U.S. ARMY SERGEANTS MAJOR ACADEMY (ANCOC)

L433 OCT 03

NCOER-SENIOR RATER QUALIFICATION/RESPONSIBILITIES

TRAINING SUPPORT PACKAGE

TRAINING SUPPORT PACKAGE (TSP)

TSP Number / Title	L433 / NC0-ER--SENIOR RATER QUALIFICATIONS/RESPONSIBILIES
Effective Date	01 Oct 2003
Supersedes TSP(s) / Lesson(s)	P405, NCOER - Senior Rater Qualifications/Responsibilities, dated OCT 02.
TSP Users	600-ANCOC-TATS, Advanced Noncommissioned Officer Course
Proponent	The proponent for this document is the Sergeants Major Academy.
Improvement Comments	Users are invited to send comments and suggested improvements on DA Form 2028, *Recommended Changes to Publications and Blank Forms.* Completed forms, or equivalent response, will be mailed or attached to electronic e-mail and transmitted to: COMDT USASMA ATTN ATSS D BLDG 11291 BIGGS FIELD FT BLISS TX 79918-8002 Telephone (Comm) (915) 568-8875 Telephone (DSN) 978-8875 E-Mail atss-dcd@bliss.army.mil
Security Clearance / Access	Unclassified
Foreign Disclosure Restrictions	This product/publication has been reviewed by the product developers in coordination with the USASMA foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.

PREFACE

Purpose

This Training Support Package provides the instructor with a standardized lesson plan for presenting instruction for:

Task Number	Task Title
805C-PAD-3147	Prepare the senior rater's portion of a Noncommissioned Officer Efficiency Report (NCOER).

This TSP Contains

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NCO-ER--SENIOR QUALIFICATIONS/RESPONSIBILIES
L433 / Version 1
01 Oct 2003

SECTION I. ADMINISTRATIVE DATA

All Courses Including This Lesson

Course Number	Version	Course Title
600-ANCOC	1	Advanced Noncommissioned Officer Course

Task(s) Taught(*) or Supported

Task Number	Task Title
805C-PAD-3147	Prepare the senior rater's portion of a Noncommissioned Officer Efficiency Report (NCOER).

Reinforced Task(s)

Task Number	Task Title

Academic Hours

The academic hours required to teach this lesson are as follows:

	Resident Hours/Methods
	30 mins/ Conference / Discussion
	20 mins/ Practical Exercise (Performance)
Test	0 hrs
Test Review	0 hrs
Total Hours:	1 hr

Test Lesson Number

	Hours	Lesson No.
Testing (to include test review)	4 hrs	E403 version 1

Prerequisite Lesson(s)

Lesson Number	Lesson Title
None	

Clearance Access

Security Level: Unclassified
Requirements: There are no clearance or access requirements for the lesson.

Foreign Disclosure Restrictions

This product/publication has been reviewed by the product developers in coordination with the USASMA foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.

References

Number	Title	Date	Additional Information
AR 623-205	NONCOMMISSIONED OFFICER EVALUATION REPORTING SYSTEM	15 May 2002	

Student Study Assignments

Before class--

- Read student handout 1, appendix D, for reading and study assignments.

During class--

- Participate in classroom discussion.

After Class--

- Turn in recoverable references after the examination for this lesson.

Instructor Requirements

1:16, SFC, ANCOC graduate, ITC, SGITC qualified.

Additional Support Personnel Requirements

Name	Stu Ratio	Qty	Man Hours
None			

Equipment Required for Instruction

ID Name	Stu Ratio	Instr Ratio	Spt	Qty	Exp
441-06 LCD Projection System	1:16		Yes	1	No
559359 SCREEN PROJECTION	1:16		Yes	1	No
5820-00-T81-6161 VCR	1:16		Yes	1	No
673000T101700 PROJECTOR, OVERHEAD, 3M	1:16		Yes	1	No
702101T134520 DELL CPU, MONITOR, MOUSE, KEYBOARD	1:16		Yes	1	No
703500T102257 DESKTOP/EPSON PRINTER	1:16		Yes	1	No
7110-00-T81-1805 DRY ERASE BOARD	1:16		Yes	1	No
7510-01-424-4867 EASEL, (STAND ALONE) WITH PAPER	1:16		Yes	1	No
SNV1240262544393 36 - INCH COLOR MONITOR W/REMOTE CONTROL AND LUXOR STAND	1:16		Yes	1	No
SOFTWARE-1 MS-DOS, LATEST GOVERNMENT APPROVED VERSION	1:16		Yes	1	No
SOFTWARE-2 WINDOWS XP, LATEST GOVERNMENT APPROVED VERSION	1:16		Yes	1	No

* Before Id indicates a TADSS

Materials Required

Instructor Materials:

- Reference material.
- TSP.
- VGTs (3).

