCOER counseling and support form to prepare for, conduct, and record results of performance counseling with the rated NCO. Its use is mandatory for counseling all NCOs, corporal (CPL) through command sergeant major (CSM); however, no NCOER is prepared for CPLs. The purpose of the NCOER counseling and support form is to improve performance counseling by providing structure and discipline to the process.

b. *Process.* Within the first 30 days of the rating period, effective date of lateral appointment to CPL, or promotion to sergeant (SGT), the rater will conduct the first counseling session with the rated NCO. Additionally, the rater will discuss and establish goals for the NCO to promote/support a healthy workplace environment conducive to the growth and development of personnel. The rater will also discuss and establish goals for supporting the EO and EEO programs, fostering a climate of dignity and respect, adhering to the SHARP Program, and eliminating sexual harassment and sexual assault in their unit within Part IVa.

Note. See AR 623–3 for USAR Soldiers. This initial counseling session is somewhat different from later counseling sessions in that the primary focus is on communicating performance standards to the rated NCO. It should specifically let the rated NCO know what is expected of him or her during the rating period. The rater shows the rated NCO the rating chain and a complete duty description, discusses the meaning of the values and responsibilities identified on the NCOER, and explains the standards for success. Before the rated NCO departs the counseling session, the rater will record key points that were discussed and obtain the rated NCO's initials on DA Form 2166–8–1.

Note. Always use the current version of the NCOER counseling and support form or NCOER in accordance with paragraph 1–2. Using the Wizard application associated with the electronic form within the Evaluation Entry System portal allows the rater to automatically enter the rated NCO's administrative data in part I of the NCOER support form or NCOER based on the most current data from the authoritative database at HQDA. Auto-populated administrative data may be manually corrected, as needed. The use of SSNs on NCOER support forms is optional because these documents are used exclusively at the local level; however, full SSNs for the rated NCO and the senior rater assist in populating NCOERs directly from the NCOER support form.

(1) Counseling sessions will be conducted at least quarterly for RA and AGR NCOs and at least semiannually for ARNG and USAR NCOs performing inactive duty training (IDT). These counseling sessions differ from the first counseling session in that the primary focus is on telling the rated NCO how well he or she is performing. The rater will update the duty description and, based on observed actions and demonstrated behavior and results, discuss what was done well and what could be done better, and how well the NCO is promoting/supporting a healthy workplace environment conducive to the growth and development of personnel. The rater will also discuss and update how well the rated NCO supports the EO and EEO programs, fostering a climate of dignity and respect and supporting the SHARP Program and eliminating sexual harassment and sexual assault in their unit within Part IVa. The guide for this discussion is the success standards established in the previous counseling session. Prior to the conclusion of the counseling session, the rater will record key points discussed and obtain the rated NCO's initials on DA Form 2166–8–1.

(2) The rater will maintain one DA Form 2166–8–1 for each rated NCO until after the NCOER for the rating period has been approved and submitted to the evaluations branch, HRC, the Chief, NGB, or the state adjutant general. For CPLs who do not receive an NCOER, the NCOER counseling and support form will be maintained for 1 year. There is no regulatory requirement to keep DA Form 2166–8–1 beyond this time; however, maintaining the NCOER counseling and support form on a case-by-case basis for possible future use to support personnel actions may be appropriate.

c. *Samples.* See figure 3–1 for a sample of the DA Form 2166–8–1.

NCOER COUNSELING AND SUPPORT FORM				FOR OFFICIAL USE ONLY (FOUO) SEE PRIVACY ACT STATEMENT IN AR 623-3.	
For use of this form, see AR 623-3; the proponent agency is DCS, G-1.					
PART I - ADMINISTRATIVE DATA					
a. NAME (Last, First, Middle Initial) THOMAS, DAVID, M.		b. SSN xxx-x1-1111	c. RANK MSG	d. DATE OF RANK 20140201	e. PMOSC 92Y52SG10
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND HHC, SPT BN, 13th COSCOM, Ft. Hood, TX, 76544, III CORPS		STATUS CODE	g. RATED NCO'S EMAIL ADDRESS (gov. or .mil) david.thomas.mil@mail.mil	m. UIC WASH26	n. CMD CODE UZ o. PSB CODE FS16
PART II - AUTHENTICATION					
a. NAME OF RATER (Last, First, Middle Initial) BANKS, KATHERINE		SSN xxx-x5-5555	INITIAL	LATER	LATER
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT LTC, AG, Army Contracting Agency, Battalion Commander			RATER'S APO EMAIL ADDRESS (gov. or .mil) katherine.banks215.mil@mail.mil		
b. NAME OF SENIOR RATER (Last, First, Middle Initial) JONES, WILLIAM A.		SSN xxx-x6-6666	INITIAL	LATER	LATER
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT GS-15, Army Contracting Agency, Acting Director			SENIOR RATER'S APO EMAIL ADDRESS (gov. or .mil) william.jones567.civ@mail.mil		
c. NAME OF REVIEWER (Last, First, Middle Initial) SEMELSKI, REGINA		SSN xxx-x7-7777	INITIAL	LATER	LATER
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT COL, AG, Army Contracting Agency, Brigade Commander			REVIEWER'S APO EMAIL ADDRESS (gov. or .mil) regina.semelski456.mil@mail.mil		
d. RATED NCO'S INITIAL'S			INITIAL	LATER	LATER
PART III - DUTY DESCRIPTION (Rater)					
a. PRINCIPAL DUTY TITLE Contracting Command NCOIC			b. DUTY MOSC 92Y50G1		
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars) (See DA Pam 623-3, para 3-1)					
d. AREAS OF SPECIAL EMPHASIS (See DA Pam 623-3, para 3-1)					
e. APPOINTED DUTIES (See DA Pam 623-3, para 3-1)					
f. PHYSICAL FITNESS & MILITARY BEARING					
APFT		APFT DATE		HEIGHT/WEIGHT	
a. ARMY VALUES: PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)					
LOYALTY, DUTY, RESPECT/EO/EEO, SELFLESS-SERVICE, HONOR, INTEGRITY, PERSONAL					
TASK/ACTIONS: (See DA Pam 623-3, para 3-1)			PERFORMANCE SUMMARY: (See DA Pam 623-3, para 3-1)		

DA FORM 2166-8-1, OCT 2011

PREVIOUS EDITIONS ARE OBSOLETE.

Page 1 of 2
APD PE v1.00ES

Figure 3-1. Example of DA Form 2166-8-1 (page 1)

RATED NCO'S NAME (<i>Last, First, Middle Initial</i>) THOMAS, DAVID, M.		SSN xxx-xx-1111
b. COMPETENCE: <input type="checkbox"/> Duty proficiency; MOS competency <input type="checkbox"/> Technical & tactical; knowledge, skills, and abilities <input type="checkbox"/> Sound judgment <input type="checkbox"/> Seeking self-improvement; always learning <input type="checkbox"/> Accomplishing tasks to the fullest capacity; committed to excellence		
TASK/ACTIONS: (See DA Pam 623-3, para 3-1)		PERFORMANCE SUMMARY: (See DA Pam 623-3, para 3-1)
c. PHYSICAL FITNESS & MILITARY BEARING: <input type="checkbox"/> Mental and physical toughness <input type="checkbox"/> Endurance and stamina to go the distance <input type="checkbox"/> Displaying confidence and enthusiasm; looks like a soldier		
TASK/ACTIONS: (See DA Pam 623-3, para 3-1)		PERFORMANCE SUMMARY: (See DA Pam 623-3, para 3-1)
d. LEADERSHIP: <input type="checkbox"/> Mission first <input type="checkbox"/> Genuine concern for soldiers <input type="checkbox"/> Instilling the spirit to achieve and win <input type="checkbox"/> Setting the example; Be, Know, Do		
TASK/ACTIONS: (See DA Pam 623-3, para 3-1)		PERFORMANCE SUMMARY: (See DA Pam 623-3, para 3-1)
e. TRAINING: <input type="checkbox"/> Individual and team <input type="checkbox"/> Mission focused; performance oriented <input type="checkbox"/> Teaching soldiers how; common tasks, duty-related skills <input type="checkbox"/> Sharing knowledge and experience to fight, survive and win		
TASK/ACTIONS: (See DA Pam 623-3, para 3-1)		PERFORMANCE SUMMARY: (See DA Pam 623-3, para 3-1)
f. RESPONSIBILITY & ACCOUNTABILITY: <input type="checkbox"/> Care and maintenance of equipment/facilities <input type="checkbox"/> Soldier and equipment safety <input type="checkbox"/> Conservation of supplies and funds <input type="checkbox"/> Encouraging soldiers to learn and grow <input type="checkbox"/> Responsible for good, bad, right & wrong		
TASK/ACTIONS: (See DA Pam 623-3, para 3-1)		PERFORMANCE SUMMARY: (See DA Pam 623-3, para 3-1)

DA FORM 2166-8-1, OCT 2011

Page 2 of 2
APD PE v1.00ES

Figure 3-1. Example of DA Form 2166-8-1 (page 2)

3-2. Purpose and process for DA Form 2166-8

a. Purpose. The NCOER enables rating officials to provide HQDA with performance and potential assessments for each rated NCO, particularly for HQDA centralized selection board processes. It also provides valuable information and ensures that sound personnel management decisions can be made and each NCO's potential can be fully developed.

b. Process. The completion of the NCOER requires rating officials to make a conscientious assessment of a rated NCO's performance in his or her assigned position and potential for increased responsibility and service in positions of higher ranks.

Note. The Armywide standard is to complete all portions of the NCOER using the Wizard application associated with the electronic form within the Evaluation Entry System portal, enter CAC-enabled digital signatures, and digitally submit the completed NCOER to HQDA via the Evaluation Entry System portal. See AR 623-3 for submission procedures and appendix B for addresses and contact information for manual submission of completed NCOERs and associated documents. Information related to NCOERs on USAR and ARNG NCOs can be found in this pamphlet and in appendices in AR 623-3.

c. Sample. See figure 3-2 for a sample of the DA Form 2166-8.

NCO EVALUATION REPORT						FOR OFFICIAL USE ONLY (FOUO) SEE PRIVACY ACT STATEMENT IN AR 623-3.	
For use of this form, see AR 623-3; the proponent agency is DCS, G-1.							
PART I - ADMINISTRATIVE DATA							
a. NAME (Last, First, Middle Initial) THOMAS, DAVID, M.		b. SSN 111-11-1111		c. RANK MSG ()		d. DATE OF RANK 20140201	e. PMOSC 9WY52SG10
f.1. UNIT HHC, SPT BN, 13th COSCOM, Ft. Hood, TX, 76544, III CORPS		ORG. STATION ZIP CODE OR APO, MAJOR COMMAND		f.2. STATUS CODE 03		g. REASON FOR SUBMISSION Change of Rater	
h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL	l. RATED NCO'S EMAIL ADDRESS (.gov or .mil)		m. UIC
FROM	THRU	56	Q			WASH26	UZ
YEAR MONTH DAY 20140401	YEAR MONTH DAY 20141001						
PART II - AUTHENTICATION							
a. NAME OF RATER (Last, First, Middle Initial) BANKS, KATHERINE		SSN 111-11-1111		SIGNATURE DIGITAL SIGNATURE 123456789		DATE (YYYYMMDD) 20120315	
RANK PMOSC/BRANCH LTC AG		ORGANIZATION Army Contracting Agency		DUTY ASSIGNMENT Battalion CDR		RATER'S AKO EMAIL ADDRESS (.gov. or .mil) katherine.banks215.mil@mail.mil	
b. NAME OF SENIOR RATER (Last, First, Middle Initial) JONES, WILLIAM A.		SSN 111-11-1111		SIGNATURE DIGITAL SIGNATURE 123456789		DATE (YYYYMMDD) 20120315	
RANK PMOSC/BRANCH GS-15 DAC		ORGANIZATION Army Contracting Agency		DUTY ASSIGNMENT Acting Director		SENIOR RATER S AKO EMAIL ADDRESS (.gov. or .mil) william.jones567.cjy@mail.mil	
c. NAME OF REVIEWER (Last, First, Middle Initial) SEMELSKI, REGINA		SSN 111-11-1111		SIGNATURE DIGITAL SIGNATURE 123456789		DATE (YYYYMMDD) 20120315	
RANK PMOSC/BRANCH COL AG		ORGANIZATION Army Contracting Agency		DUTY ASSIGNMENT Brigate CDR		REVIEWER'S AKO EMAIL ADDRESS (.gov. or .mil) regina.semelski456.mil@mail.mil	
d. <input type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)							
e. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating officials in Part II, the duty description to include the counseling dates in Part III, and the APF, and height/weight entries in Part IVc are correct. I have seen the completed report. I am aware of the appeals process of AR 623-3.							
PART III - DUTY DESCRIPTION (Rater)							
a. PRINCIPAL DUTY TITLE Contracting Command NCOIC				b. DUTY MOSC 92Y50G1			
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars) (See DA Pam 623-3, para 3-1)							
d. AREAS OF SPECIAL EMPHASIS (See DA Pam 623-3, para 3-1)							
e. APPOINTED DUTIES (See DA Pam 623-3, para 3-1)							
f. COUNSELING DATES		INITIAL	LATER	LATER	LATER		
PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)							
a. ARMY VALUES. Check either "YES" or "NO". (Bullet Comments are mandatory. Substantive bullet comments are required for "NO" entries.)							
V A L U E S Loyalty Duty Respect Selfless-Service Honor Integrity Personal Courage	1. LOYALTY: Bears true faith and allegiance to the U. S. Constitution, the Army, the unit, and other Soldiers.		YES	NO			
	2. DUTY: Fulfills their obligations.						
	3. RESPECT/EO/EEO: Treats people as they should be treated.						
	4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.						
	5. HONOR: Lives up to all the Army values.						
	6. INTEGRITY: Does what is right - legally and morally.						
	7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).						
Bullet comments							

Figure 3-2. Example of DA Form 2166-8 (page 1)

RATED NCO'S NAME (Last, First, Middle Initial) THOMAS, DAVID, M.		SSN 111-11-1111	THRU DATE 20141001
PART IV (Rater) - VALUES/NCO RESPONSIBILITIES			
<i>Bullet comments are mandatory. Substantive bullet comments are required for "EXCELLENCE" or "NEEDS IMPROVEMENT."</i>			
b. COMPETENCE o Duty proficiency; MOS competency o Technical & tactical; knowledge, skills, and abilities o Sound judgment o Seeking self-improvement; always learning o Accomplishing tasks to the fullest capacity; committed to excellence EXCELLENCE SUCCESS NEEDS IMPROVEMENT <i>(Exceeds std)</i> <i>(Meets std)</i> <i>(Some)</i> <i>(Much)</i>		(See DA Pam 623-3, para 3-6)	
c. PHYSICAL FITNESS & MILITARY BEARING o Mental and physical toughness o Endurance and stamina to go the distance o Displaying confidence and enthusiasm; looks like a Soldier EXCELLENCE SUCCESS NEEDS IMPROVEMENT <i>(Exceeds std)</i> <i>(Meets std)</i> <i>(Some)</i> <i>(Much)</i>		APFT	HEIGHT/WEIGHT /
d. LEADERSHIP o Mission first o Genuine concern for Soldiers o Instilling the spirit to achieve and win o Setting the example; Be, Know, Do EXCELLENCE SUCCESS NEEDS IMPROVEMENT <i>(Exceeds std)</i> <i>(Meets std)</i> <i>(Some)</i> <i>(Much)</i>		(See DA Pam 623-3, para 3-6)	
e. TRAINING o Individual and team o Mission focused; performance oriented o Teaching Soldiers how; common tasks, duty-related skills o Sharing knowledge and experience to fight, survive and win EXCELLENCE SUCCESS NEEDS IMPROVEMENT <i>(Exceeds std)</i> <i>(Meets std)</i> <i>(Some)</i> <i>(Much)</i>		(See DA Pam 623-3, para 3-6)	
f. RESPONSIBILITY & ACCOUNTABILITY o Care and maintenance of equipment/facilities o Soldier and equipment safety o Conservation of supplies and funds o Encouraging Soldiers to learn and grow o Responsible for good, bad, right & wrong EXCELLENCE SUCCESS NEEDS IMPROVEMENT <i>(Exceeds std)</i> <i>(Meets std)</i> <i>(Some)</i> <i>(Much)</i>		(See DA Pam 623-3, para 3-6)	
PART V - OVERALL PERFORMANCE AND POTENTIAL			
a. RATER. Overall potential for promotion and/or service in positions of greater responsibility. AMONG THE BEST FULLY CAPABLE MARGINAL <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		e. SENIOR RATER BULLET COMMENTS (See DA Pam 623-3, para 3-7)	
b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade. (See DA Pam 623-3, para 3-7) _____ _____ _____			
c. SENIOR RATER. Overall performance <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5 Successful Fair Poor		d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5 Superior Fair Poor	

DA FORM 2166-8, OCT 2011

Page 2 of 2
APD PE v1.02ES

Figure 3-2. Example of DA Form 2166-8 (page 2)

3-3. Part I, administrative data

Part I is for administrative data, which include identification of rated NCO, period of the NCOER, and reason for submitting the NCOER. See table 3-1 for NCOER administrative data instructions. *Note. Using the Wizard application associated with the electronic form within the Evaluation Entry System portal allows the rater to automatically populate the administrative data in part I of the NCOER based on the most current data from the authoritative database at HQDA.*

Table 3-1
Administrative data for DA Form 2166-8

NCOER part I: Administrative entry (upper-right portion of screen)

Action required: Use the drop-down menu to edit the rated NCO's component (RA, USAR, or ARNG) in capital letters with no other extraneous marks.

Reference: None

NCOER part I: block a-Name

Action required: Enter the rated NCO's name (last, first, MI, suffix) in capital letters.

Reference: None

NCOER part I: block b-SSN

Action required: Enter the rated NCO's nine-digit SSN (for example, 123-45-6789).

Reference: None

NCOER part I: block c-Rank

Action required: Enter the three-letter abbreviation for the NCO's rank, not pay grade (for example, "SSG" for staff sergeant or "SFC" for sergeant first class). If the rated NCO in the rank of master sergeant (MSG) is frocked to first sergeant (1SG), SGM, or CSM, enter the rank, date of rank, and primary military occupational specialty (PMOS) code held prior to the frocking action. In addition to the NCO's rank in part I, block c, enter the appropriate frocked rank in parentheses immediately following the rank entry. The entries are "SFC (1SG)," "MSG (SGM)," or "MSG (CSM)." If the rated NCO was reduced to specialist or below, enter the reduced rank. Reduction to another NCO grade does not require an NCOER.

Note. Use the drop-down menu in the electronic form associated with the Wizard application within the Evaluation Entry System portal to enter the rank and any frocked rank entry, if applicable. The "P" entry will not be used to identify promotable NCOs whether or not they are serving in a position of the next higher grade/rank; however, the "P" entry may be used for rating officials who are in a promotable status and serving in a position authorized for the next higher grade.