Student Materials:

- Advance sheet.
- Pencils or pens.
- Writing paper.

Classroom, Training Area, and Range Requirements

GEN INSTRUCT BLDG (CLASSROOM SIZE 40X40 PER 16 STU

Ammunition Requirements

Id	Name	Exp	Stu Ratio	Instr Ratio	Spt Qty
None					

Instructional Guidance

NOTE: Before presenting this lesson, instructors must thoroughly prepare by studying this lesson and identified reference material.

Before class--

- Read and study all TSP material and be ready to conduct the class.
- Assign Student Discussion Leader at least three days prior to the date of the class as shown on the training schedule.
- This TSP has questions throughout to check on learning or generate discussion among the group members. You may add any questions you deem necessary to bring a point across to the group or expand on any matter discussed.
- You must know the information in this TSP well enough to teach from it, not read from it.
- This TSP presents references at the beginning of some of the paragraphs. This allows you to inform your students of where they would look in the reference to follow your instruction.

During class--

- Conduct the class in accordance with this TSP.

After class--

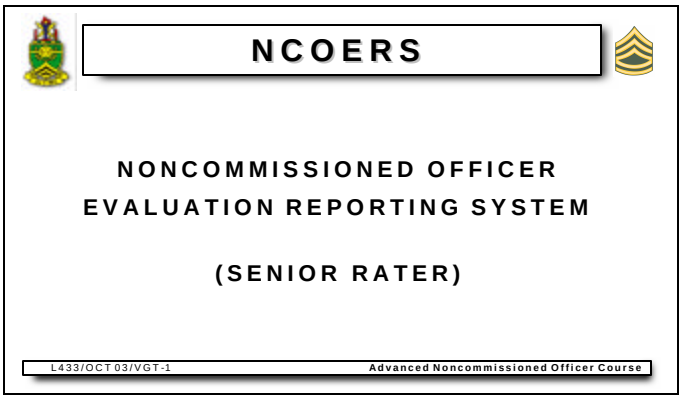
- Collect all recoverable materials after the examination for this lesson.

Proponent Lesson Plan Approvals	Name	Rank	Position	Date
	Garner, Curtiss W.	GS09	Training Specialist	
	Eichman, Guy A.	MSG	Chief, ANCOC/BNCOC	
	Lawson, Brian H.	SGM	Chief, NCOES	
	Mays, Albert J.	SGM	Chief, CDDD	

SECTION II. INTRODUCTION

Method of Instruction: Conference / Discussion
Technique of Delivery: Small Group Instruction (SGI)
Instructor to Student Ratio is: 1:16
Time of Instruction: 5 mins
Media: VGT-1

SHOW VGT-1, NCOERS



Motivator

This lesson will present the information you need to know to meet your responsibilities as a senior rater. Besides discussing the qualifications and responsibilities of a senior rater, you will find out how to review the NCO-ER to fulfill your obligation as a senior rater.

Terminal Learning Objective

NOTE: Inform the students of the following Terminal Learning Objective requirements. At the completion of this lesson, you [the student] will:

Action:	Prepare the senior rater's portion of an NCO-ER.
Conditions:	As a platoon sergeant in a classroom environment, given AR 623-205.
Standards:	Prepared the senior rater portion of the NCO-ER IAW AR 623-205.

Safety Requirements	None
Risk Assessment Level	Low
Environmental Considerations	**NOTE:** It is the responsibility of all soldiers and DA civilians to protect the environment from damage.
Evaluation	At the end of this course you will take a 50-question written examination. The examination will include questions on the ELOs and TLO from this lesson. You must correctly answer 35 questions or more to receive a passing score (70 percent). This is a graduation requirement.
Instructional Lead-In	The Noncommissioned Officer Evaluation Reporting System (NCOERS) supports the Army's personnel management program and the career development of individual soldiers. It has a direct impact upon an NCO's career. It influences promotion, school selection, assignments, qualitative management, and it measures the quality of the NCO Corps. Ultimately, NCO-ERs help determine the senior enlisted leadership of the Army. With such an impact, it is important that NCOs understand their responsibilities not only to the system, but also to the soldiers they rate. This lesson will provide you with a short review of the NCO-ER completed by the rater. It will also provide you with an understanding of your responsibilities as a senior rater and give you a better understanding of correlation between bullet comments and the ratings they justify. **REMOVE VGT-1**

SECTION III. PRESENTATION

NOTE: Inform the students of the Enabling Learning Objective requirements.