Reference: AR 600-20

NCOER part I: block d-Date of Rank

Action required: Enter the date of rank (YYYYMMDD) for the NCO's rank as of the "THRU" date of the NCOER. If the rated NCO is frocked, enter the date of rank for the rank held prior to the frocking action. If the rated NCO was reduced to specialist or below, enter the effective date of the reduction.

Reference: None

NCOER part I: block e-PMOS

Action required: Enter up to nine digits of the PMOS (for example, 19E30, 42A5MA3, and 18Z5PW9LA). If an NCO does not possess an ASI or language identifier, only a five-digit (military occupational specialty (MOS) is entered. An alpha or numeric entry may be used to denote the last digit of the skill level ("O" or "0"). *Note: Professional Development Proficiency Code is awarded to SGM/CSM. The SGM branch, HRC manages the Professional Development Proficiency Code.*

Reference: None

NCOER part I: block f.1.-Unit, Org, Station, ZIP Code or APO, Major Command, and part I, block f.2- Status Code

Action required: Enter the rated NCO's unit, organization, station, zip Code or APO, and Major Command in the order listed on the NCOER. *Note. The Wizard application associated with the electronic form within the Evaluation Entry System portal may not automatically enter deployed unit data; however, it may be manually changed on the NCOER. USAR must include the appropriate Major USAR command and/or USAR General Officer Command.*

- The address should reflect the rated NCO's location as of the "THRU" date of the NCOER. While in a deployed status, indicate the data of the deployed unit. Alternatively, indicate the parent unit's address with duty at (abbreviated "w/dy at" the Soldier's deployed unit location.
- If rated NCO is USAR or ARNG NCO, enter status code in part I, block g.2 as follows:

IRR-individual ready reserve (or IRR-MOB for mobilized IRR Soldier).

IMA-individual mobilization augmentee (or IMA-MOB for mobilized IMA Soldiers).

DIMA-drilling individual mobilization augmentee (or DIMA-MOB for mobilized DIMA Soldiers).

TPU-troop program unit.

ADOS-active duty for operational support.

Table 3-1
Administrative data for DA Form 2166-8—Continued

AGR-active guard reserve.
MOB-mobilized Soldier.
CO-ADOS-contingency operations active duty for operational support.
ADOS-RC-active duty for operational support-Reserve Component.
M-DAY-Man-Day ARNG traditional Soldiers.

Reference: None

NCOER part I: block g-Reason for Submission

Action required: Enter the appropriate NCOER code (left block) and reason (right block) that identify why the NCOER is being prepared for submission.

Reference: Table 3-6

NCOER part I: block h-Period Covered

Action required: The period covered is the period extending from the day after the "THRU" date of the last NCOER to the date of the event causing the NCOER to be written. The rating period is that period within the period covered during which the rated NCO serves in the same position under the same rater who is writing the NCOER. The period covered and the rating period will always end on the same date (the "THRU" date of the NCOER). The beginning date of the rating period may not be the same as the "FROM" date of the NCOER. For example, an NCO departs on PCS on 1 July and is given a "Change of Rater" NCOER with a "THRU" date of 30 June. After 5 days in travel and 20 days on leave, the NCO reports for duty on 26 July. On 1 November, the NCO is assigned to a new position and changes rater; he or she is given a "Change of Rater" NCOER. The period covered on this NCOER would be 1 July ("FROM" date) to 31 October ("THRU" date); however, the rating period would be from 26 July to 31 October.

Note. The "THRU" date on "Change of Rater" and "Change of Duty" NCOERs will be the day before the change. For rated NCOs signing out on transition leave, the "THRU" date will be the rated NCO's final duty day in the assigned duty position before transition leave begins. Use the "YYYYMMDD" format for "FROM" and "THRU" dates. NCOERs will be rendered in the following situations:

- RA: The initial NCOER period begins on the effective date of promotion to SGT (including promotion to SGT following a reduction), reversion to NCO status after serving as a commissioned or warrant officer, reentry on active duty after a break in service, or the date of the Army Board for Correction of Military Records memorandum that approves reinstatement of a promotion.
- ARNG: The initial NCOER period will begin on the effective date of promotion to SGT or the effective date assigned or attached to a unit, whichever occurs later.
- USAR-AGR: The initial NCOER period begins on the effective date of promotion to SGT or the effective date ordered to AGR status, whichever occurs later.
- USAR TPU: The initial NCOER period will begin on the effective date of promotion to SGT or the effective month assigned or attached to a TPU from the IRR, IMA, ARNG, or RA, whichever occurs later.
- IRR, IMA, or ING: The initial NCOER period begins the day that the NCO performs duty in an AT, ADT, ADOS-RC, ADOS, or IDT status for points or pay, or full-time National Guard duty. If a Soldier is promoted to SGT while on one of these active duty tours, the NCO will receive a NCOER on an event occurring on or after the date when minimum rater qualifications are met from the effective date of promotion to SGT.

Reference: None

NCOER part I: block i-Number of Months

Action required: The number of rated months is computed by dividing the number of days in the rating period by 30. *Note. Do not use the number of days in the entire period covered by the NCOER.* Subtract all nonrated time. If 15 or more days are left after dividing the rating period by 30, count them as a whole month (for example, 130 days is 4 months and 10 days and is entered as 4 months; 140 days is 4 months and 20 days and is entered as 5 months).

Reference: None

NCOER part I: block j-Nonrated Codes

Action required: Enter the appropriate codes from table 3-7. If there was no qualifying nonrated time during the period covered, leave blank. Entries in block j are not required for ARNG IRR and IMA Soldiers not on active duty.

Reference: Table 3-7

NCOER part I: block k-Number of Enclosures

Action required: Enter the number of enclosures. If there are no enclosures, enter "0" or leave blank. Possible enclosures include- —

- Reviewer's nonconcurrency memorandum.
- 30-day waiver memorandum.
- Memorandum for "Relief for Cause" NCOER directed by other than the rating officials.

Reference: AR 623-3

Table 3-1
Administrative data for DA Form 2166-8—Continued

NCOER part I: block l-Rated NCO's Email Address (official .gov or .mil)

Action required: Enter the rated NCO's official .gov or .mil email address.

Reference: None

NCOER part I: block m-UIC

Action required: Enter the rated NCO's UIC.

Reference: None

NCOER part I: block n-CMD Code

Action required: Enter the rated NCO's command code (CMD) (two characters); for ARNG NCOs, use "GB" or "NG." *Note. Codes from the most current authoritative database at HQDA can be automatically populated by using the Wizard application associated with the electronic form within the Evaluation Entry System portal, if unknown.*

Reference: DOD Data Standard Codes in electronic military personnel office (eMILPO) and AR 623-3 (for ARNG)

NCOER part I: block o-PSB Code

Action required: Enter the four-character alphanumeric personnel services battalion "PSB" (administrative office) code for the servicing administrative office of the unit, organization, and/or agency that prepared the NCOER. *Note. This code can be automatically populated by using the Wizard application associated with the electronic form within the Evaluation Entry System portal. Normally, this code does not apply for NCOERs on USAR (TPU, DIMA, and drilling IRR) NCOs. For ARNG NCOERs, enter the two-digit (numeric) state code.*

Reference: DOD Data Standard Codes in eMILPO and AR 623-3 (for ARNG)

3-4. Part II, authentication

Part II is for authentication by the rated NCO and rating officials after the NCOER has been completed at the end of the rating period. To facilitate the rated NCO in signing the NCOER after authentication by the rating officials, the NCOER can be signed and dated by each individual in the rating chain up to 14 days prior to the "THRU" date of the NCOER; however, the NCOER cannot be forwarded to HQDA until the "THRU" date of the NCOER.

Note. Rating officials' names can be automatically entered by using SSNs and the Wizard application associated with the electronic form within the Evaluation Entry System portal. The following rules apply:

- a. The reviewer's signature and date cannot be before the rater's or senior rater's signature.
 - b. The senior rater's signature and date cannot be before the rater's signature.
 - c. The rated NCO's signature and date cannot be before the rater's, the senior rater's, or the reviewer's signatures.
-

Table 3-2
Authentication for DA Form 2166-8

NCOER part II: block a-Name of Rater

Action required: — On the first line enter the rater's name (last, first, MI, suffix) in capital letters/SSN (for example, 123-45-6789) (optional)/signature/validation.

— On the second line enter the rank/PMOS (warrant officer or NCO) or basic branch (commissioned officer)/organization/duty assignment/official .gov or .mil email address. The rank entry will be the current (as of the "THRU" date of the NCOER). A rating official who has been frocked to a higher rank and is serving in an authorized position for which he or she has been frocked will enter the frocked rank.

Note. The two-character branch entry will not be "GS" or the branch associated with an officer's FA. For general officers use "GO." The rater's signature and date are required on the completed NCOER.

— For raters of other Services, in addition to the raters' rank, enter their branch of Service (USN, USAF, USMC, or USCG). For example, a U.S. Navy captain would be entered as "CAPT" in the rank block and "USN" in the PMOS/branch block.

— Civil service raters will enter the pay grade (GM/GG/GS/UA#). For members of the senior executive service, "SES" will be entered in lieu of a rank or pay grade. For members authorized by an exception to policy or not in any category above, enter the appropriate grade level.

— For DA civilians only enter "DAC"; for civilians of other Services within DOD or other U.S. government agencies, enter "CIV" as the branch.

— For rating officials of allied forces (under exceptional circumstances), leave the SSN blank. Enter the intermediate rater's country or country abbreviation in parentheses after the name (for example, (AU), (Italy), (GBR), and so forth). Other data remain the same.

Note. The "P" entry may be used for rating officials who are in a promotable status and serving in a position authorized for the next higher grade/rank. If the senior rater is serving as both the rater and senior rater, the senior rater's information and signature are required in part II, blocks a and b.

Reference: None

NCOER part II: block b-Name of Senior Rater

Action required: — On the first line enter the senior rater's name (last, first, MI, suffix) in capital letters/SSN (for example, 123-45-6789)/signature/validation.

— On the second line enter the rank, PMOS (warrant officer or NCO) or basic branch (commissioned officer), organization, duty assignment/official .gov or .mil email address. The rank entry will be the current (as of the "THRU" date). A rating official who has been frocked to a

Table 3-2
Authentication for DA Form 2166-8—Continued

higher grade and is serving in an authorized position for which he or she has been frocked will enter the frocked grade.

Note. The two-character branch entry will not be "GS" or the branch associated with an officer's FA. For general officers use "GO." The senior rater's signature and date are required on the completed NCOER even if he or she is unable to evaluate the rated NCO due to lack of qualification.

- The senior rater has overall responsibility for ensuring the timely submission of an accurate NCOER in accordance with controls established by the commander.
- For senior raters of other Services, in addition to their rank, enter their branch of Service (USN, USAF, USMC, or USCG). For example, a U.S. Navy captain would be entered as "CAPT" in the rank block and "USN" in the PMOS/branch block.
- Civil service raters will enter the pay grade (GM/GG/GS/UA#). For members of the senior executive service, "SES" will be entered in lieu of a rank or pay grade. For members authorized by an exception to policy or not in any category above, enter appropriate grade level.
- For DA civilians only enter "DAC;" for civilians of other Services within DOD, enter "CIV" as the branch.
- Senior raters serving as both rater and senior rater will enter data in both part II, blocks and b.

Note. The "P" entry may be used for rating officials who are in a promotable status and serving in a position authorized for the next higher grade/rank.

Reference: None

NCOER part II: block c-Name of Reviewer

Action required: — On the first line enter the reviewer's name (last, first, MI, suffix) in capital letters/SSN (for example, 123-45-6789) (optional)/signature/validation.

- On the second line enter the rank, PMOS (warrant officer or NCO) or basic branch (commissioned officer), organization, duty assignment/official .gov or .mil email address. For members of the senior executive service, "SES" will be entered in lieu of a rank or pay grade. For DA civilians, enter the pay grade and "DAC" as the PMOS/branch.

Note. The "P" entry may be used for rating officials who are in a promotable status and serving in a position authorized for the next higher grade/rank. The reviewer's signature, date, and concur/nonconcur box check are required on the completed NCOER.

Reference: None

NCOER part II: block d-Reviewer Concur/Nonconcur

Action required: Reviewer places an "X" in either the "Concur with Rater and Senior Rater Evaluations" or "Nonconcur with Rater and Senior Rater Evaluations" box indicating his or her assessment of the rater's and senior rater's evaluations. The reviewer ensure the accuracy of the NCOER and consistency of the rater's and senior rater's evaluation of a rated NCO.

Note. A nonconcurrency memorandum as an enclosure to the NCOER is mandatory (see AR 623-3). Enclosures will not be used to add an additional concurrence to the NCOER. The reviewer will ensure the rated NCO is provided a copy of the nonconcurrency memorandum enclosure if applicable.

Reference: None

NCOER part II: block e-Rated NCO's Signature

Action required: The rated NCO will sign and date the NCOER after it has been completed and signed by all rating officials in the rating chain.

- The rated NCO acknowledges that he or she has seen the completed NCOER and verifies the accuracy of administrative data in part I (except part I, blocks k through o), the rating officials in part II, the duty description and counseling dates in part III, and the APFT and height and weight entries in part IV, block c. This action increases administrative accuracy of the NCOER since the rated NCO is most familiar with and interested in this information. Confirmation of the administrative data also will normally preclude an appeal by the rated NCO based on inaccurate administrative data. Any administrative errors noted by the rated NCO will be brought to the attention of the rating officials and corrected prior to his or her signature. It is important that rated NCOs and rating officials clearly understand that the rated NCO's signature does not constitute agreement or disagreement with the evaluations of the rater and/or senior rater. Rating officials will ensure that the rated NCO is aware of the redress process.

- If the rated NCO is physically unavailable to sign his or her NCOER (and the NCOER cannot be forwarded to him or her to sign), unable to sign the NCOER digitally or manually, or refuses to sign the NCOER for any reason, the senior rater will either resolve the problem or explain the reason for the lack of a signature. Using the Wizard application associated with the electronic form within the Evaluation Entry System portal, the senior rater will check the appropriate "NO" box response to the question "Is the rated Soldier available for signature?" or the comment "Rated Soldier refused to sign." The applicable statement will then be entered in part VII, block c ("Soldier unavailable for signature" and/or "Soldier refused to sign").

Note. If the rated NCO's signature is left blank in block e, and the Wizard application associated with the electronic form within the Evaluation Entry System portal is not used to enter the appropriate status, the Evaluation Entry System portal may not allow the NCOER to be submitted. A NCOER stating that the NCO cannot sign due to CAC issues is unacceptable, and such NCOERs will not be processed.

Reference: None

3–5. Part III, duty description

Part III provides for the duty description of the rated NCO. Rating officials are responsible to ensure the duty description information is factually correct. The rater enters this information and the rated NCO verifies it. The duty description—

- a. Is an outline of the normal requirements of the specific duty position.
- b. Should show type of work required rather than frequently changing tasks.
- c. Is essential to performance counseling and evaluation. It is used during the first counseling session to tell the rated NCO what the duties of the position are and what needs to be emphasized.
- d. May be updated during the rating period.
- e. Is used at the end of the rating period to record what was important about the duties.

Table 3–3
Duty description for DA Form 2166–8

NCOER part III: block a-Principal Duty Title

Action required: Enter principal duty title that matches the unit force management document or that most accurately reflects actual duties performed.

Reference: None

NCOER part III: block b-Duty MOSC

Action required: Enter duty military occupational specialty code (MOSC) (at least five characters but no more than nine). If ASI and/or language skill identifier are required, the duty MOSC will be either seven or nine characters; if the position does not require ASI or language skill identifier only five characters will be used. In cases where the rated NCO is filling an officer position, enter the enlisted MOSC that best matches the officer position.

Reference: None

NCOER part III: block c-Daily Duties and Scope

Action required: Enter the most important routine duties and responsibilities in a series of phrases, starting with action words, separated by semicolons, and ending in a period. Use the present tense to identify what the rated NCO is supposed to do in his or her duty position. Unless changes occurred during the rating period, the duty description on the NCOER should be the same as the one on the DA Form 2166–8–1. Scope should include the number of people supervised, equipment, facilities, dollars involved, and any other routine duties and responsibilities critical to mission accomplishment.

Note. For ARNG AGR Soldiers assigned as readiness NCO or training NCO, enter both the NCO's table of organization and equipment (TOE) or table of distribution and allowances (TDA) assignment and the full-time support title, such as chief of a division, branch, or section, or firing battery or readiness NCO. Include comments about both the position duties and the full-time support duties in blocks c through e.

Reference: None

NCOER part III: block d-Areas of Special Emphasis

Action required: Enter areas of special emphasis and/or appointed duties as a list of tasks and/or duties, separated by semicolons, and ending with a period. This portion is most likely to change during the rating period. It should include the most important items that applied at any time during the rating period. *Note.* For ARNG AGR Soldiers assigned as readiness NCO or training NCO, enter both the NCO's TOE or TDA assignment and the full-time support title, such as chief of a division, branch, or section, or firing battery or readiness NCO. Include comments about both the position duties and the full-time support duties in blocks c through e.

Reference: None

NCOER part III: block e-Appointed Duties

Action required: Enter duties appointed to the NCO not normally included in the duty description. *Note.* For ARNG AGR Soldiers assigned as readiness NCO or training NCO, enter both the NCO's TOE or TDA assignment and the full-time support title, such as chief of a division, branch, or section, or firing battery or readiness NCO. Include comments about both the position duties and the full-time support duties in blocks c through e.

Reference: None

NCOER part III: block f-Counseling Dates

Action required: Enter the actual dates of counseling as documented on DA Form 2166–8–1 (YYYYMMDD). When counseling dates are omitted, the senior rater will enter a statement in part V, block e explaining why counseling was not accomplished. The absence of counseling will not be used as the sole basis for an appeal. However, the lack of counseling may be used to help support other claims made in an appeal.

Reference: None

3–6. Part IV, Army Values and noncommissioned officer responsibilities

The assessment of a rated NCO's adherence to Army Values and NCO responsibilities is completed by the rater (including APFT performance, and the height and weight entries in part IV, block c). Part IV, block a, contains a listing of the Army Values that define professionalism for the Army NCO. They apply across all grades, positions, and MOSs. These values are needed to maintain public trust and confidence in the Army and the qualities of leadership and management needed to maintain an effective NCO Corps. These values are listed on the NCOER to emphasize and

reinforce professionalism. They will be considered in the evaluation of the performance of all NCOs. See table 3–4, Army Values/attributes/skills/actions and values/NCO responsibilities for NCOER.

a. Army Values and noncommissioned officer responsibilities. Army Values and NCO responsibilities and/or requirements are the sole focus for performance evaluation in part IV of the NCOER. Box checks and bullet comments are used throughout the NCOER. The rater will assess and provide comment on how well the rated NCO promoted a climate of dignity and respect and adhered to the requirements of the SHARP Program in Part IV, block d of DA Form 2166–8. This assessment should identify, as appropriate, any significant actions or contributions the rated NCO made toward—

- (1) Promoting the personal and professional development of subordinates.
- (2) Ensuring the fair, respectful treatment of unit personnel.
- (3) Establishing a workplace and overall command climate that fosters dignity and respect for all members of the unit.

(4) This assessment should also identify any failures by the rated NCO to foster a climate of dignity and respect and adhere to the SHARP Program.

(5) Raters will comment on any substantiated finding, in an Army or DOD investigation or inquiry, that the rated NCO—

- (a) Committed an act of sexual harassment or sexual assault.
- (b) Failed to report a sexual harassment or sexual assault.
- (c) Failed to respond to a complaint or report of sexual harassment or sexual assault.
- (d) Retaliated against a person making a complaint or report of sexual harassment or sexual assault.

b. Bullet comments. Bullet comments are mandatory regardless of the ratings given (at least one bullet will be entered in each block of a through f). Standardized rules apply to bullet comments on NCOER. Bullet comments will—

(1) Be short, concise, to the point. Bullets will not be longer than two lines, preferably one, and no more than one bullet to a line.

(2) Start with action words (verbs) or possessive pronouns (his or her); personal pronouns (he or she) may be used; use past tense when addressing how the NCO performed and his or her contributions made during the rating period.

(3) Be double-spaced between bullets.

(4) Be preceded by a small letter “o” to designate the start of the comment. Each bullet comment must start with a small letter unless it is a proper noun (name) that is usually capitalized.

(5) Support the box checks by rating officials.

(6) Use a specific example only once; therefore, the rater must decide under which responsibility the bullet fits best (or is most applicable).

Table 3–4

Army Values/attributes/skills/actions and values/noncommissioned officer responsibilities for DA Form 2166–8

NCOER part IV: block a-Army Values/Attributes/Skills/Actions

Action required: The rater will check either a “YES” or “NO” in each of the Army Values blocks a (1 through 7). Base each entry on whether or not the rated NCO meets or does not meet the standard for each particular value. Qualitative and substantiated bullet comments are used to explain any area where rated NCO is particularly strong or needs improvement. Brief definitions of each of the Army Values are on the NCOER, part IV, block a, and in ADRP 6–22 and ADP 6–22. Raters will comment on any substantiated finding, in an Army or DOD investigation or inquiry, that the rated NCO—

—Committed an act of sexual harassment or sexual assault.

—Failed to report a sexual harassment or sexual assault.

—Failed to respond to a complaint or report of sexual harassment or sexual assault.

—Retaliated against a person making a complaint or report of sexual harassment or sexual assault.

For NCOs who are found with a substantiated SHARP, EO, and/or EEO complaints resulting from an AR 15–6 investigation or other official investigation by military or civil authorities, a “NO” entry will be annotated in Part IVa.3 (Respect) and a bullet comment “does not support SHARP, EO, and EEO” will be annotated by the rater in Part IV, Army Values. Additionally, the senior rater will annotate a bullet comment in Part V, block e, as appropriate.

Reference: Standardized rules for bullet comments, paragraph 3–6b, ADRP 6–22, ADP 6–22.

NCOER part IV: blocks b through f-Values/NCO Responsibilities

Action required: The rater will assess each responsibility listed and enter at least one bullet to justify box check. See samples below:

Excellence. Exceeds standards; demonstrated by specific examples and measurable results; special and unusual; achieved by only a few; clearly better than most others.

—Received physical fitness badge.

—Qualified entire squad as expert with M–16 and M–60.

Table 3–4**Army Values/attributes/skills/actions and values/noncommissioned officer responsibilities for DA Form 2166–8—Continued**

—Awarded the Expert Infantryman Badge.

Success. Meets all standards; majority of ratings are in this category; fully competitive for schooling and promotion. The goal of counseling is to bring all NCOs to this level.

- Shares experiences readily, constantly teach Soldiers.
- Constantly seeking to improve, completed three sub-courses during rating period.
- Coached and played on company softball team.
- Established comprehensive cross-training program for his section.
- His platoon had only one tank on deadline report (for 10 days) during last 11 months.

Needs improvement. Missed meeting some standard(s).

- Was often unaware of whereabouts of subordinates.
- Had the highest deadline rate in the company due to apathy.
- Unprepared to conduct formal training on three occasions.

Reference: Standardized rules for bullet comments, paragraph 3–6b.

NCOER part IV: block c-APFT

Action required: In the space after the word “APFT” the rater will enter “PASS” or “FAIL” and the date (YYYYMMDD) of the most recent record APFT administered by the unit; it will be within the 12-month period prior to the “THRU” date of NCOER. However, the APFT date does not have to fall within the period covered by the NCOER. If the NCO was unable to participate in the most recent record APFT (for example, due to a profile or pregnancy), his or her status at that time will be documented appropriately. The APFT for Soldiers without profiles consists of push-ups, sit-ups, and a 2-mile run.

- For Soldiers with permanent and temporary profiles who have been cleared to take an alternate APFT, enter “PASS” or “FAIL” for the alternate APFT as prescribed by health care personnel and the date of the APFT. The APFT may include an alternate authorized aerobic event (walk, bike, or swim). No comment about the rated Soldier’s profile is required.
- For Soldiers with permanent profiles whose profiles prohibit them from taking the APFT, the entry will be left blank and the rater will explain the reason it has been left blank.
- Soldiers with temporary profiles at the time of the unit’s record APFT will enter “PROFILE” and the date (YYYYMMDD) the profile was awarded. The date of the profile must be within 12 months prior to the “THRU” date of the NCOER.
- Sample entries are “PASS 20100414,” “FAIL 20100507,” or “PROFILE 20100302.” APFT numerical scores will not be entered.
- The rater will address a “FAIL” entry for APFT in block c. Bullet comments for “FAIL” entries may include the reason(s) for failure and/or note any progress toward meeting physical fitness standards of AR 350–1.
- Make a comment on “PROFILE” entries only if the rated NCO’s ability to perform his or her assigned duties is affected.
- The rater will explain the absence of an APFT entry in block c. If the APFT has not been taken within 12 months of the “THRU” date of the NCOER the APFT data entry will be left blank and the rater will provide an explanation in block c. In accordance with AR 40–501, an APFT is not required for pregnant NCOs.
- For pregnant NCOs who have not taken the APFT within the last 12 months due to pregnancy, temporary profiles, and/or convalescent leave, the rater will enter the following statement: “Exempt from APFT requirement in accordance with AR 40–501.”
Note. When using the Wizard application associated with the electronic form within the Evaluation Entry System portal, the APFT and height and weight statement will be combined.
- In accordance with AR 350–1, NCOs 55 years of age and older have the option of taking the three-event APFT or an alternate APFT, but they will not be considered as being on profile, unless a current profile exists.
- Additionally, NCOs 60 years of age and older have the option of not taking the APFT; however, they must maintain a personal physical fitness program approved by a physician and remain within compliance of height and weight standards of AR 600–9. If no APFT is taken, leave the APFT entry blank and make a comment addressing the blank APFT entry, “NCO exempt from APFT requirement in accordance with AR 350–1.”
- Deployed units unable to administer the APFT due to mission or conditions will annotate NCOERs with the following statement: “NCO unable to take the APFT during this period due to deployment for combat operations/contingency operations.” In accordance with AR 350–1, upon return from deployment, NCOs will be administered a record APFT no earlier than 3 months for AA and 6 months for USAR and ARNG NCOs.
Note. NCOs are not exempt from complying with height and weight requirements of AR 600–9.
- Rater-specific information on bullet comments in block c for the following:
 - “Received APFT badge” may be entered as a bullet comment to justify excellence. The APFT badge is awarded for scores of 270 points and above with at least 90 points in each of the three events.
 - NCOs who meet Army minimum standards for APFT but fail to meet unit standards will not be given a rating of needs improvement for physical fitness and military bearing if such rating is based solely on the failure to meet unit standards.

Reference: AR 350–1, AR 40–501, and AR 600–9

Table 3-4**Army Values/attributes/skills/actions and values/noncommissioned officer responsibilities for DA Form 2166-8—Continued**

NCOER part IV: block c-Height/Weight

Action required: In the space after “Height/Weight” the rater will enter the rated NCO’s height and weight as of the unit’s last record weigh-in. If there is no unit weigh-in during the period covered by the NCOER, the rater will enter the NCO’s height and weight as of the “THRU” date of the NCOER. An entry of “YES” or “NO” will be placed in the space next to the weight to indicate compliance or noncompliance with AR 600-9. Sample entries are: “72/180 YES” or “68/205 NO.”

- For NCOs 60 years of age and older, who must remain in compliance with height and weight standards, the “Height/Weight” entry will be completed. Soldiers 60 years of age or older are only exempted from the requirement to take the APFT.
- The rater will enter a “YES” for NCOs who meet the table screening weight or are in compliance with the body composition standards of AR 600-9, as determined by tape measurement and the use of DA Form 5500 or DA Form 5501.
- The rater will comment on a “NO” entry, indicating noncompliance with the standards of AR 600-9, in part IV, block c. These comments should indicate the reason for noncompliance. Medical conditions may be cited for noncompliance; however, the “NO” entry is still required because medical waivers to weight control standards are not permitted for NCOER purposes. The progress or lack of progress in a weight control program will be indicated.
- For pregnant NCOs, the entire entry is left blank. The rater will enter the following statement: “Exempt from weight control standards of AR 600-9.”

Note. When using the Wizard application associated with the electronic form within the Evaluation Entry System portal, the APFT and height and weight statement will be combined.

- Rating officials will not use the word “pregnant,” or refer to an NCO’s pregnancy in any manner when completing the NCOER.
- For NCOs with major limb loss, the entire entry is left blank. The rater will enter the following statement in part IV, block a: “Exempt from weight control standards of AR 600-9”. Major limb loss is defined as an amputation above the ankle or above the wrist, which includes full hand and/or full foot loss. It does not include partial hand or foot, or fingers or toes.
- Rating officials will not refer to the major limb loss in any manner when completing the NCOER.
- For rated NCOs having an approved DCS, G-1 waiver, the entire entry will be left blank. The rater will enter the following statement in part IV, block a, “Rated NCO has a DCS, G-1 waiver of compliance with AR 600-9.” In such cases, a copy of the DCS, G-1 approval memo will be submitted as an enclosure to the NCOER.
- Unless the rated NCO has an approved request for a DCS, G-1 waiver of compliance with AR 600-9, the height and weight standards of AR 600-9 apply at all times, even when the NCO is deployed for combat or contingency operations. This entry will not be left blank other than the exceptions indicated above.

Reference: AR 600-9

3-7. Part V, overall performance and potential

Structured potential ratings for overall performance and potential consist of, and include, rater box checks for promotion and/or service potential (rater); specific position recommendations (rater); overall performance and potential for promotion and/or service in positions of greater responsibility (senior rater). See table 3-5 below for completion instructions. See paragraph 3-6b for standardized bullet comment rules.

Table 3-5**Part V—Overall performance for DA Form 2166-8**

NCOER part V: block a-Rater-Overall potential

Action required: Rater places an “X” in the appropriate box. NCOs receiving one or more “Needs Improvement” rating in part IV, blocks b through f cannot receive a rating of “Among the Best.” The following definitions will be used when completing block a:

- Among the Best. NCOs who demonstrated a very good, solid performance and a strong recommendation for promotion and/or service in positions of greater responsibility.
- Fully Capable. NCOs who have demonstrated a good performance and strong recommendation for promotion should sufficient allocations be available.
- Marginal. NCOs who demonstrated poor performance and should not be promoted at this time.

Reference: None

NCOER part V: block b-Rater-Three future assignments

Action required: Rater lists up to three (with a minimum of two) different future duty positions (by job title) in which the rated NCO could best serve the Army at the current or next grade. When the rated NCO is being reduced to a lower grade, raters may enter duty positions of the lower grade.

Reference: None

NCOER part V: block c-Senior Rater-Overall performance

Action required: Senior rater evaluates overall performance by placing an “X” in the appropriate box. The senior rater’s box marks are independent of the rater’s. There is no specific box mark ratings required of the senior rater based on box marks made by the rater. The following definitions will be used when completing block c:

Table 3–5

Part V—Overall performance for DA Form 2166–8—Continued

- Successful/Superior. A “1” rating represents the cream of the crop/Top Performance. A “2” rating represents an exceptional performance. A “3” rating represents a solid performance.
- Fair. A “4” rating represents NCOs who may require additional training.
- Poor. A “5” rating represents NCOs who are weak or deficient and, in the opinion of the senior rater, need significant improvement or training in one or more areas. Consider for DA imposed bar to reenlistment under the Qualitative Management Program.

Reference: None

NCOER part V: block d-Senior Rater-Overall potential for promotion and/or service in positions of greater responsibility

Action required: Senior rater evaluates overall potential by placing an “X” in the appropriate box. The senior rater’s box marks are independent of the rater’s. There is no specific box mark ratings required of the senior rater based on box marks made by the rater. The following definitions will be used when completing block d:

- Successful/Superior. A “1” rating represents the cream of the crop and is a recommendation for immediate promotion. A “2” rating represents a very good, strong recommendation for promotion. A “3” rating also represents a recommendation for promotion should sufficient allocations be available.
- Fair. A “4” rating represents NCOs who may require additional training and/or observation and should not be promoted at this time.
- Poor. A “5” rating represents NCOs who are weak or deficient and, in the opinion of the senior rater, need significant improvement or training in one or more areas. Do not promote and consider for DA imposed bar to reenlistment under the Qualitative Management Program.

Reference: None

NCOER part V: block e-Senior Rater Bullet Comments

Action required: When the senior rater does not meet minimum time requirements for evaluation of the rated NCO, he or she will enter the following statement: “Senior rater does not meet minimum qualifications.” Part V, blocks c and d will not be completed, but the senior rater will sign the NCOER. Otherwise, bullet comments are mandatory.

The senior rater must address any “Fair” or “Poor” ratings.

If the senior rater meets the minimum time qualifications for evaluation, he or she must make bullet comments on potential and performance. The senior rater must address the lack of a rated NCO’s signature on the NCOER.

Note. If the rated NCO is physically unavailable to sign (and cannot have it forwarded to him or her to sign), unable to sign, or refuses to sign the NCOER, for any reason, the senior rater will either resolve the problem or use the Wizard application associated with the electronic form within the Evaluation Entry System portal to automatically enter the appropriate statement explaining why the rated NCO’s signature is left blank in part II, block e. Otherwise, the electronic form within the Evaluation Entry System portal may not allow the NCOER to be submitted. NCOERs stating that the NCO cannot sign due to CAC issues will not be processed. The NCOER will not be delayed because it lacks the rated NCO’s signature.

In those cases when the senior rater is serving as both rater and senior rater, enter a bullet comment to explain why, such as “Rater relieved” or “Serving as rater and senior rater in accordance with AR 623–3, paragraph 2–19” (or para 2–20) as appropriate. There is no requirement for the entry of this statement for GO and SES members serving in accordance with AR 623–3.

Senior raters will comment on any substantiated finding, in an Army or DOD investigation or inquiry, that a rated NCO—

- Committed an act of sexual harassment or sexual assault.
- Failed to report a sexual harassment or assault.
- Failed to respond to a complaint or report of sexual harassment or sexual assault.
- Retaliated against a person making a complaint or report of sexual harassment or sexual assault.

NCOs who are found with substantiated SHARP, EO, and/or EEO complaints resulting from an AR 15–6 investigation or other official investigation by military or civil authorities, the senior rater will annotate a bullet comment “does not support SHARP, EO, and EEO.”

Reference: None

3–8. Instructions for “Relief for Cause” DA Form 2166–8

If a rated NCO is officially relieved (see AR 623–3), the following specific instructions apply to completing a “Relief for Cause” NCOER:

a. The rating official directing the relief will clearly explain the reason for relief in part IV, if the relieving official is the rater; if the relieving official is the senior rater, in part V, block e.

b. If the relief is directed by an official other than the rater or senior rater, the official directing the relief will describe the reasons for the relief in an enclosure (not to exceed one page) to the NCOER (see AR 623–3 for a sample memorandum of “Relief for Cause” directed by a nonrating official).

c. Regardless of who directs the relief, the rater will enter the bullet, “The rated NCO has been notified of the reason for the relief” in part IV, block f.

d. The minimum rater and senior rater qualifications and the minimum rating period are 30 rated days (60 rated days for USAR TPU, DIMA, and drilling IR NCOs and ARNG NCOs). The fundamental purpose of this restriction is to allow the rated NCO a sufficient period to react to performance counseling during each rating period. Authority to waive this 30-day minimum rating period and rater and senior rater qualification period in cases of misconduct is granted to a general officer in the chain of command or an officer having general courts-martial jurisdiction over the relieved NCO. The waiver approval will be in memorandum format and attached as an enclosure to the NCOER (see AR 623-3 for sample memorandum of 30-day minimum waiver).

e. The date of relief determines the “THRU” date of the NCOER. “Relief for Cause” NCOERs may be signed at anytime during the closing or following month of the NCOER.

f. When the rater is relieved, or when the rated NCO and the rater are concurrently relieved, the senior rater will complete the rater and senior rater portions of the NCOER for each of the rater’s subordinates. Enter “rater relieved” in part V, block e and do not identify the relieved rater in part II, block a (refer to AR 623-3).

3-9. How to make corrections to DA Form 2166-8

a. NCOERs that have been received and accepted for processing at HQDA will be visible in the Evaluation Entry System when the receipt date is on or before the load date shown in the Evaluation Entry System application.

b. NCOERs with administrative errors will be placed in an “ON HOLD” or “PENDING” status awaiting corrected NCOERs from the rating officials, BN and/or BDE S1, or administrative office. Examples of administrative errors include inaccurate or overlapping “FROM” and “THRU” dates, incorrect reason for submission, missing APFT status or date, missing or incorrect height and weight data, and so forth.

c. Review the system administrative notes that identify the error(s) contained within a NCOER. Following correction of these errors, the corrected NCOER will be submitted to HQDA using the Evaluation Entry System portal. *Note. If corrections are made on paper copies of the NCOER, mail the corrected NCOER to the address in appendix B.*

d. If the administrative notes for an NCOER state that the senior rater needs to contact HQDA, this should be done expeditiously to avoid delays in processing the NCOER to the rated NCO’s AMHRR.

3-10. Headquarters, Department of the Army rejection of DA Forms 2166-8

HQDA review of NCOERs may identify errors within the content of a NCOER. Such NCOERs will be indicated as “REJECTED” in the Evaluation Entry System portal or they will be returned to the sender in the Evaluation Entry System portal. NCOERs with the following errors will be rejected as invalid:

a. Rating period does not meet minimum time requirements to render a NCOER (AR 623-3).

b. Period covered overlaps the dates of a previously submitted NCOER already in the NCO’s AMHRR and fails to meet minimum rating requirements once the “FROM” date is corrected.

c. Receipt date at HQDA is prior to the “THRU” date on the NCOER (see authentication of evaluation reports in AR 623-3).

d. “Complete the Record” NCOERs not received in a timely manner in accordance with the MILPER message announcing an HQDA-level selection board (AR 623-3).

e. “Complete the Record” or promotion NCOER for an NCO who is ineligible for a specific selection board.

f. NCOERs from a previous system that is now obsolete (for example, DA Form 2166-7).

g. Subsequent NCOERs with the same “FROM” and “THRU” dates.

h. Faxed copies of NCOERs, which will be discarded without record of rejection in the Evaluation Entry System.