A. ENABLING LEARNING OBJECTIVE

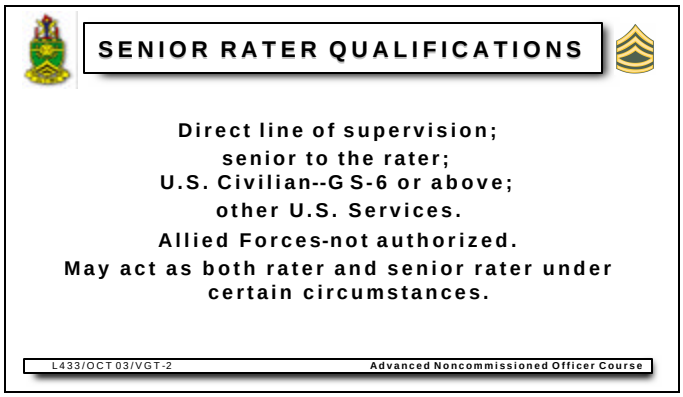
ACTION:	Identify senior rater qualifications for an NCO-ER.
CONDITIONS:	As a platoon sergeant in a classroom environment, given AR 623-205.
STANDARDS:	Identified senior rater qualifications for an NCO-ER IAW AR 623-205, Chap 2, para 2-5.

1. Learning Step / Activity 1. Senior Rater Qualifications

Method of Instruction: Conference / Discussion
Technique of Delivery: Small Group Instruction (SGI)
Instructor to Student Ratio: 1:16
Time of Instruction: 5 mins
Media: VGT 2

This VGT gives a brief description of the senior rater qualifications found in AR 623-205, chapter 2, paragraph 2-5.

SHOW VGT-2, SENIOR RATER QUALIFICATIONS



Ref: AR 623-205, Chap 2, para 2-5

To be a senior rater, you must be in the direct line of supervision of the rated NCO and designated as the senior rater for a minimum period of 60 rated days. You must be senior to the rater by either pay grade or date of rank. If you are on a

recommended list for promotion to one of the top three NCO grades or frocked to the rank of 1SG or CSM, and serving in an authorized position for the new grade, you may be the senior rater for any NCO you supervise. If after promotion, you are senior to the rated NCO and the rater by either pay grade or date of rank.

Commanders may appoint U.S. civilians, GS-6 and above, as senior raters in the absence of a military supervisor and when the civilian supervisor is in the best position to accurately evaluate the NCO's performance. Local commanders will determine the minimum grade for civilian senior raters other than GS pay grades. They will designate officially the civilian senior rater on a published rating scheme.

Members of other U.S. military services who meet the qualifications above may be senior raters; however, no members of allied forces will serve as senior raters.

Ref: AR 623-205, Chap 2, para 2-5e

The senior rater may act as both the rater and the senior rater, when the rater is a general officer, officer of flag rank, or U.S. civilian with Senior Executive Service (SES) rank and precedence.

CHECK ON LEARNING:

QUESTION: How much time must you have in the direct line of supervision of the rated NCO before you can be the senior rater?

ANSWER: A minimum period of 60 rated days.

Ref: AR 623-205, Chap 2, para 2-5a(1)

REMOVE VGT-2

B. ENABLING LEARNING OBJECTIVE

ACTION:	Identify the senior rater responsibilities for an NCO-ER.
CONDITIONS:	As a platoon sergeant in a classroom environment, given AR 623-205.
STANDARDS:	Identified senior rater responsibility for an NCO-ER IAW AR 623-205, Chap 2, para 2-11.