Table 3-6
Codes and reasons for submission for DA Form 2166-8

Codes	Reason	Entered on NCOER
02	Annual	“Annual”
03	Change of rater	“Change of Rater”
04	Change of duty, retirement, or discharge; reassignment to USAR Control Group or IRR (RC only)	“Change of Duty” “Retirement” “Discharge” “Reassignment” <i>Note. USAR only; for reassignment of USAR Soldiers to an IRR Control Group.</i>
05	Relief for cause	“Relief for Cause”
06	Depart TDY, TCS, SD	“Depart TDY/TCS/SD”
07	60-day option report	“60 day opt”
08	Senior rater option	“SR-Option”

Table 3–6
Codes and reasons for submission for DA Form 2166–8—Continued

09	Complete the record	“Complete Rec”
10	Extended annual	“Ext annual”
12	REFRAD status: AT, ADT, ADOS–RC, ADOS or CO–ADOS (RCs only)	“REFRAT” “REFRADT” “REFRADOS–RC” “REFRADOS” “REFRCO–ADOS” ^{Note} . Used for USAR and NGB NCOER reports only.

Notes:

¹ Codes other than those indicated in this table may appear in the drop-down menu on electronic forms.

² Use only the codes found in this table for processing NCOERs.

Table 3–7
Reason codes for nonrated time for DA Form 2166–8

Codes	Reason
A	Absent without leave/desertion/unsatisfactory participant (versus nonparticipant).
C	Confinement in military or civilian detention facility, assignment to military personnel control facility, or assignment to correctional training facility.
D	Temporary disability retirement list.
E	Leave (30 or more consecutive days).
F	Under arrest.
G	Healing with duty (for WTU Soldiers with duties assigned at the discretion of the WTU commander, see AR 623–3).
H	Healing (for WTU Soldiers performing their healing mission).
I	In transit between duty stations, including leave, permissive TDY, and TDY.
M	Missing in action.
P	Patient (under doctor’s care and unable to perform assigned duties/includes convalescent leave).
Q	Lack of rater qualification.
S	Student at military or civilian school.
T	On TDY/SD/TCS less than 90 calendar days.
W	Prisoner of war.
X	Authorized absence for participation in special program.
Z	None of the above.

Notes:

¹ Codes other than those indicated in this table may appear in the drop-down menu on electronic forms.

² Use only the codes found in this table for processing NCOERs.

Chapter 4

Preparation of DA Form 1059 and DA Form 1059–1

Section I

DA Form 1059

4–1. Purpose and process for DA Form 1059

a. Purpose. DA Forms 1059 (hereafter referred to as AER–S (academic evaluation report), are prepared to document the participation of Soldiers who take part in resident and nonresident training at professional military education and functional training courses for which the preparation of the AER–S as a course document has been deemed appropriate. The AER–S is normally required for RA, USAR, and ARNG Soldiers and personnel of other Services taking courses at Army schools, DOD-sponsored schools, NCO academies, allied nation schools, and USAR chaplain schooling (see AR 623–3 for policy guidance and school-specific information).

Note. The terms “Soldier” and “student” are synonymous for purposes of this chapter.

b. Process. Information required to complete an AER-S for students attending Service schools and NCO academies is described in paragraphs 4-2 through 4-7 and table 4-1. The reviewing official is responsible for the accuracy of the information in the completed AER-S. For policy guidance on preparation and submission requirements, see AR 623-3. Service schools that use the Army Training Requirements and Resources System (ATRRS) DA Form 1059 preparation module will also follow the guidance in that module to prepare and distribute the AER-S.

Note. For more information on the ATRRS application, go to the ATRRS Web page at <https://www.atrrs.army.mil> or email the ATRRS Help Desk at ahelp@asmr.com.

c. Sample. See figure 4-1 for a sample of DA Form 1059.

SERVICE SCHOOL ACADEMIC EVALUATION REPORT				DATE (YYYYMMDD)	
For use of this form, see AR 623-3; the proponent agency is DCS, G-1.				20140401	
1. LAST NAME - FIRST NAME - MIDDLE INITIAL HAYES, CHRISTOPHER D.		2. SSN 888-88-8888	3. RANK LTC	4. BRANCH IN	5. SPECIALTY/MOSC 11A00
6. COURSE TITLE (See DA Pam 623-3, Table 4-1)		7. NAME OF SCHOOL (See DA Pam 623-3, Table 4-1)		8. COMPONENT RA	
9. THIS IS A REFERRED REPORT, DO YOU WISH TO MAKE COMMENTS? <input type="checkbox"/> Referred <input type="checkbox"/> Yes, comments are attached <input type="checkbox"/> No		10. DURATION OF COURSE (YYYYMMDD) From: 20140401 Thru: 20141201			
11. PERFORMANCE SUMMARY d. This is a referred report, do you wish to make comments? *a. <input type="checkbox"/> EXCEEDED COURSE STANDARDS (Limited to 20% of class enrollment) b. <input checked="" type="checkbox"/> ACHIEVED COURSE STANDARDS *c. <input type="checkbox"/> MARGINALLY ACHIEVED COURSE STANDARDS *d. <input type="checkbox"/> FAILED TO ACHIEVE COURSE STANDARDS *Rating must be supported by comments in ITEM 14.		12. DEMONSTRATED ABILITIES a. WRITTEN COMMUNICATION <input type="checkbox"/> NOT EVALUATED <input type="checkbox"/> UNSAT <input checked="" type="checkbox"/> SAT <input type="checkbox"/> SUPERIOR b. ORAL COMMUNICATION <input type="checkbox"/> NOT EVALUATED <input type="checkbox"/> UNSAT <input checked="" type="checkbox"/> SAT <input type="checkbox"/> SUPERIOR c. LEADERSHIP SKILLS <input type="checkbox"/> NOT EVALUATED <input type="checkbox"/> UNSAT <input type="checkbox"/> SAT <input checked="" type="checkbox"/> SUPERIOR d. CONTRIBUTION TO GROUP WORK <input type="checkbox"/> NOT EVALUATED <input type="checkbox"/> UNSAT <input checked="" type="checkbox"/> SAT <input type="checkbox"/> SUPERIOR e. EVALUATION OF STUDENT'S RESEARCH ABILITY <input type="checkbox"/> NOT EVALUATED <input type="checkbox"/> UNSAT <input checked="" type="checkbox"/> SAT <input type="checkbox"/> SUPERIOR (SUPERIOR/UNSAT rating must be supported by comments in ITEM 14)			
13. HAS THE STUDENT DEMONSTRATED THE ACADEMIC POTENTIAL FOR SELECTION TO HIGHER LEVEL SCHOOLING/TRAINING? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> N/A (A "NO" response must be supported by comments in ITEM 14)					
14. COMMENTS (This item is intended to obtain a word picture of each student that will accurately and completely portray academic performance, intellectual qualities, and communication skills and abilities. The narrative should also discuss broader aspects of the student's potential, leadership capabilities, moral and overall professional qualities. In particular, comments should be made if the student failed to respond to recommendations for improving academic or personal affairs.) (See DA Pam 623-3, para 4-6) APFT: PASS 20140901 HT/WT: 71/189 YES Notes: 1. IF APFT IS "FAIL", rater will mark "Marginally achieved course standards" (Item 11c) and comment "Failed to meet APFT standards" (Item 14). 2. IF HT/WT is "NO", rater will mark "Marginally achieved course standards" (Item 11c) and comment "Failed to meet Army body composition standards" (Item 14). 3. IF APFT IS "FAIL" and HT/WT is "NO", rater will mark "Marginally achieved course standards" (Item 11c) and comment "Failed to meet APFT and Army body composition standards" (item 14).					
15. AUTHENTICATION					
a. TYPED NAME, GRADE, BRANCH, AND TITLE OF RATER (See DA Pam 623-3, para 4-2)		DATE (YYYYMMDD) 20120315	SIGNATURE DIGITAL SIGNATURE 123456789		
b. TYPED NAME, GRADE, BRANCH, AND TITLE OF REVIEWING OFFICER (See DA Pam 623-3, para 4-2)		DATE (YYYYMMDD) 20120315	SIGNATURE DIGITAL SIGNATURE 123456789		
c. DATE (YYYYMMDD)		SIGNATURE OF RATED SOLDIER			

DA FORM 1059, MAR 2014

PREVIOUS EDITIONS ARE OBSOLETE.

APD LC v1.00ES

Figure 4-1. Sample of a DA Form 1059

4-2. Administrative data

Part I (blocks 1 through 10) and block 15 (Authentication), are for administrative data and for identifying the rated Soldier (officer or NCO), the type of course attended, the period of the AER-S, the reason for submitting the AER-S, and explanation of nonrated periods. The rater or his or her designated representative completes part I. Authentication is conducted in block 15. *Note. The date in the upper right corner of the AER-S is the date on which the AER-S was prepared.*

Table 4-1
Administrative data for DA Form 1059

AER-S block: 1-Name

Action required: Enter rated Soldier's name (Last, First, MI Suffix) in capital letters.

Reference: None

AER-S block: 2-SSN

Action required: Enter rated Soldier's nine-digit SSN (for example, 123-45-6789).

Reference: None

AER-S block: 3-Rank

Action required: Enter the three-character rank (for example, COL, CPT, CW2, MSG, or SGT).

Reference: None

AER-S block: 4-Branch

Action required: Use two-character code reflecting basic branch for commissioned officers or PMOS for warrant officers as shown on the ORB.

Reference: None

AER-S block: 5-Specialty/MOSC

Action required: Enter the AOC codes for commissioned officers (for example, 12A/42H) (see DA Pam 611-21). For warrant officers and enlisted personnel, enter the Soldier's PMOS (see section I, ORB and enlisted record brief appropriately).

Reference: DA Pam 611-21

AER-S block: 6-Course Title

Action required: Enter course title (include class number and year).

Reference: None

AER-S block: 7-Name of School

Action required: Enter name of the school.

Reference: None

AER-S block: 8-Comp

Action required: Enter component of the Soldier. Enter "RA," "USAR," or "ARNG."

Reference: None

AER-S block: 9-Referred Report

Action required: If the AER-S is referred in accordance with AR 623-3, paragraph 3-27, then the rater will mark the first box. The AER-S will then be given to the rated Soldier for signature and validation and placement of an "X" in the appropriate box ("NO" if the rated Soldier does not wish to make comments or "YES" if the rated Soldier is going to attach comments).

Reference: AR 623-3, paragraphs 3-27 and 3-28

AER-S block: 10-Duration of Course

Action required: Enter the "FROM" date (beginning date of the course) and the "THRU" date (last date of the course) (YYYYMMDD). For an initial interim AER-S, the course duration will be "FROM" the beginning date of the course and "THRU" the 365th day (366th for leap years) covering 12 months. Follow on an interim AER-S and/or final AER-S will be prepared sequentially thereafter. See AR 623-3, chapter 3 for interim AER course requirements.

Note. If the rated Soldier is terminated or dismissed from a course prior to the end date of the course, the "THRU" date will be the last day of attendance/supervision prior to his or her termination or dismissal.

Reference: None

AER-S block: 15-Authentication

Action required: This section will be prepared and signed by the rater and reviewing officer and the rated Soldier. The commandant or an authorized representative will review and sign the AER-S. The rated Soldier will sign the AER-S prior to school departure but after the rater and reviewing officer have signed. If the Soldier is unavailable for signature or refuses to sign the AER-S, add the following comments "Rated Soldier not available to sign" or "Rated Soldier refused to sign" in block 14.

Reference: None

4-3. Performance summary (block 11)

a. This item must be completed for all officer and NCO courses except for students who are receiving an interim AER-S, released from or resign from a course through no fault of their own, or have an approved retirement or resignation from military service, which will be explained in block 14 (para 4-6). The performance summary is intended to measure the level of performance of each student against the course standards. The rating official will identify each student's level of performance by placing an "X" beside the most appropriate entry as described below:

(1) "Exceeded Course Standards." For those Soldiers whose overall course achievement is significantly above the standards of the course. The category is restricted to those students who are considered deserving by the commandant, but will not exceed 20 percent of the class enrollment.

(2) "Achieved Course Standards." For those Soldiers who achieved the overall acceptable course standards as identified in the course grading plan.

(3) "Marginally Achieved Course Standards." For those Soldiers who achieved, with difficulty, the minimum acceptable course standards as identified in the course grading plan.

(4) "Failed to Achieve Course Standards." Self explanatory. See paragraphs c(2) through (5), below regarding failure to meet APFT or body composition standards of AR 600-9.

b. Comments are required for entries corresponding with subparagraphs a(1), (3), and (4), above to detail and justify the level of performance indicated. Use block 14 for supporting comments. Over-stamping with "Distinguished Graduate," "Honor Graduate," or "Commandant's List," or any other over-stamping or highlighting is prohibited.

c. If "Marginally Achieved Course Standards" or "Failed to Achieve Course Standards" is checked, see AR 623-3 for referred AER-Ss.

(1) Soldiers attending, in either a PCS or a TDY status, AER-S producing military schools and institutional training courses that are 60 days or more in length will be administered the APFT and height and weight screening as a mandatory course requirement. AER-S producing functional training courses may require an APFT as a graduation requirement for a course, regardless of course length. APFT data will be entered in block 14 of the AER-S as indicated in paragraph 4-6g.

Note. For officers in BOLC and WOBC, see paragraph 4-6g and AR 350-1.

(2) Soldiers who meet academic course requirements but fail to meet the APFT or height and weight standards will complete training and their AER-S will be annotated to reflect their performance.

Note. Unless the Soldier has an approved request for DCS, G-1 waiver of compliance with AR 600-9, the height and weight standards of AR 600-9 apply at all times, even when the officer is deployed for combat or contingency operations. If the Soldier has an approved DCS, G-1 waiver, the rater will enter "Rated officer has a DCS, G-1 waiver of compliance with AR 600-9." In such cases, a copy of the DCS, G-1 approval memo will be submitted as an enclosure to the AER-S. This entry will not be left blank.

(3) Soldiers who fail to meet APFT standards will be marked "Marginally Achieved Course Standards" (block 11c), and the AER-S will include the comment, "Failed to meet APFT standards" (block 14).

(4) Soldiers who fail to meet height and weight or body composition standards of AR 600-9 will be marked "Marginally Achieved Course Standards" (block 11c), and the AER-S will include the comment: "Failed to meet body composition standards" (block14).

(5) Soldiers who fail to meet both APFT and height and weight or body composition standards of AR 600-9 will be marked "Marginally Achieved Course Standards" (block 11c), and the AER-S will include the comments: "Failed to meet APFT standards and failed to meet body composition standards" (block14).

4-4. Demonstrated abilities (block 12)

a. This item must be completed for all officer and NCO courses. Indicate the level of performance by placing an "X" beside the most appropriate entry as described below:

b. Comments are required when "Superior" or "Unsatisfactory" (paras (1) and (3) below) are selected, detailing and justifying the level of proficiency indicated. Use block 14 for supporting comments. If "Unsatisfactory" is checked, see AR 623-3 for AER-S referrals.

(1) "Superior." Indicates the student has demonstrated an ability that is significantly above the standard.

(2) "Satisfactory." Indicates the student has demonstrated an acceptable level of proficiency.

(3) "Unsatisfactory." Self explanatory.

(4) "Not Evaluated." Self explanatory.

4-5. Academic potential (block 13)

a. Indicate the student's potential for selection to the next higher level of schooling and/or training. If "NO" is checked see AR 623-3 for AER-S referrals. This pertains to the normal career progression and professional development courses as follows:

- (1) *Commissioned officers.* Branch-specific officer advanced course, intermediate level education, and senior service college.
- (2) *Warrant officers.* Warrant officer advanced course and warrant officer staff and senior staff courses.
- (3) *Noncommissioned officers.* Advanced and Senior Leader Courses (except for USAR Soldiers in the Advanced Leader Course, phase I; see AR 623–3 for RC personnel not on active duty) and the Sergeants Major Course.
 - b. The evaluation should assess the rated Soldier’s—
 - (1) Ability to apply the knowledge derived during the school.
 - (2) Potential compared to students with similar experiences and motivation.
 - (3) Ability to contribute to group discussions.
 - c. For students attending courses requiring an interim AER–S in accordance with AR 623–3, the “N/A” box will be utilized when preparing the required interim AER–S.

4–6. Rater comments (block 14)

- a. Comments are required to articulate the capabilities, potential, and/or limitations of the Soldier, including significant achievements or deficiencies, and degree awarded, if applicable. Explain entries requiring further description and enter additional comments as required based on boxes checked in blocks 11, 12, or 13. For students attending courses requiring an interim AER–S in accordance with AR 623–3, the “comments narrative” will begin with the following: “**INTERIM**”.
 - b. Comments should be made if the Soldier—
 - (1) Displayed exceptional potential or demonstrated any exceptional capabilities, aptitudes, and/or limitations that should be considered in future selection opportunities and/or assignments.
 - (2) Lacked ability or motivation.
 - (3) Demonstrated moral or character deficiencies.
 - (4) Failed to respond to recommendations for improving academic or personal affairs.
 - (5) Was released from student status through no fault of his or her own (for example, medical or compassionate reasons) and is recommended for reinstatement in the course.
 - (6) Was released from student status based on an approved retirement or resignation.
 - (7) Was required to appear before an academic board.
 - c. If appropriate, comments should also be made if the Soldier has demonstrated the potential to be a Service school instructor.
 - d. For students who are awarded the Master of Strategic Studies degree, enter: “Student is awarded the Master of Strategic Studies degree.”
 - e. In accordance with AR 350–1, AER–S producing professional military education courses beyond initial military training that are 60 days or more will administer an APFT as a course requirement and the results will be entered on the AER–S. In addition, proponents of AER–S producing functional courses that require an APFT as a graduation requirement will enter the test results on the AER–S. Enter the APFT result (PASS/FAIL/PROFILE) with the test date (YYYYMMDD), the height and weight data, and “YES” or “NO” (to indicate compliance with the body composition standards of AR 600–9) below the narrative in block 14. See paragraph 4–3 (block 11) for comments required for APFT failure or noncompliance with the height and weight standards of AR 600–9. Officers attending BOLC and WOBC will meet the height and weight and body composition standards of AR 600–9 and will pass a record APFT prior to graduating from their final BOLC or WOBC. Additional guidance on APFT requirements for BOLC and WOBC students is stated in AR 350–1.

4–7. Referred DA Forms 1059 and mandatory review of “Failed to Achieve Course Standards” DA Forms 1059

All referred AER–Ss require referral to the rated Soldier for comment. A mandatory supplementary review of a “Failed to Achieve Course Standards” AER–S is required following referral to the rated Soldier.

- a. See AR 623–3 for policy guidance to determine whether an AER–S is referred or requires an addendum to a previously submitted AER–S (see chap 5 for addendum format).

- b. A referred AER–S will be referred to the rated Soldier for an opportunity to comment as described in paragraph 2–28 and AR 623–3, as applicable.

Note. This referral must be completed before taking any of the actions in the following subparagraphs.