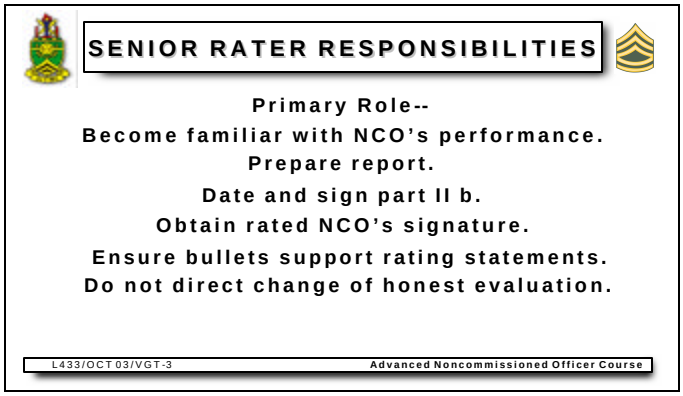
1. Learning Step / Activity 1. Senior Rater Responsibilities

Method of Instruction: Conference / Discussion
Technique of Delivery: Small Group Instruction (SGI)
Instructor to Student Ratio: 1:16
Time of Instruction: 15 mins
Media: VGT-3

Now that we know the qualification requirements, let's look at the responsibilities of the senior rater. Your role as the senior rater is primarily that of evaluation. You must focus on the rated NCO's potential, and ensure the rater gives a proper performance evaluation. You must mentor the rater as necessary to see that he/she performs his/her duties as a rater IAW AR 623-205.

Now let's discuss each bullet on VGT-3.

SHOW VGT-3, SENIOR RATER RESPONSIBILITIES



Ref: AR 623-205, Chap 2, para 2-11

Use all reasonable means to become familiar with the rated NCO's performance throughout the rating period such as a periodical review of the counseling checklist (I.E., the initial and quarterly counseling).

As the senior rater you will prepare a fair, correct report evaluating the NCO's duty performance, professionalism, and potential. Next, you will date and enter your signature in part IIb.

You then obtain the rated NCO's signature in part II of the NCO-ER. Ensure the rated NCO is aware that his or her signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. A rated NCO's signature means he or she has seen the completed report (except parts II d and e) and has verified that the administrative data (part I) is correct. It also means the rating officials are proper (part II) and the duty description is accurate (part III) to include the counseling dates. The senior rater will enter a statement in part Ve to explain omitted counseling dates. A rated NCO's signature ensures the APFT and height/weight entries are correct (part IVc) and shows awareness of the appeals process contained in Chapter 6, AR 623-205.

The next bullet addresses entering the appropriate statement "NCO refuses to sign" or "NCO is not available for signature" in part IIc when the NCO refuses to sign or is unavailable for signature. You must also ensure the specific bullet examples support the appropriate ratings in part IVb-f.

The next bullet entered in part Ve, is the statement, "Senior rater does not meet minimum qualifications."

Obviously, never render an evaluation in parts Vc and Vd if you do not meet the minimum time requirement. Lastly, never direct the rater to change an evaluation that he or she believes to be honest.

QUESTION: What is the primary role of the senior rater?

ANSWER: The senior rater's primary role is to evaluate potential, over-watch the performance evaluation, and mentor subordinates.

Ref: AR 623-205, Chap 2, para 2-11

REMOVE VGT-3

2. Learning Step / Activity 2. The Senior Rater's Portion of DA Form 2166-8.

Method of Instruction: Practical Exercise (Performance)
Technique of Delivery: Small Group Instruction (SGI)
Instructor to Student Ratio: 1:16
Time of Instruction: 20 mins
Media: Practical Exercise 1 and Solution to Practical Exercise 1

NOTE: Refer the students to PE-1, Pages PE-1-1 through PE-1-5. Allow 10 minutes to complete the PE. At the end of 10 minutes, refer the students to SPE-1 and have them compare SPE-1 to their own solutions. Clarify any misunderstandings or questions the students have.

CHECK ON LEARNING:

QUESTION: What is the primary role of the senior rater?

ANSWER: The senior rater's primary role is to evaluate potential, over-watch the performance evaluation, and mentor subordinates.

Ref: AR 623-205, Chap 2, para 2-11

SECTION IV. SUMMARY

Method of Instruction: Conference / Discussion
Technique of Delivery: Small Group Instruction (SGI)
Instructor to Student Ratio is: 1:16
Time of Instruction: 5 mins
Media: None

Check on Learning

The PE acts as the check on learning for this lesson.