- c. After signing a referred AER–S or completing an addendum, the reviewing official will forward both the referred AER–S and the addendum to the student for acknowledgment and comment. The reviewer will ensure that the provisions of AR 623–3 have been followed. The rated Soldier will acknowledge receipt of the referred AER–S or addendum and will mark in block 9 either the “YES” box if he or she is attaching comments, or the “NO” box. The Soldier may enclose a comment or statement if he or she believes that the rating or remarks are incorrect. The comments or statement must be factual. The referral memorandum and acknowledgment are forwarded with the AER–S to HQDA.

(1) Comments or statements by the Soldier do not constitute an appeal. Appeals are filed and processed separately as outlined in AR 623-3.

(2) If the rated Soldier has departed the school under circumstances that preclude immediate referral of an AER-S, a copy will be sent by certified return mail directly to the student marked "Personal in Nature," or a copy will be sent to the Soldier's commander for acknowledgment and comment. If the Soldier fails to acknowledge receipt of the referred AER-S by a reasonable suspense date, the certified mail number or commander's acknowledgment of receipt will constitute proper referral of the AER-S.

d. If the referred AER-S indicates "Failed to Achieve Course Standards," the first U.S. Army officer or DA civilian in the chain of supervision above the reviewing officer requires a supplementary review, unless the reviewing officer is the school commandant. Supplementary reviews will not be made by an individual higher than the school commandant.

(1) Supplementary reviewers of a "Failed to Achieve Course Standards" AER-S will—

(a) Ensure that the narrative portions of the AER-S contain factual information that fully explain and justify the reason for the course failure.

(b) Verify that any derogatory information has been accurately reflected.

(c) Ensure that the AER-S has been prepared in accordance with AR 623-3 and this pamphlet.

(d) Ensure that the AER-S has been returned to the rated Soldier for comment.

(e) Review relieved Soldier's referral comments, if provided.

(2) The supplementary reviewer will provide comments as an enclosure to the AER-S (see AR 623-3 for sample memoranda for supplementary reviews). The school commandant is the highest authority for conducting a supplementary review for a "Failed to Achieve Course Standards" AER-S.

(3) If the supplementary reviewer is satisfied that the AER-S is clear, accurate, complete, and fully in accordance with the provisions of the regulation, he or she will indicate this in a supplementary review memorandum (AR 623-3) that will be submitted to HQDA with the completed AER-S and comments (if any) provided by the rated Soldier (address at app B).

(4) If the supplementary reviewer finds that the AER-S is unclear, contains errors of fact, or is otherwise in violation of AR 623-3, he or she will return the AER-S to the rater or reviewing official (unless the commandant is the reviewing official), indicating what is wrong. The supplementary reviewer will avoid all statements and actions that may influence or alter an honest evaluation by the rater or reviewing official. When the AER-S has been corrected, it will be returned to the reviewing official.

(5) A changed AER-S must be referred again by the reviewing official, in accordance with AR 623-3, to the rated Soldier, so that the corrected AER-S may be acknowledged and comments provided, if desired. Only the final referral and acknowledgment are forwarded with the AER-S to HQDA.

(6) If the corrected AER-S is satisfactory to the supplementary reviewer, the reviewing official will continue to process the AER-S.

(7) If the corrected AER-S is not satisfactory to supplementary reviewer, or if the rating officials disagree concerning the need for changes in the AER-S, the supplementary reviewer will indicate objections to the AER-S by adding an enclosure. When indicating objections, the supplementary reviewer is restricted to the issues listed in AR 623-3.

e. See AR 623-3 for policy to determine whether an AER-S is referred or requires an addendum.

f. For information on the redress program and AER appeals, see chapter 6 of this pamphlet and AR 623-3.

Section II

DA Form 1059-1

4-8. Purpose and process

a. Purpose. See AR 623-3 and AR 621-1 for policy pertaining to the DA Form 1059-1 (hereafter known as the AER-C and under what circumstances an AER-C will be prepared. These AER-Cs are generally prepared for Soldiers who take part in resident and nonresident training at civilian institutions. The AER-C and a copy of official transcripts from the civilian institution are required for RA and USAR Soldiers—

(1) Participating in full-time (on duty) degree programs at an educational, medical, or industrial institution.

(2) Participating in a part-time (after duty) degree program (RA personnel only).

b. Process. Information required to complete AER-Cs is described in table 4-2. The reporting official is responsible for the accuracy of the information in the completed AER-C. For policy guidance on preparation and submission requirements, see AR 623-3. See appendix B for submission addresses.

c. Sample form. See figure 4-2 for a sample of DA Form 1059-1.

CIVILIAN INSTITUTION ACADEMIC EVALUATION REPORT				
<small>For use of this form, see AR 623-3; the proponent agency is DCS, G-1.</small>				
SECTION I - ADMINISTRATIVE DATA <i>(To be completed by the student detachment or Installation Education Services Officer)</i>				
1. LAST NAME - FIRST NAME - MIDDLE INITIAL MACY, DIANE S.	2. SSN 999-99-9999	3. RANK MAJ	4. BRANCH SP	5. SPECIALTY/MOSC XXXXXX
6. COMPONENT RA	7. APPLICABLE REGULATION (See DA Pam 623-3, paragraph 4-9)			
8. THIS IS A REFERRED REPORT, DO YOU WISH TO MAKE COMMENTS? <input type="checkbox"/> Referred <input type="checkbox"/> Yes, comments are attached <input type="checkbox"/> No			9. DURATION OF COURSE (YYYYMMDD) From: 20140401 Thru: 20141001	
SECTION II - EVALUATION <i>(To be completed by the Civilian Institution) ATTACH AN OFFICIAL TRANSCRIPT IN DUPLICATE</i>				
10. NAME AND ADDRESS OF CIVILIAN INSTITUTION (See DA Pam 623-3, paragraph 4-9)				
11. EVALUATION <i>(Evaluation of Student Performance should be based on the normal standard of performance at the institution. Identify the discipline of study, degree, and any special achievements or deficiencies noted, etc. Include aptitude for further schooling.)</i>				
(See DA Pam 623-3, paragraph 4-9)				
DATE (YYYYMMDD)	TYPED NAME, TITLE AND TELEPHONE NUMBER		SIGNATURE	
SECTION III - ADMINISTRATIVE REVIEW <i>(To be completed by the Reviewer)</i>				
12. DID STUDENT SUCCESSFULLY COMPLETE THE COURSE? <i>(A "NO" response must be supported by comments in ITEM 13. An Official Transcript must be attached prior to submission of the report to the OMPF.)</i> <input type="checkbox"/> YES <input type="checkbox"/> NO				
13. REVIEWER COMMENTS				
(See DA Pam 623-3, paragraph 4-9)				
DATE (YYYYMMDD)	TYPED NAME AND TITLE		SIGNATURE	
DATE (YYYYMMDD)	SIGNATURE RATED SOLDIER			

DA FORM 1059-1, MAR 2014

PREVIOUS EDITIONS ARE OBSOLETE.

APD LC V1.00ES

Figure 4-2. Sample of a DA Form 1059-1

4-9. Preparing the DA Form 1059-1

See table 4-2 for information pertaining to preparing the AER-C.

Table 4-2
Preparing the DA Form 1059-1

AER-C block: 1-Name

Action required: Enter rated Soldier's name (Last, First, MI, Suffix) in capital letters.

Reference: None

AER-C block: 2-SSN

Action required: Enter Soldier's nine-digit SSN (for example, 123-45-6789).

Reference: None

AER-C block: 3-Rank

Action required: Use three-character rank (for example, SGT, MSG, CW2, CPT, COL).

Reference: None

AER-C block: 4-Branch

Action required: Use two-character code reflecting basic branch for commissioned officers or management group for warrant officers as shown in section I, career field information on the ORB.

Reference: None

AER-C block: 5-Specialty/MOSC

Action required: Enter the AOC codes for commissioned officers (for example, 12A/42H) (see DA Pam 611-21). For warrant officers and enlisted personnel, enter the individual's PMOS (see section I, ORB and enlisted record brief appropriately).

Reference: DA Pam 611-21

AER-C block: 6-Component

Action required: Enter component of the Soldier. Enter "RA," "USAR," or "ARNG."

Reference: None

AER-C block: 7-Applicable Regulation

Action required: Identify the regulation that outlines the degree program under which the Soldier participated.

Reference: None

AER-C block: 8-Referred Report

Action required: If the AER-C is a referred report in accordance with AR 623-3, then the rater will mark the first box in block 8. The AER-C then will be given to the rated Soldier for signature and validation and placement of an "X" in the appropriate box ("NO" if the rated Soldier does not wish to make comments or "YES" if the rated Soldier is going to attach comments).

Reference: AR 623-3

AER-C block: 9-Duration of Course

Action required: Enter the "FROM" date (beginning date of the course) and the "THRU" date (last date of the course). (Use the YYYYMMDD format.) For initial interim AER-Cs, the course duration will be "FROM" the beginning date of the course and "THRU" the 365th day (366th for leap years) covering 12 months. Follow on interim AER-Cs and/or final AER-Cs will be prepared sequentially thereafter. See AR 623-3, chapter 3 for interim AER-C course requirements.

Reference: None

AER-C block: 10-Name and Address of Civilian Institution

Action required: Enter the name and address of civilian institution.

Reference: None

AER-C block: 11-Evaluation

Action required: The dean, department chairperson, faculty advisor, or a designated responsible official of the civilian institution will evaluate the student. This will include an accurate and complete description of the subject area of study. The dean, department chairperson, faculty advisor, or a designated responsible official of the civilian institution will date, type name and title, include his or her telephone number, then sign the AER-C.

Reference: None

AER-C block: 12-Did Student Successfully Complete the Course?

Action required: Reviewing official will check the appropriate box. A "NO" response must be supported by comments in item 13. An official transcript must be attached prior to submission of the AER-C to the AMHRR. For students attending courses requiring an interim AER-C in accordance with AR 623-3, chapter 3, this box will be left blank when preparing the required interim AER-C.

Reference: None

Table 4-2
Preparing the DA Form 1059-1—Continued

AER-C block: 13—Reviewer Comments and Authentication

Action required: This section will be completed and reviewed by HQDA, Chief, NGB, or the installation education services officer prior to inclusion in the Soldier's AMHRR, if comments are warranted. Comments are required concerning the reason for a student's release from a degree program (that is, approved retirement, resignation from Army service or through no fault of his or her own). The reviewer will type his or her name and title, then sign and date the AER-C. For students attending courses requiring an interim AER-C in accordance with AR 623-3, chapter 3, the "comments" narrative will begin with the following: "***INTERIM***". The rated Soldier will sign the AER-C prior to school departure but after the rater and reviewer have signed the AER-C. If the Soldier is unavailable for signature or refuses to sign, add the following comments "Rated Soldier not available to sign" or "Rated Soldier refused to sign" in block13.

Note: The reviewing official for AER-Cs associated with the Army's fully and partially funded education programs including Training with Industry (TWI) governed by AR 621-1 and AR 621-7 will be the Chief, Advanced Education Programs Branch, HRC (see AR 623-3)."

Reference: None

4-10. Submitting an addendum to previously submitted academic evaluation reports

Rating officials will submit an addendum to a previously submitted AERs when they become aware of new derogatory information that would have resulted in a lower evaluation of the rated student (officer or NCO). See chapter 6 of this publication and AR 623-3 (report modifications, derogatory information, and the redress program) for guidance on the correction of evaluation reports for other reasons.

a. The first commander or commandant in the officer's current chain of command who receives new information about a rated officer will ensure that all members of the original rating chain for the AERs impacted by this new information are aware of it and are allowed to comment. If none of the original rating officials want to change or add to the original AERs, no addendum will be prepared.

b. The addendum, according to instructions in paragraph 5-3 will contain the rated officer's name, grade, SSN, and the period covered by the AERs to which it applies. It will also state that all members of the rating chain have been allowed to add or change comments, and it will list those who did not want to comment.

c. On completion of this action, the commander or commandant will refer a copy of the addendum to the student for acknowledgment and the opportunity to submit comments before sending it (and any signed comments) to HQDA (see address in app B).

Note. For ARNG Soldiers, the addendum will be forwarded to HQDA through the state adjutant general. No changes will be made to the original AERs in the rated Soldier's AMHRR, but the addendum will be appended to the AERs to which it has been prepared, along with any comments from the rated Soldier.

d. If not a member of the original rating chain, the commander's or commandant's responsibility is only to coordinate the submission of the addendum. The commander or commandant may not add comments to the addendum unless he or she was a member of the original rating chain.

e. If any of the rating officials have been reassigned, released from active duty, incapacitated, or are otherwise unable to complete their part of an addendum prior to an investigation involving the rated student, the commander or commandant will so indicate.

f. If the rated Soldier cannot be contacted for review, the commander or commandant will comment on the action taken and the inability to contact the rated Soldier before submitting the addendum to HQDA. Specific instructions for referral are detailed in AR 623-3.

Chapter 5

Evaluation Report Processing

Section I

Evaluation Report Processing and Submission

5-1. DA Form 67-10 series and DA Form 2166-8 processing and copies

Procedural guidance for preparing Officer and Non Commissioned Officer evaluation reports is found in chapter 2 (OER) and chapter 3 (NCOER). Policy guidance is provided in AR 623-3.

Note. Where the Evaluation Entry System portal electronic form guidance conflicts with the guidance in this publication and AR 623-3, the policy guidance provided in AR 623-3 and the procedural guidance provided in this publication take precedence. If the evaluation report is for a time period prior to the publication of this regulation, governing policy and procedural guidance at the time of the period covered by the evaluation report will be used, whenever possible.

a. *Processing.* The Army standard for preparing and submitting evaluation reports is using the Wizard application

associated with the electronic form within the Evaluation Entry System portal, to submit current, digitally signed OERs and NCOERs through the Evaluation Entry System portal for acceptance and processing at HQDA.

Note. ARNG NCOERs are not submitted to, or processed at HQDA. Upon completion at the unit level, these NCOERs are submitted to the state enlisted personnel manager (EPM) of the rated NCO.

(1) Evaluation reports prepared using the Wizard application associated with the electronic form within the Evaluation Entry System portal on the current Army Publishing Directorate-approved versions of DA Form 67-10 series or NCOER will be submitted to HQDA to arrive no later than 90 days after the "THRU" date of the evaluation report. Current versions of forms have the most up-to-date capabilities. OERs and NCOERs prepared on older form versions and/or printed, or manually signed evaluation reports cannot be submitted through the Evaluation Entry System portal; therefore, they must be mailed as paper copies to HRC (AHRC-PDV-ER) (address in app B).

Note. ARNG NCOERs will be submitted to the state EPM, in accordance with addresses in AR 623-3. Only deployed units are authorized to submit evaluation reports by email (para (2), below). Evaluation reports received at HQDA are presumed to be administratively correct. Authorized abbreviations (AR 25-52) may be used; however, acronyms must be spelled out the first time with the acronym indicated within parentheses; thereafter, the acronym may be used alone. Rating officials' narratives or bullet comments may not include prohibited gimmicks (AR 623-3).

(2) Printed paper copies of a OERs or NCOER and any required enclosures, evaluation reports prepared on older form versions, and manually signed evaluation reports must be mailed to HRC (AHRC-PDV-ER) (with the exception of deployed units and ARNG NCOERs) (address in app B). Basic requirements for printing evaluation reports for mailing are:

- (a) Single document, double sided, head-to-head.
- (b) Full nine-digit SSNs for the rated Soldier, the rater, and the senior rater, as a minimum.
- (c) Without extraneous black lines or marks.
- (d) Manual signatures will be in black or dark blue ink only.
- (e) Document as near as possible to 8 1/2 by 11 inches, with 1/2-inch margins.
- (f) Aligned straight on the page.
- (g) Framed on the page with all lines, edges, box checks, and numerical entries visible.
- (h) Balanced contrast between light background and dark fonts (using black and white printer).
- (i) Mail printed copies of evaluation reports and older form versions to HRC (AHRC-PDV-ER) (address in app B).

(3) Only units deployed to contingency theaters of operations, and others on an exceptional case-by-case basis, are authorized to email evaluation reports as attachments for submission to designated email addresses at HQDA. The Evaluation Systems and Policy Office can provide these addresses and guidance on procedures for deployed units. Email attachments, in order of preference, will comply with the following guidelines:

- (a) CAC-enabled digitally signed .xpdf (or .pdf) evaluation report with valid signatures.
- (b) Scanned copies of printed digitally signed or manually signed evaluation reports, double-sided .tif or .pdf image (single front and back pages will not be accepted). Manual signatures will be in black ink only.
- (c) One evaluation report per email, with the Soldier's rank, name, and "THRU" date in the subject line.

Note. Do not include a Soldier's SSN in the subject line of an email.

(d) Name attachments with, as a minimum, the rated Soldier's rank and last name and the "THRU" date of the evaluation report.

Note. It is best to send only one report per email because of the volume of emails received at HQDA. If an evaluation report has required enclosure(s), both the evaluation report and the enclosure(s) must be sent in a single email.

- (4) Evaluation reports submitted by any means will be rejected when—
- (a) The senior rater does not meet minimum qualifications.
 - (b) Signature dates are more than 14 days before the "THRU" date of the evaluation report.
 - (c) A "Complete the Record" evaluation report is not received in a timely manner.
 - (d) An evaluation report is from a previous rating system (for example, DA Form 67-8 or DA Form 2166-7, which are now obsolete).
 - (e) Evaluation reports contain other errors that cannot be corrected at the HQDA level.
 - (f) Copies of evaluation reports are faxed. Faxed reports will be discarded without a record of rejection in the Evaluation Entry System.

b. Copies. Each rated officer or NCO will be given a copy of his or her OER or NCOER by the senior rater or senior rater's designated representative once it has been completed and processed locally. This copy may be either an electronic or a paper copy of the original OER or NCOER. Rated officers or NCOs who fail to receive a copy of their evaluation report after the close of the reporting period should request a copy from—

- (1) The senior rater or administrative section responsible for processing the evaluation report.
- (2) His or her AMHRR, once the evaluation report has completed processing at HQDA and is put into the interactive Personnel Electronic Records Management System (iPERMS) for filing in the AMHRR. The iPERMS copy of the evaluation report is the Soldier's official record.

Note. Processing of ARNG NCOERs is done by each rated NCO's state EPM.

- (3) Rated Soldiers may access their AMHRR online at the following web site <https://iperms.hrc.army.mil>
- (4) Copies of classified evaluation reports are not authorized, except as indicated in AR 623-3.

5-2. DA Form 1059 and DA Form 1059-1 processing and copies

a. Processing. Only electronically generated DA Forms 1059 and DA Forms 1059-1 designed and distributed by the Army Publishing Directorate are authorized for submission to HQDA and filing in a Soldier's AMHRR. When preparing AERs, authorized abbreviations (AR 25-52) may be used; however, acronyms must be spelled out the first time with the acronym indicated within parentheses; thereafter, the acronym may be used alone. Digitally signed AERs are preferred; however, manually signed AERs are authorized.

(1) AERs will be processed through the appropriate sponsoring agency (table 5-1), as needed, to complete the evaluation report.

(a) Completed AER-S with CAC-enabled digital signatures prepared using ATRRS may be submitted electronically to HQDA.

Note. AERs submitted to HQDA using ATRRS will be visible in the Evaluation Entry System.

(b) Paper copies of completed AERs will be batch-mailed by the school or institution to HQDA no later than 90 days after the course completion date (or the student's release date, whichever comes first) using the addresses in appendix B for both forms. When mailing AERs, use DA Form 200 (Transmittal Record), accounting for each enclosure and including the sender's complete return mailing address and other contact information.

(2) All significant information that can be evaluated must be reported. The same care and attention must be exercised in preparing AERs as is exercised in preparing OERs and NCOERs.

(3) The original AERs and enclosures authorized by AR 623-3 will be placed unfolded in an envelope and forwarded via first-class mail to the HQDA address listed for the form (app B).

(4) Basic requirements for printing AERs for mailing to HQDA are—

- (a) Single document printed on one sheet of paper.
- (b) Full nine-digit SSNs for the rated Soldier and the senior rater, as a minimum.
- (c) Without extraneous black lines or marks.
- (d) Manual signatures will be in black ink only.
- (e) Document as near as possible to 8 1/2 by 11 inches, with 1/2-inch margins.
- (f) Aligned straight on the page.
- (g) Framed on the page with all lines, edges, and box checks, and numerical entries visible.
- (h) Balanced contrast between light background and dark fonts (using black and white printer).
- (i) Mail printed copies of AER-Ss to HRC (see addresses for both AERs in app B).

(5) Referred AERs that have not been provided to the rated Soldier for signature and an opportunity to comment will be rejected.

(6) Faxed copies of evaluation reports will be discarded without record of rejection in the Evaluation Entry System.

b. Copies. Each rated Soldier will be given a copy of the AER by the military or civilian academic institution's designated representative once it has been completed by the proper officials and processed locally. This copy may be either an electronic or paper copy of the original. Once submitted to HQDA, AERs are reviewed and sent directly to the rated Soldier's AMHRR. Rated Soldiers who fail to receive a copy of their AER after the close of the reporting period should request a copy from—

- (1) The academic advisor or administrative section of the Service school or civilian institution.
- (2) The rated Soldier's AMHRR (see access information in para 5-1b(2), above).

**Table 5-1
Sponsoring agency addresses for DA Forms 1059 and DA Forms 1059-1**

Sponsoring agency	Address
For RA, USAR officers (except AMEDD, Judge Advocate General's Corps (JAGC), and chaplains)- HRC	U.S. Army Human Resources Command (AHRC-PDV-ER), 1600 Spearhead Division Avenue, Department Number 470, Fort Knox, KY 40122-5407
For RA and USAR enlisted Soldiers (except AMEDD, JAGC and chaplains)- HRC	U.S. Army Human Resources Command (AHRC-PDV-ER), 1600 Spearhead Division Avenue, Department Number 470, Fort Knox, KY 40122-5407
For AMEDD officers and enlisted Soldiers-The Surgeon General	Commander, Army Medical Department Student Detachment, Academy of Health Sciences, U.S. Army, Fort Sam Houston, TX 78234-0001
For JAGC officers and officers for whom JAGC is the control branch-The Judge Advocate General	Judge Advocate Recruiting Office, 1777 North Kent Street, Suite 5200, Rosslyn, VA 22209-2194

Table 5-1
Sponsoring agency addresses for DA Forms 1059 and DA Forms 1059-1—Continued

Sponsoring agency	Address
For chaplains-Office of the Chief of Chaplains	Office of the Chief of Chaplains (DACH-DMI), 1421 Jefferson Davis Highway, Arlington, VA 22202-3259
For ARNG Soldiers-Chief, NGB	Army National Guard Schools Branch, Army National Guard Operating Activity Center, Building E4430, Edgewood Area, Aberdeen Proving Ground, MD 21010-5001

Section II

Addendum Preparation and Forwarding (DA Form 67-10 series, DA Form 1059, and DA Form 1059-1)

5-3. Preparing an addendum to a previous evaluation report

a. If rating officials become aware of verified derogatory information that would have resulted in a lower evaluation of the rated Soldier, they will submit an addendum to the previous evaluation report (see AR 623-3). The first commander in the chain of command receiving the new information will ensure that all members of the original rating chain are aware of it and are allowed to comment. If none of the original rating officials want to change or add to the original OER or AER, no addendum will be prepared. If all conditions of AR 623-3 concerning newly received derogatory information are met, and an addendum is warranted, rating officials will refer the addendum to the OER or AER to the rated Soldier for acknowledgment and comments before submitting it to HQDA (AHRC-PDV-EA) (address in app B).

b. The addendum will be prepared as shown in figure 5-1. It will contain the rated Soldier's grade, SSN, the type of evaluation report, and the period of the evaluation report to which it applies. It will state factual information about the reason for the addendum, what ratings and/or narrative comments would have been if the derogatory information was known and verified at the time the evaluation report was prepared. It will also state that all members of the rating chain who have been allowed added comments; and it will list those who did not want to comment.

Note. No changes will be made to the original evaluation report in the rated Soldier's AMHRR, but the addendum will be appended to the OER or AER to which it applies, along with any comments from the rated Soldier.

c. The commander's responsibility is only to coordinate the submission of the addendum. He or she may not add comments to the addendum unless he or she was a member of the original rating chain.

5-4. Steps for preparing an addendum

A sample of the addendum is shown in figure 5-1. Steps for preparing an addendum are outlined in table 5-2. Additional information regarding addenda is in paragraph 2-31 and AR 623-3.



DEPARTMENT OF THE ARMY
 HEADQUARTERS, UNIT NAME
 STREET ADDRESS
 CITY, STATE 12345-0001

(Office Symbol)

(Date)

MEMORANDUM FOR (Appropriate Agency – Appendix B)

SUBJECT: Addendum to a Previously-Submitted OER/AER (Rated Soldier's Name, Rank, SSN, Report Period Covered)

1. The information described in the enclosed documents became known and was verified after the submission of the above indicated OER.
2. Each of the rating officials on the subject OER/AER was made aware of this new information. After considering the newly-received information, the (*rater, intermediate rater, senior rater, or reviewing official*) of the original evaluation chain decided that it is significant enough to warrant additional comments. Their comments are at enclosures 1, 2, and so forth.
3. A copy of my referral to the rated officer is also enclosed. The rated officer's acknowledgement and comments are at enclosure (*enter number*). **--OR--** The rated officer failed to respond.

- # Encls
1. Copy of evaluation report
 2. (*Number and list enclosures of appropriate evidence*)

(Signature block of first U.S. Army commander aware of the verified derogatory information)

Figure 5–1. Sample format for an addendum memorandum

Table 5–2
 Addendum preparation

Step	Work center	Action required
1	Rating chain	Upon receipt of previously unknown or unverified derogatory information, contact the BN and/or BDE S1 or administrative office for assistance in determining if an addendum is appropriate or authorized (para 2–31 and AR 623–3).
2	BN and/or BDE S1 or administrative office	Identify previously submitted evaluation reports covering the period pertaining to the newly received derogatory information.
3	Commander	Ensure information is accurate and verified.
4	BN and/or BDE S1 or administrative office	Identify the rating chain that prepared the previously submitted evaluation report. Provide the newly received information to each rating chain member and determine if any member desires to comment.
5	BN and/or BDE S1 or administrative office	If no rating chain member desires to comment, close the matter as completed action. If any member chooses to comment on the new information because they would have given a lower evaluation to the rated officer (OERs and AERs) or NCO (AERs only) if they had known about the derogatory information at the time the evaluation report was prepared, an addendum using the format shown in figure 5–1 will be prepared. <i>Note. Ensure that separate addendums are prepared for each rating official submitting comments.</i>

Table 5–2
Addendum preparation—Continued

Step	Work center	Action required
6	BN and/or BDE S1 or administrative office	Any addendum that is prepared must be referred to the rated officer or NCO following the procedures outlined in paragraph 3–28. The referring official must be the current unit commander. The commander may not submit addendum comments unless he or she was a member of the original rating chain. The referral letter should follow the format provided in figure 2–6.
7	BN and/or BDE S1 or administrative office	When all administrative processing procedures have been completed for referrals (para 4–7 and/or AR 623–3), prepare a forwarding memorandum for the commander’s signature as shown in figure 5–1.
8	Commander	Sign the final addendum that will be prepared for forwarding to HRC (AHRC–PDV–EA) (address in app B). Include comments from all rating officials if provided. Comments will only be submitted by members of the original rating chain.
9	BN and/or BDE S1 or administrative office	Using the commander’s forwarding memorandum, forward all addenda, the commander’s referral letter, and the rated Soldier’s acknowledgment and comments, if any (or the commander’s statement of failure to acknowledge, if appropriate) to the appropriate address indicated at appendix B.

Chapter 6

Constructing an Evaluation Report Appeal

6–1. Deciding to appeal

a. An appellant who perceives that an evaluation report is inaccurate in some way has the right to appeal for redress to the appropriate agency. However, before actually preparing an appeal, an objective analysis of the evaluation report in question should be made.

b. Review the evaluation report and version of AR 623–3 that were in effect on the “THRU” date of the evaluation report in question, along with this chapter and chapter 4 of the current regulation. Call or visit your career management officials at HQDA to determine whether an appeal is advisable. Legal assistance judge advocates and BN and/or BDE S1s or appropriate administrative personnel are also available to advise and provide assistance in the preparation of an appeal. AR 623–3 provides guidance for a rated Soldier to request a Commander’s or Commandant’s Inquiry.

c. Be realistic in the assessment of whether or not to submit an appeal.

(1) An evaluation report that is inconsistent with others in an AMHRR does not mean that it is inaccurate or unjust. Some Soldiers do not perform certain duties as well as others and this is one of the things that the Evaluation Reporting System should indicate.

(2) Appealing an evaluation report on the sole basis of a self-authored statement of disagreement will not be successful. Likewise, statements from rating officials claiming that they did not intend to evaluate as they did will not, alone, serve as the basis for altering or withdrawing an evaluation report.

(3) Careful consideration should be given before submitting an appeal of an evaluation report in which the narrative portions are positive, but the numerical markings or box checks are less than the maximum. HQDA expects rating officials to evaluate subordinates based on their own individual conscience and judgment. It is extremely difficult to successfully appeal an evaluation report of this nature without compelling evidence to support the appellant.

d. The weight accorded to evidence is critical to the success of an appeal. Appellants should carefully decide what evidence is needed to support claims, whether or not such evidence is available, and how to go about obtaining it. If, after considering the nature of a claim, an appellant still believes the evaluation report is inaccurate and evidence is available to support the argument, he or she should prepare and submit an appeal.

6–2. Preparing an appeal

a. Develop rationale. An appeal’s success depends on the care with which the case is prepared, the line of argument presented, and the strength of the evidence presented to support it. Begin by specifically identifying those entries or comments to be challenged, the perceived inaccuracy in each entry or comment, the evidence you think is necessary to prove the alleged inaccuracy, and where and how to obtain such evidence.

b. Obtain evidence.

(1) Collect supporting evidence necessary to refute adequately the contested evaluation report.

(2) Third party statements form the basis of most substantive appeals: “Third parties” are persons who have official knowledge of the rated Soldier’s duty performance during the period of the evaluation report being appealed. Statements from Soldiers who establish they were on hand during the contested rating period, who refute faulting remarks on the evaluation report, and who served in positions from which they could observe the appellant’s performance and their interactions with rating officials, are both useful and supportive. These statements should be specific and not deal in general discussions of the appellant. As an example, if an appellant desired to challenge a comment concerning his or her ability to communicate effectively with subordinates, it would be advantageous for that appellant to provide statements from a cross-section of individuals who could provide specific information pertaining to

the faulting comment. Although third party statements can be provided by knowledgeable subordinates, peers, and superiors, additional weight is normally given those statements where the authors occupied vantage points during the contested period that closely approximated those of the rating officials. An example could be a BN executive officer that had knowledge of the situation in a company, battery, or troop. Such third party statements should be on letterhead if possible; describe the author's duty relationship to the appellant during the period of the contested report; describe and demonstrate degree (frequency) of observation; and should include the author's current address and telephone number.

(3) Statements from rating officials often reflect retrospective thinking, or second thoughts, prompted by an appellant's nonselection or other unfavorable personnel action claimed to be the sole result of the contested evaluation report. As a result, claims by rating officials that they did not intend to evaluate as they did will not, alone, serve as the basis of altering or withdrawing an evaluation report. Rating officials may, however, provide statements of support contending the discovery of new information that would have resulted in an improved evaluation had it been known at the time of evaluation report preparations. Such statements must describe what the new information consists of, when and how it was discovered, why it was reportedly unknown at the time of evaluation report preparation, and the logical impact it may have had on the contested evaluation report had it been known at the time the evaluation report was originally prepared (see AR 623-3).

(4) Official documents may substantiate that an evaluation report is in error.

(a) In an administrative appeal, for example, an official copy of a published rating scheme in effect during a specific evaluation report period may indicate that an incorrect rating official prepared an evaluation; or duty appointment orders and appropriate extracts from local personnel records may indicate that the period of a report, duty title, or periods of nonrated time are incorrect.

(b) For substantive claims, certain documents such as annual general inspection results may be helpful in refuting faulting remarks on an evaluation report concerning an appellant's duty performance, provided such documents are official copies, are relevant to the rating period, and specifically pertain to faulting comments.

(c) Award citations and letters of commendation may or may not be of value. The period and circumstances surrounding an award or letter of commendation must be compared to the contested period and circumstances surrounding the contested evaluation report. Are they relevant to the period? Do they refute the report?

(5) To obtain current mailing addresses of Army personnel, check first with your local BN or BDE S1, or administrative office. If the individuals in question have since retired or have otherwise left active duty, write to National Personnel Records Center, Army Reference Branch (NCPMA), 1 Reserve Way, St. Louis, MO 63132-5200. The individual's full name and SSN must be provided along with the request. State that this is for official use in conjunction with an evaluation report appeal. To protect the privacy of individuals no longer on active duty, these agencies will normally forward correspondence to the appropriate individual rather than provide an address.

(6) Relevant portions of official documents such as annual general inspection, Army Training and Evaluation Program, or command inspection results may be obtained under the Freedom of Information Act by writing the individual unit or headquarters responsible for conducting such inspections. Addresses for military organizations can be obtained by contacting your servicing administrative office.

(7) To obtain records and verify dates, start with the AMHRR for orders and other documents, or contact a former organization, BN and/or BDE S1, or unit-level Army administrative office to determine whether records are still retained.

c. Cover memorandum and appeal format.

(1) Refine arguments and formalize the appeal. Appropriate memorandum formats for appeals are shown in figures 6-1 through 6-5. The appeal memorandum is used as a cover document and transmittal of the appeal. Appeal memoranda should be typed, military memoranda on letterhead or white bond paper. Identify in the first paragraph name, rank, branch, SSN, period of evaluation report, and priority of appeal, as determined in AR 623-3. Include a Defense Switched Network (DSN) or commercial phone number and correct mailing address. Home address may be used, if preferred.

(2) Identify the specific portion(s) of the evaluation report being contested. Be clear, brief, and specific. If detailed information is essential, add a statement as an enclosure to the appeal. Indicate the specific changes requested, that is, a single change, a combination of changes, or total removal of the evaluation report. All enclosures should be listed and tabbed for ease of reference and cited in the written presentation of the case. Sign and date the appeal memorandum.

d. Submission.

(1) Before finalizing the appeal, an appellant should have the entire package reviewed by a trusted disinterested third party. This third party review may help remove emotionalism and poor logic from the case. The appeal package should not be submitted until the appellant is satisfied that he or she presented a logical, well-constructed case, as fully documented as possible.

(2) For an appeal contesting an evaluation report for a period of active duty or USAR service, submit the finalized appeal in duplicate (that is, two complete packets) directly to Commanding General, U.S. Army Human Resources Command (AHRC-PDV-EA), 1600 Spearhead Division Avenue, Department Number 470, Fort Knox, KY 40122-5704.

- (3) Appeals contesting an evaluation report for a period of ARNG service—
- (a) For OERs submit to Chief, National Guard Bureau (ARNG–HRH) (Evaluation Appeals), 111 South George Mason Drive, Arlington, VA 22204–1382.
- (b) For NCOERs consisting of an administrative error to the adjutant general (appropriate state).
- (c) For NCOERs consisting of substantive error to Chief, National Guard Bureau (ARNG–HRH) (Evaluation Appeals), 111 South George Mason Drive, Arlington, VA 22204–1382.
- (4) Verify all necessary information (SSN, signature, date, mailing address, and telephone number).
- e. *Samples.* See figures 6–1 through 6–5 for examples of document formats to be used if an evaluation appeal is necessary.


	DEPARTMENT OF THE ARMY HEADQUARTERS, UNIT NAME STREET ADDRESS CITY, STATE 12345-0001
<i>(Office Symbol)</i>	<i>(Date)</i>
MEMORANDUM FOR <i>(Appropriate Agency – Appendix B)</i>	
SUBJECT: Evaluation Report Appeal <i>(Appellant’s Name, Rank, SSN, Report Period Covered)</i>	
<ol style="list-style-type: none"> 1. Under the provisions of AR 623-3, Evaluation Reporting System, Chapter 4, I appeal the subject evaluation report. <i>(Include pending personnel actions and appeal processing priority.)</i> 2. This appeal is based solely on administrative error. <i>(Identify each portion of the report with which you disagree. State each entry as it appears and as it correctly should appear.)</i> 3. <i>(Include certified true copies of related documents to support your request, for example, rating schemes in effect throughout the entire rating period, orders, leave and earnings statements, APFT scorecard (DA Form 705) or other valid documents to verify correction of the error. Original statements from knowledgeable individuals also may be included to support your request.)</i> 4. <i>(Be sure to include a telephone number, preferably DSN, at which you may be reached. Notify the addressee promptly if your address changes.)</i> 	
# Encls 1. Copy of evaluation report 2. <i>(Number and list enclosures of appropriate evidence)</i>	<i>(Signature block with mailing address, if other than address on letterhead)</i>

Figure 6–1. Sample format for an administrative appeal memorandum



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNIT NAME
STREET ADDRESS
CITY, STATE 12345-0001

(Office Symbol)

(Date)

MEMORANDUM FOR (Appropriate Agency – Appendix B)

SUBJECT: Evaluation Report Appeal (Appellant's Name, Rank, SSN, Report Period Covered)

1. Under the provisions of AR 623-3, Evaluation Reporting System, chapter 4, I appeal the subject evaluation report. (Include your current promotion/career status, pending personnel actions, and appeal processing priority.)

2. The basis of this appeal is substantive inaccuracy. (Use this paragraph to briefly identify the specific portion of the report and basis of your disagreement. Avoid general allegations. Be clear, brief, and specific. If a detailed explanation is essential to your appeal, include your own statements as an enclosure to the appeal. Limit the information in this statement to basic facts. Be sure to support your appeal with relevant statements from knowledgeable observers.)

3. (Request the specific corrective action you believe is justified by evidence you provide. Your request may be a single change to one portion of the evaluation report or removal of the entire report. Your request must be supported by sufficient evidence to warrant the requested correction.) If the evaluation report exceeds the 3-year time limit outlined in paragraph 4-8, add a paragraph explaining why a waiver should be granted. Only exceptional justification will be accepted by the Army Special Review Board who is the approval authority for waiver requests.)

4. (Provide a POC and DSN number, or a commercial number if DSN is not used or if the rated Soldier is an ARNG or USAR Soldier not on active duty.)

Encls

1. Copy of evaluation report
2. (Number and list enclosures of appropriate evidence)

(Signature block with mailing address,
if other than address on letterhead)

Figure 6–2. Sample format for a substantive appeal memorandum



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNIT NAME
STREET ADDRESS
CITY, STATE 12345-0001

(Office Symbol)

(Date)

MEMORANDUM FOR (Appropriate Agency – Appendix B)

SUBJECT: Evaluation Report Appeal (Appellant's Name, Rank, SSN, Report Period Covered)

1. Under the provisions of AR 623-3, Evaluation Reporting System, Chapter 4, I appeal the subject evaluation report. (Include pending personnel actions and appeal processing priority.)
2. This appeal is based on both administrative and substantive error. (Identify the specific portion of the report you believe is in error. State each entry as it now appears and as it should appear. Support your claim of technical error with certified true copies of verifying documents, for example, rating schemes in effect throughout the entire rating period, orders, leave and earnings statements, APFT scorecard (DA Form 705) or other valid documents related to your appeal.)
3. The substantive error is.... (Identify the specific portion of the report and state your disagreement. Be clear, brief, and specific. Limit your explanation to basic facts. If detailed information is essential to support your appeal, include with your appeal statements from knowledgeable individuals independent of the rating chain. Statements from the rating officials may be added as supplemental information.)
4. (Request the specific changes you believe are justified by the evidence you provide. Your request may be a combination of changes or a total removal of the report. Remember that you must document your request with sufficient evidence to warrant corrective action. If the THRU date of the OER or NCOER exceeds the 3-year time limit as outlined in AR 623-3, paragraph 4-8, add a paragraph explaining why a waiver should be granted. Only exceptional justification will be accepted by the SRB, the approval authority for waivers.)
5. (Be sure to include a telephone number, preferably DSN, at which you may be reached. Notify the addressee promptly if your address changes.)

Encls

1. Copy of evaluation report
2. (Number and list enclosures of appropriate evidence)

(Signature block with mailing address,
if other than address on letterhead)

Figure 6–3. Sample format for a combined administrative and substantive appeal memorandum



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNIT NAME
STREET ADDRESS
CITY, STATE 12345-0001
(Date)

Third Party Name
Street Address
City, State, Zip Code

Dear *(third party name)*:

The purpose of this letter is to seek your assistance in my effort to successfully appeal an evaluation report rendered for the period *(report start date)* through *(report end date)*, when I served as *(appellant's duty position)*.

(In the body of the request letter, cite those portions of the contested report you would like to have addressed by the recipient of the letter. You may wish to also enclose a copy of the contested report. Request that the addressee follow the sample memorandum format for third party support and enclose a copy of the sample memorandum in figure 6-5.)

(To be assistance the addressee, you may wish to enclose a self-addressed, stamped envelope and mention in the letter that this has been done.)

(In closing, you may wish to urge a prompt response and thank the addressee in advance for any and all assistance he/she might provide.)

Sincerely,

*(Signature block with mailing address,
if other than address on letterhead)*

Enclosures

Figure 6-4. Sample format for a letter requesting third party support



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNIT NAME
STREET ADDRESS
CITY, STATE 12345-0001

(Office Symbol)

(Date)

MEMORANDUM FOR* *(See note)*

SUBJECT: Supporting Statement for Evaluation Report Appeal of *(Appellant's Name, Rank, SSN)*

1. During the period from *(duty start date)* through *(duty end date)* I served as *(author's duty position and unit of assignment)*. In that position, I observed *(appellant's name, followed by wording describing the frequency or closeness of observation, including, if appropriate, whether the author was knowledgeable of the working relationship between the appellant and the rating chain and/or their expectations of him/her)*.

2. *(In the body of the support memorandum, relate any firsthand knowledge of events and circumstances that might be of assistance to the appellant in attempting to individually refute the specific shortcomings for which he/she was faulted on the contested evaluation report.)*

3. *(Support the request with related documents, for example, orders, leave and earnings statements, or other documents.)*

4. *(Provide a telephone number, preferably DSN, where you may be reached by the review board, if clarification is needed.)*

*(Signature block with mailing address,
if other than address on letterhead)*

* Note: The memorandum may be addressed to either the rated Soldier, to whom it may concern, or the agency that will adjudicate the appeal. However, the statement must be provided to the rated Soldier for inclusion with his/her appeal and not sent to the adjudicating agency.

Figure 6-5. Sample format for a third party support memorandum

Appendix A References

Section I Required Publications

AR 40-501

Standards of Medical Fitness (Cited in tables 2-4, 2-10, 2-16, 2-22, 3-4).

AR 600-9

The Army Body Composition Program (Cited in paras 4-3a(4), 4-3c(2), 4-3c(4), 4-3c(5), 4-6e, tables 2-4, 2-10, 2-16, 2-22, 3-4.)

AR 600-20

Army Command Policy (Cited in tables 2-7, 2-13, 2-19, 3-1)

AR 623-3

Evaluation Reporting System (Cited in paras 2-2a(4), 2-2b, 2-8(b), 2-8d, 2-20b, 2-25b, 2-28a, 2-28c, 2-28e, 2-29, 2-30a, 2-30c(3), 2-30d(2), 2-30d(4), 2-30d(6), 2-31, 2-31e, 2-33a, 2-33b, 2-33d, 2-33e, 3-1b, 3-2b, 3-8, 3-8b, 3-8d, 3-8f, 3-10a, 3-10c, 3-10d, 4-1a, 4-1b, 4-3c, 4-4b, 4-5a, 4-5a(3), 4-5c, 4-6a, 4-7a, 4-7b, 4-7c, 4-7c(1), 4-7d(1)(c), 4-7d(2), 4-7d(3), 4-7d(4), 4-7d(5), 4-7d(7), 4-7e, 4-7f, 4-8a, 4-8b, 4-10, 4-10f, 5-1, 5-1a(1), 5-1b(4), 5-2a(3), 5-3a, 5-4, 6-1b, 6-2b(3), 6-2c(1), C-1c, tables 2-2, 2-4, 2-5, 2-6, 2-8, 2-10, 2-11, 2-12, 2-14, 2-16, 2-17, 2-18, 2-20, 2-22, 2-23, 2-25, 3-1, 3-2, 3-5, 3-7, 4-1, 4-2, 5-2, C-1.)

Section II Related Publications

A related publication is a source of additional information. The user does not have to read a related publication to understand this regulation. Unless otherwise stated, all publications are available at: <http://www.apd.army.mil/>. Department of Defense regulations are available at: <http://www.dtic.mil/>. The U.S. Code and the Code of Federal Regulations are available at: <http://www.gpoaccess.gov/fdsys/>.

AR 11-2

Managers' Internal Control Program

AR 15-6

Procedures for Investigating Officers and Boards of Officers

AR 25-30

The Army Publishing Program

AR 25-52

Authorized Abbreviations, Brevity Codes, and Acronyms

AR 350-1

Army Training and Leader Development

AR 621-1

Training of Military Personnel at Civilian Institutions

AR 621-7

Army Fellowships & Scholarships

DA Pam 600-3

Commissioned Officer Professional Development and Career Management

DA Pam 611-21

Military Occupational Classification and Structure

ADP 6-22

Army Leadership

ADRP 6-22

Army Leadership

5 USC 301

Departmental regulations

10 USC 3013

Secretary of the Army

Section III

Prescribed Forms

This section contains no entries.

Section IV

Referenced Forms

Unless otherwise indicated, DA forms are available on the Army Publishing Directorate (APD) Web site (www.apd.army.mil/) and at the Evaluation Entry System portal on (<https://evaluations.hrc.army.mil/>).

DA Form 67-10-1

Company Grade Plate (O1-O3; WO1-CW2) Officer Evaluation Report

DA Form 67-10-1A

Officer Evaluation Report Support Form

DA Form 67-10-2

Field Grade Plate (O4-O5; CW3-CW5) Officer Evaluation Report

DA Form 67-10-3

Strategic Grade Plate (O6) Officer Evaluation Report

DA Form 67-10-4

Strategic Grade Plate (O7) Officer Evaluation Report

DA Form 200

Transmittal Record

DA Form 1059

Service School Academic Evaluation Report

DA Form 1059-1

Civilian Institution Academic Evaluation Report

DA Form 2028

Recommended Changes to Publications and Blank Forms

DA Form 2166-8

NCO Evaluation Report

DA Form 2166-8-1

NCOER Counseling and Support Form

DA Form 4037

Officer Record Brief (For availability contact your servicing component/career manager.)

DA Form 5500

Body Fat Content Worksheet (Male)

DA Form 5501

Body Fat Content Worksheet (Female)

Appendix B**U.S. Army Human Resources Command and Other Addresses****B-1. Addresses for various applications**

Table B-1 provides HRC addresses for submitting various forms for certain circumstances.

B-2. Official military personnel file

AMHRRs are available at the following Web address: <https://iperms.army.mil/rms/login.jsp/>. The HRC Web site offers access to AMHRRs for all components at <https://www.hrc.army.mil/site/index.asp>.

Table B-1**Addresses for the U.S. Army Human Resources Command, National Guard Bureau, and other Services' personnel offices**

Contact information	Soldier status and applicable form
U.S. Army Human Resources Command ATTN: AHRC-OPL 1600 Spearhead Division Avenue, Room 3-2-13 Fort Knox, KY 40122-0001 DSN: 983-6411 Commercial: (502) 613-6411 Web site: https://www.hrc.army.mil	RA and USAR DA Form 1059-1 (officers only)
U.S. Army Human Resources Command (AHRC-PDV-ER) (Evaluation Processing) 1600 Spearhead Division Avenue, Department 470 Fort Knox, KY 40122-5407 Note. Evaluation Entry System is the tool to check the status of processing evaluation reports for all DA Form 67-10 series OERs and Regular Army and USAR DA Form 2166-8 NCOERs.	For officers: RA, USAR, and ARNG DA Form 67-10 series OERs, DA Form 1059, and requests for HQDA review of DA Form 67-10 series OER (when U.S. Army officer/Uniformed Army Advisor for supplementary review is not available) For NCOs: RA and USAR-DA Form 2166-8
U.S. Army Human Resources Command (AHRC-PDV-EA) (Evaluation Appeals) 1600 Spearhead Division Avenue, Department 470 Fort Knox, KY 40122-5407 Email: usarmy.knox.hrc.mbx.tagd-eval-appeals@mail.mil DSN: 938-9022 Commercial: (502) 613-9022	For officers: Appeals and addenda for Regular Army and USAR DA Form 67-10 series OER, DA Form 1059, and DA Form 1059-1; requests for administrative correction or nonrated time statements (Regular Army and USAR) For NCOs: Appeals and addenda for Regular Army and USAR DA Form 2166-8; requests for administrative correction or nonrated time statements (Regular Army and USAR)
U.S. Army Human Resources Command (AHRC-PDV-E) (Evaluation Systems) 1600 Spearhead Division Avenue, Department 470 Fort Knox, KY 40122-5407 Email: usarmy.knox.hrc.mbx.tagd-eval-policy@mail.mil DSN: 983-9019 Commercial: (502) 613-9019 Note. Policy and initiative questions can start here but may also be addressed to specific component evaluation offices. Web site: https://www.hrc.army.mil/site/Active/tagd/ESPD(formerly_MSD)/ESO/eso.htm (Policy information/clarification, and access to all evaluation report-related applications are available at the Web address)	For officers: RA, USAR, and Commander's or Commandant's Inquiries pertaining to: DA Form 67-10 series OER, DA Form 1059, and DA Form 1059-1 For NCOs: DA Form 2166-8 (Regular Army and USAR), and DA Form 1059 Requests for "Senior Rater Profile" report, (also available online)

Table B-1**Addresses for the U.S. Army Human Resources Command, National Guard Bureau, and other Services' personnel offices—Continued**

National Guard Bureau, Army National Guard Readiness Center (ARNG–HRP–R) (OER section) 111 South George Mason Drive Arlington, VA 22204–1382 DSN: 327–7111 Commercial: (703) 607–7111	For ARNG officers: Commander's/Commandant's Inquiries for: DA Form 67–10 series OER, DA Form 1059, and DA Form 1059–1 Note. Commander's or Commandant's Inquiries and ARNG DA Form 2166–8 and DA Form 1059 will be addressed to the rated NCO's state EPM. Requests for nonrated time statements (for ARNG service only) will be sent to the rated Soldier's state OPM or EPM.
Chief, National Guard Bureau (ARNG–HRH) (Appeals Section) 111 South George Mason Drive Arlington, VA 22204–1382 DSN: 327–0012 Commercial: (703) 607–0012	Appeals and addenda for ARNG officer DA Form 67–10 series OER, DA Form 1059, and DA Form 1059–1 and substantive appeals for ARNG NCO DA Form 2166–8 and enlisted DA Form 1059. Note. Administrative appeals for ARNG DA Form 2166–8 and DA Form 1059 will be addressed to the rated NCO's state EPM.
U.S. Navy: Information Technology Center ITC 14, Building 3, Third Floor ATTN: CDM 2251 Lakeshore Drive New Orleans, LA 70145–0001 U.S. Air Force: Headquarters, AFPC/DPPPED 550 C Street West Suite 7 Randolph Air Force Base, TX 78150–4709 U.S. Marine Corps: Commandant, USMC Headquarters, U.S. Marine Corps 2008 Elliot Road Quantico, VA 22134–5030	Non-U.S. Army Servicemember, DA Form 1059

Appendix C

Counseling

C-1. Army Evaluation Reporting System counseling process

a. Counseling is a key aspect of the Evaluation Reporting System process.

(1) Officers have one form designed to facilitate performance and developmental counseling, the DA Form 67–10–1A. The DA Form 2166–8–1 may be used for officers of all ranks. Instructions on the use of these forms are in chapter 2 of this pamphlet.

(2) NCOs use DA Form 2166–8–1 to facilitate both performance and developmental counseling. Detailed instructions on the use of DA Form 2166–8 are in chapter 3 of this pamphlet.

b. Counseling forms. These forms may be used when it is appropriate to counsel officers and NCOs matriculating through an Army course of instruction. Civilian institutions will use appropriate local forms and academic reviews as applicable.

c. Referred reports. See AR 623–3.

C-2. Counseling preparation

The primary purpose of counseling is to improve performance and to professionally develop the rated Soldier. The best counseling is always looking forward. It does not dwell on the past and on what was done, rather on the future and what can be done better. Counseling at the end of the rating period is too late since there is no time to improve before evaluation. It is important for the rater and the rated Soldier to prepare for counseling. Rater preparation will ensure the counseling session is organized and stays on track. Preparation by the rated Soldier enhances two-way communication and involvement in objective setting and performance assessment. Table C-1, below, provides preparation recommendations for both raters and rated Soldiers.

Table C-1
Counseling session preparation

Session: Initial counseling—All officers

DA Form: 67-10-1A

Time frame: Within 30 days of beginning the rating period (see AR 623-3 for additional information for USAR and ARNG officers)

Rated Soldiers preparation: — Draft duty description and major performance objectives.

- Provide the draft DA Form 67-10-1A to rater.
- Prepare to discuss duties and objectives.

Raters preparation: — Provide rated officer/warrant officer copies of rater's/senior rater's DA Form 67-10-1A and blank DA Form 67-10-1A with initial drafted duty description.

- Receive/review rated officer's draft DA Form 67-10-1A.
 - Select site (private) and schedule with rated officer.
 - Make outline/plan for conducting initial counseling session.
-

Session: Initial counseling—NCOs

DA Form: 2166-8-1

Time frame: Within first 30 days (see AR 623-3 for additional information for USAR and ARNG NCOs)

Rated Soldiers preparation: — Draft duty description and major performance objectives.

- Prepare to discuss duties and objectives.
- Request copy of and review rating chain DA Forms 2166-8-1.

Raters preparation: — Provide rated NCO copies of rater's/senior rater's performance objectives and blank DA Form 2166-8-1 with initial drafted duty description.

- Review draft DA Form 2166-8-1 NCOER counseling and support form.
 - Select site (private) and schedule with rated Soldier.
 - Make outline/plan for conducting session.
-

Session: Follow-up counseling—all officers

DA Form: 67-10-1A

Time frame: Midpoint and, as needed

Rated Soldiers preparation: — Conduct self-assessment.

- Draft revisions/duties/performance objectives.
- Prepare to discuss revisions, performance, changing priorities, and so forth.

Raters preparation: — Review DA Form 67-10-1A.

- Observe and assess rated officer.
 - Review record of observation/assessment.
 - Make outline/plan for conducting session.
-

Session: Follow-up counseling—NCOs

DA Form: 2166-8-1

Time frame: Quarterly for Regular Army and AGR NCOs and at least semiannually for USAR and ARNG NCOs (including USAR NCOs performing IDT).

Rated Soldiers preparation: — Conduct self-assessment.

- Prepare to discuss revisions, performance, changing priorities, and so forth.
- Outline target areas for development, and corresponding tasks or objectives.

Raters preparation: — Review DA Form 2166-8-1 NCOER counseling and support form.

- Observe and assess rated NCO.
 - Review record of observation/assessment.
 - Make outline/plan for conducting session.
-

C-3. Counseling outline

Note: ADRP 6-22 supersedes FM 6-22 (except Appendix B, Counseling), dated 12 October 2006.

a. Field Manual 6-22 Appendix B. This appendix covers counseling in more detail and describes four basic components of a counseling session consisting of:

(1) *Open the session.* Identify the purpose up front. Establish a comfortable environment. Invite subordinate to talk early. Employ active listening, both verbal and nonverbal.

(2) *Discuss the issue.* Ask open ended questions. Respond to clarify message and check understanding. Allow time for reflection. Provide specific feedback and back with specific observations/behaviors. Avoid generalizations. Highlight successes as well as shortcomings.

(3) *Develop an action plan.* Emphasize development and improvement. Encourage subordinate involvement to create/modify plan.

(4) *Close the session.* Summarize main points. Record all comments for future assessments.

b. Initial counseling outline.

(1) *Open the session.* State the purpose. Discuss/record duty description and major performance objectives on the applicable DA Form 67-10-1A or DA Form 2166-8-1 NCOER counseling and support form.

(a) Identify the purpose up front. Establish a comfortable environment. Invite subordinate to talk early.

(b) Employ active listening, both verbal, and nonverbal.

(2) *Discuss issue.* Jointly review duty description/performance objectives on the support form.

(a) Provide feedback concerning the duty description and performance objectives. Revise as needed.

(b) Relate the meaning of the Leadership Requirements Model on the OER and values, attributes, skills, and actions listed on NCOER to the unit/organization and duties. Discuss expectations associated with each of these items.

1. Invite the subordinate to talk early on in the session. Ask open ended questions. Employ verbal and nonverbal active listening techniques. Respond to clarify message and check understanding. Allow time for reflection. Provide specific feedback and back with specific observations/behaviors on positive attributes and successes and targeted improvement areas. Avoid generalizations.

2. Highlight successes as well as shortcomings.

(3) *Develop an action plan.* Identify actions to facilitate the attainment of the performance objectives listed on the DA Form 67-10-1A for officers and DA Form 2166-8-1 for NCOs, as applicable. *Note. A good technique is to let the rated officer, warrant officer, or NCO discuss ideas first.* Raters of NCOs will summarize developmental goals and objectives using bullets prescribed in sample DA Form 2166-8-1 in chapter 3. Developmental tasks should target performance objectives on the DA Form 2166-8-1; specify desired result; be measurable/verifiable; and specify target completion date/timeframe.

(a) Emphasize development and improvement. Encourage subordinate involvement to create/modify plan.

(b) Performance objectives:

1. Supportive of unit goals?

2. Relevant to an important aspect of the duty position?

3. Measurable with qualitative or quantitative criteria?

4. Results oriented?

5. Specific?

6. Clearly worded?

7. Set in a reasonable time?

8. Achievable?

9. Challenging?

10. Supported by authority and resources?

11. Backed by an action plan?

(4) *Close the session.* Review duty description, performance objectives, and action plan.

(a) Summarize main points.

(b) Record comments for future assessments.

c. Follow-up counseling outline.

(1) *Open the session.* State the purpose. Review performance and update duty description, major performance objectives, and action plan.

(2) *Discuss the issue.* Jointly review duty description/major performance objectives and update, as needed. Discuss performance and potential areas for development.

(3) *Develop an action plan.* Update the rated officer, warrant officer, or NCO action plan. Note the changes, updates, to goals or objectives on the DA Form 67-10-1A for officers and DA Form 2166-8-1 for NCOs, as applicable.

(4) *Close the session.* Review revised duty description, performance objectives, and action plan. End the session on a positive note. Remind rated officer/NCO that the goal of counseling is to improve performance and mission accomplishment, and not to rate.

Glossary

Section I Abbreviations

1SG

first sergeant

ADOS

active duty for operational support

ADOS-RC

active duty for operational support - reserve component

ADT

active duty for training

AER-S

academic evaluation report

AGR

active guard reserve

AMEDD

Army Medical Department

AMHRR

Army Military Human Resources Record

AOC

area of concentration

APFT

Army physical fitness test

APMC

Army Medical Department Professional Management Command

AR

Army regulation

ARNG

Army National Guard

ASI

additional skill identifier

AT

annual training

ATRRS

Army Training Requirements and Resources System

BDE

brigade

BG

brigadier general

BN

battalion

BOLC

Basic Officer Leaders Course

CAPT

captain (U.S. Navy)

CMD

command code

CO-ADOS

Contingency Operations-Active Duty for Operational Support

COL

colonel

CPL

corporal

CPT

captain

CSM

command sergeant major

CW2

chief warrant officer two

CW3

chief warrant officer three

CW4

chief warrant officer four

CW5

chief warrant officer five

DA

Department of the Army

DA PAM

Department of the Army Pamphlet

DIMA

drilling individual mobilization augmentee

DOD

Department of Defense

DODD

Department of Defense directive

DSN

Defense Switched Network

ECT

extended combat training

EEO

Equal Employment Opportunity

eMILPO

electronic military personnel office

EO

equal opportunity

EPM

enlisted personnel manager

FA

functional area

FM

field manual

GG

general government

GM

general manager

GO

general officer

GS

general schedule

HQDA

Headquarters, Department of the Army

IDT

inactive duty training

IMA

individual mobilization augmentee

ING

inactive national guard

iPERMS

interactive Personnel Electronic Records Management System

IRR

individual ready reserve

JAGC

Judge Advocate General's Corps

LT

lieutenant

LTC

lieutenant colonel

M-DAY

man-day

MEDCOM

medical command

MI

middle initial

MILPER

military personnel

MOB

mobilized

MOS

military occupational specialty

MOSC

military occupational specialty code

MSAF

multi-source assessment and feedback

MSG

master sergeant

NCO

noncommissioned officer

NCOER

noncommissioned officer evaluation report

NGB

National Guard Bureau

OER

officer evaluation report

OJT

on-the-job training

ORB

officer record brief

PCS

permanent change of station

PMOS

primary military occupational specialty

PSB

personnel services battalion

RA

Regular Army

RC

reserve component

REFRAD

release from active duty

REFRADT

release from active duty for training

REFRAT

release from annual training

REFRADOS

release from active duty for operational support

REFRADOS-RC

release from active duty for operational support-Reserve Component

REFRCOADOS

release from contingency active duty for operational support

SD

special duty

SES

senior executive service

SGM

sergeant major

SGT

sergeant

SHARP

sexual harrassment/assault response and prevention

SSN

social security number

TCS

temporary change of station

TDA

table of distribution and allowances

TDY

temporary duty

TOE

table of organization and equipment

TPU

troop program unit

UA

universally administrative

UIC

unit identification code

USAF

U.S. Air Force

USAHRC

U.S. Army Human Resources Command

USAR

U.S. Army Reserve

USCG

U.S. Coast Guard

USMC

U.S. Marine Corps

USN

U.S. Navy

WTU

Warrior transition unit

Section II**Terms****Appeal**

The procedure taken by the rated Soldier or another interested party to correct administrative or substantive type errors for evaluation reports accepted for inclusion in the rated officer's or NCO's AMHRR.

Appointed duties

Additional responsibilities not normally associated with the duty description.

Army competitive category

RA officers in the basic branches. This category does not include the specialty branches of the Chaplain's Corps, Judge Advocate General's Corps, or the AMEDD.

Attributes

Shape how an individual behaves and learns in his or her environment. The leader attributes are character, presence, and intellect. These attributes capture the values and identity of the leader (character); the leader's outward appearance, demeanor, actions, and words (presence); and the mental and social faculties the leader applies in the act of leading (intellect). Attributes affect the actions that leaders perform. Good character, solid presence, and keen intellect enable the core leader competencies to be performed with greater effect.

Broadening

The purposeful expansion of a Leader's capabilities and understanding provided through opportunities internal and external to the Army throughout their career, gained through experiences and/or education in different organizational cultures and environments resulting in a Leader who can operate up to and including the strategic level in multiple environments.

Bullet comments

Short, concise, to-the-point comments starting with action words (verbs) or possessive pronouns (his or her). Bullet comments will not be longer than two lines, preferably one, and no more than one bullet to a line.

Calendar year

A period that is 365 days, or 366 days if the Leap Year date, 29 February, is included.

Chain of command

The succession of military commanders, superior to subordinate, through which command is exercised. Normally, commanders evaluate commanders.

Chain of supervision

The individuals (military and/or civilian) involved in providing operational, functional, and/or technical supervision of a rated Soldier.

Competence

The knowledge, skills, and abilities necessary to be an expert in the current duty assignment and to perform adequately in other assignments within the MOS, when required. Competence is both technical and tactical and includes reading, writing, speaking, and basic mathematics. It also includes sound judgment, ability to weigh alternatives, form objective options, and make good decisions. Closely allied with competence is the constant desire to better, to listen and learn more, and to do each task completely to the best of one's ability. Competence is exemplified through learning,

growing, setting standards and achieving them, creating and innovating, taking prudent risks, and never settling for less than the best. The demonstration of a commitment to excellence.

Commander's or Commandant's Inquiry

Investigation into a Soldier's evaluation report made by an official in the chain of command/supervisory chain above the designated rating officials involved in the allegations to determine if an illegality, injustice, or regulatory violation has occurred. The appointing official for a Commander's or Commandant's Inquiry into an OER will normally be the commander, commandant, or civilian supervisor who rates the senior rater. The appointing official for an NCOER will normally be the commander, commandant, or civilian supervisor who rates the reviewer.

Complete the record

An optional type of evaluation report intended to update a Soldier's file with performance and potential information that has not previously been documented in the Soldier's evaluation history since the time of the most recent evaluation report. MILPER messages clearly specify the criteria for complete the record reports ("THRU" date and required receipt date at HQDA).

Dual supervision

A situation in which an officer or warrant officer who, during the entire period of evaluation, is assigned separate responsibilities and receives supervision from two different chains of command or supervision. This provision does not apply to NCO rating schemes, NCOERs, or AERs.

Evaluation report timeliness

A resulting equation (percentage of reports submitted on time) that is correlated to individual senior raters on those reports and reflects submission to HQDA within regulatory guidelines.

FROM date

The beginning date of the period covered; the day following the "THRU" (ending) date of the most recent evaluation report period.

HQDA electronically generated label

A label placed over the rater's and senior rater's box check portion on a DA Form 67-10 series. Used only for OERs for officers (2LT through COL) and warrant officers (WO1 through CW4). It shows a comparison of the block check on the OER to all box checks for a given grade in a rater's and senior rater's profile. This does not apply to NCOERs or AERs.

Intermediate rater

A supervisor in a rated officer's chain of command or supervision between the rater and senior rater. This level of supervision may be in the rated officer's organization or in a separate organization if under dual supervision.

Leadership

Characterized by a complex mix of organizational, situational, and mission demands on a leader who applies personal qualities, abilities, and experiences to exert influence on the organization, its people, the situation, and the unfolding mission. Difficult and complex situations are the proving ground for leaders expected to make consistent, timely, effective, and just decisions. An Army leader is anyone who, by virtue of assumed role or assigned responsibility, inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command to pursue actions, focus thinking, and shape decisions for the greater good of the organization.

Nonrated time

Time periods when the rated Soldier cannot be evaluated by the rating officials. Such time periods include, but are not limited to, school attendance, in-transit travel, hospitalization or patient status, convalescent leave, leave periods of 30 days or more, and periods when the rater has not met minimum qualifications. Periods such as breaks in service or time spent in an IRR, Ready Reserve, or ING status are not ratable periods; therefore, these periods will appear as gaps in a rated Soldier's evaluation report history.

Performance counseling

Planned method to inform Soldiers about their duties and expected performance standards and provide feedback on actual performance. Soldiers' performance includes appearance, conduct, mission accomplishment, and the manner in which duties are carried out. Honest feedback lets Soldiers know how well they are performing compared to the expected standards.

Performance evaluation

Assessments of how well the rated Soldier met his or her duty requirements and adhered to Army professional leadership standards. Performance is evaluated by observing a rated Soldier's actions, demonstrated behavior, and results in terms of adherence to the Army Values and his or her responsibilities. Due regard is given to the experience level of the rated Soldier, efforts made, and results achieved.

Period of report

Time period covered by an evaluation report, which includes rated and nonrated time. The period begins the day following the "THRU" (ending) date of the most recent evaluation report and ends on the day of the event causing the current report to be rendered or the last day of supervision/duty day before a Soldier's departure.

Physical fitness and military bearing

Consists of two components with various subcomponents. Physical fitness is the physical and mental ability to accomplish the mission, that is, combat readiness. Total fitness includes weight control, diet and nutrition, smoking cessation, control of substance abuse, stress management, and physical training. It covers strength, endurance, stamina, flexibility, speed, agility, coordination, and balance. Soldiers are responsible for their own physical fitness and that of their subordinates. Military bearing consists of posture, dress, overall appearance, and manner of physical movement. Bearing also includes an outward display of inner feelings, fears, and overall confidence and enthusiasm. An inherent responsibility of all leaders is concern with Soldiers' military bearing and making on-the-spot corrections, as needed.

Pooling

Elevating the rating chain beyond the senior rater's ability to know the Soldier, in an attempt to provide an elevated assessment protection for a specific group runs counter to the intent of the evaluation system.

Potential evaluation

An assessment of the rated Soldier's ability, compared with that of other Soldiers of the same grade, to perform in positions of greater responsibility and/or higher grades.

Rated Soldier

A rated officer, warrant officer, or NCO.

Rated time

Time when a rated Soldier has been assigned under a valid rating chain for the purposes of counseling, guidance, and evaluation of performance and potential.

Rater

First-line supervisor of the rated Soldier who is designated as the rater on the rating scheme. Primary role is that of evaluating, focusing on performance, and performance counseling. Conducts face-to-face performance counseling with the rated Soldier on duty performance and professional development within the first 30 days of each rating period and, for a majority of Soldiers, at least quarterly thereafter; for others, periodically as needed.

"Rater Profile" report

For OERs only, a documented rating history, compiled at HQDA; it displays the rater's rating history by grade.

"Rater Profile" restart

For OERs only, the deletion of an established rating history for all grades or a specific grade or grade grouping, if the rater meets all requirements for a restart. When accomplished, a new rating history (profile) is structured based on evaluation reports rendered following the restart.

Rater misfire

When the percentage of EXCELS assessments in a rater's profile, for LTCs and below, meets or exceeds 50 percent of the total number of OERs for a particular grade. This does not apply to NCOERs or AERs.

Rating chain

The rated Soldier's rating officials (rater, senior rater, and reviewer) as published on the rating scheme. For officer evaluations, (specialty branches and dual supervisory situations only), an intermediate rater may be placed on a published rating scheme.

Rating officials

Designated individuals (rater, intermediate rater, senior rater, and reviewer) as published on the rating scheme who render an evaluation on the rated Soldier.

Rating scheme

Written, published document showing rated Soldiers, their rating officials, and the effective date on which the rating officials assumed their role.

Redress

Procedures by which rated Soldiers can address errors, bias, or injustices during and after the preparation of an evaluation report and have them corrected.

Referral

The process of formally providing a completed evaluation report to a rated officer for review and acknowledgment. Referral is accomplished by the senior rater. This procedure ensures the rated officer is advised they are permitted to comment on adverse information contained in the OER before it becomes a matter of permanent record. The referral may be accomplished face-to-face, but a written referral method is recommended when the Soldier is not present to accomplish the process in person. This provision does not apply to NCOERs or NCO AERs.

Relief

The removal of a rated Soldier from an assigned position based on a decision by a member of the Soldier's chain of command/supervisory chain that his or her personal or professional characteristics, conduct, behavior, or performance of duty warrant his or her removal from the position in the best interests of the U.S. Army. Relief actions require the completion of a "Relief for Cause" OER or NCOER. A relieved officer cannot prepare or submit an evaluation report on his or her subordinates during the suspension period leading up to the relief or after the relief is final.

Responsibility and accountability

The proper care, maintenance, use, handling, and conservation of personnel, equipment, supplies, property, and funds. Maintenance of weapons, vehicles, equipment, conservation of supplies and funds is a special leadership responsibility because of its links to the success of all missions, especially those on the battlefield. It includes inspecting Soldier's equipment often, using a manual or checklist; holding Soldiers responsible for repairs and losses; learning how to use and maintain all the equipment Soldiers use; being among the first to operate new equipment; keeping up-to-date component lists; setting aside time for inventories; and knowing the readiness status of weapons, vehicles, and other equipment. It includes knowing where each Soldier is during duty hours, why the Soldier is going on sick call, where the Soldier lives, and his or her Family situation. It involves reducing accidental manpower and monetary losses by providing a safe and healthful environment; it includes creating a climate that encourages young Soldiers to learn and grow and reporting serious problems without fear of repercussions. Also refers to the rated Soldier accepting responsibility for his or her own actions and those of his or her subordinates.

Reviewer

For NCOERs, a third-line rating official who is an officer, CSM, or SGM in the direct line of supervision and senior in pay grade, grade of rank, or date of rank to the senior rater. Promotable MSGs may serve as reviewers provided they are serving in an authorized SGM/CSM position. Primary role is that of providing oversight in the evaluation reporting process. For OERs, the senior rater typically conducts the final review of the evaluation report and the reporting process. However, when there are no uniformed Army designated rating official for the rated Officer, "Relief for Cause" evaluation reports when the senior rater is the individual directing the relief, or if the relief has been directed by an individual other than the rating officials, an additional review is required by an Uniformed Army Advisor within the organization above the rating chain.

Senior rater

Normally, the second-line rating official who is in the direct line of supervision of the rated Soldier and senior to the rater by either pay grade or date of rank. Primary role is evaluating and focusing on the potential of the rated Soldier; responsible for providing a performance/potential assessment of the rated Soldier. Obtains the rated Soldier's signature on the evaluation report or enters appropriate statement if rated Soldier refuses, is unable, or unavailable to sign. For OERs, performs the referral of reports with negative or derogatory comments to rated officers; the third-line supervisor when an intermediate rater exists in the chain of command or supervision.

Senior Rater Misfire

When the percentage of MOST QUALIFIED assessments in a senior rater's profile meets or exceeds 50 percent of the total number of OERs for a particular grade. This does not apply to NCOERs or AERs.

“Senior Rater Profile” report

For OERs only, a documented rating history, compiled at HQDA; it displays the senior rater’s rating history by grade. Also known as the “DASH–2” report and accompanied by the senior rater evaluation timeliness report.

“Senior Rater Profile” report restart

For OERs only, the deletion of an established rating history for all grades or a specific grade or grade grouping, if the senior rater meets all requirements for a restart. When accomplished, a new rating history (profile) is structured based on evaluation reports rendered following the restart.

Suspension

The temporary removal of the rated Soldier from his or her duty position pending a final decision on an adjudicated issue. The period of suspension will be shown as nonrated time on the evaluation report. The suspended Soldier cannot prepare or submit an evaluation report on his or her subordinates during the time they are suspended.

THRU date

The ending date of the period covered on an evaluation report; the due date for an annual evaluation report; the date on which an event warranting a report to be rendered occurs; or the last day of supervision/last duty day before a Soldier’s or a rating official’s departure.

Training

Preparing individuals, units, and combined arms teams to perform assigned duties; also teaching Soldiers skills and knowledge. Army leaders contribute to team training and are often responsible for unit training (squads, crews, sections), but individual Soldier training is the most important. Quality training bonds units; leads directly to good discipline; concentrates on wartime missions; is tough and demanding without being reckless; is performance oriented; sticks to Army doctrine to standardize what is taught to fight, survive, and win as small units. Good training means learning from mistakes and allowing plenty of room for professional growth. Sharing knowledge and experience is the greatest legacy one can leave subordinates.

Uniformed Army Advisor

An Army officer, senior to the rated officer within a unit or organization, usually senior to the designated senior rater, who provides assistance and advice to rating officials (as required) pertaining to U.S. Army evaluations. This includes, but is not limited to, ensuring non-uniformed Army rating officials provide clear, concise, and effective written communication, focused on the rated officer’s career and professional development, which allows effective decision-making by HQDA. Uniformed Army Advisors perform supplementary reviews (as required).

Unit

The actual military unit, organization, or agency to which the rated Soldier was assigned and performed duty during the rating period.

Values/Army Values

Army Values consist of the principles, standards, and qualities considered essential for successful Army leaders (Loyalty, Duty, Respect, Selfless service, Honor, Integrity, Personal courage). They are fundamental to helping Soldiers and Army Civilians make the right decision in any situation. Teaching values is an important leader responsibility by creating a common understanding of the Army Values and expected standards. The Army recognizes seven values that all Army members must develop.

Section III**Special Abbreviations and Terms**

This section contains no entries.

UNCLASSIFIED

PIN 083281-000