Review / Summarize Lesson

As mentioned earlier, your primary role (as senior rater) is that of evaluation, focusing on potential, and taking responsibility for NCO-ERs in your unit. You may have noticed that while carrying out your responsibilities you do an in-depth review of the NCO-ER that the rater has prepared. Not only are you looking out for the rated soldier but you are also teaching and mentoring the soldier doing the rating. This lesson should provide you with the necessary tools you need to perform your responsibilities as a senior rater.

Hopefully, you will use the information we covered in this lesson when you are in the capacity as a senior rater. Remember that as a senior NCO it is our responsibility to take care of our soldiers. Making sure our soldiers have accurate and fair NCO-ERs is one more way of doing that.

SECTION V. STUDENT EVALUATION

Testing Requirements

NOTE: Describe how the student must demonstrate accomplishment of the TLO. Refer student to the Student Evaluation Plan.

At the end of this course you will take a 50-question written examination. The examination will include questions on the ELOs and TLO from this lesson. You must correctly answer 35 questions or more to receive a passing score (70 percent). This is a graduation requirement.

Feedback Requirements

NOTE: Feedback is essential to effective learning. Schedule and provide feedback on the evaluation and any information to help answer students' questions about the test. Provide remedial training as needed.

Terminal Learning Objective

VGT-1, NCOERS

NCOERS

NONCOMMISSIONED OFFICER EVALUATION REPORTING SYSTEM

(SENIOR RATER)

L433/OCT 03/VGT-1 **Advanced Noncommissioned Officer Course**

Enabling Learning Objective A

Learning Step 1

VGT-2, SENIOR RATER QUALIFICATIONS

SENIOR RATER QUALIFICATIONS

Direct line of supervision;

senior to the rater;

U.S. Civilian--GS-6 or above;

other U.S. Services.

Allied Forces-not authorized.

May act as both rater and senior rater under certain circumstances.

L433/OCT 03/VGT-2 **Advanced Noncommissioned Officer Course**

Enabling Learning Objective B

Learning Step 1

VGT-3, SENIOR RATER RESPONSIBILITES

SENIOR RATER RESPONSIBILITIES

Primary Role--

Become familiar with NCO's performance.

Prepare report.

Date and sign part II b.

Obtain rated NCO's signature.

Ensure bullets support rating statements.

Do not direct change of honest evaluation.

L433/OCT 03/VGT-3 **Advanced Noncommissioned Officer Course**

Appendix B Test(s) and Test Solution(s) (N/A)

PRACTICAL EXERCISE SHEET PE-1

Title	The Senior Rater's Portion of DA Form 2166-8.
Lesson Number/Title	L433 version 1 / NCO-ER--SENIOR QUALIFICATIONS/RESPONSIBILIES
Introduction	This practical exercise will help you understand how to complete the senior rater portion of the NCO-ER.
Motivator	As a leader and senior rater in your unit, you are responsible for the quality control of the NCO-ER. This PE gives you the opportunity to practice using the knowledge gained during PLDC, BNCOC, and this lesson.
Learning Step/Activity	**NOTE:** The instructor should inform the students of the following Learning Step/Activity requirements. (ELO B) At the completion of this lesson, you [the student] will: **Action:** Complete the Senior Rater's Portion of DA Form 2166-8.
Safety Requirements	None
Risk Assessment Level	Low
Environmental Considerations	None
Evaluation	There are several possible solutions to some parts of this PE, other parts of the PE, however, have specific “correct” responses. The solution sheet shows wrong items, suggested senior rater ratings, and bullet comments. This is a self-graded practical exercise. Your instructor will provide you with a copy of the solution sheet and solicit feedback on your performance
Instructional Lead-In	None
Resource Requirements	**Instructor Materials:** AR 623-205, DA Form 2166-8-1 (PE-1-3), DA Form 2166-8 (PE-1-4 and PE-1-5) and Solution for PE-1 (SPE-1-1 and SPE-1-2). **Student Materials:** AR 623-205, DA Form 2166-8-1 (PE-1-3), and DA Form 2166-8 (PE-1-4 and PE-1-5). For this PE we have completed the raters part on DA Forms 2166-8-1 and 2166-8.

Special Instructions

You must prepare the senior rater's portion of DA Form 2166-8 for the situation given on page PE-1-1 IAW the following instructions:

a. You may type or hand-write your part of the NCO-ER.

b. If you discover errors or discrepancies in the rater's part of the NCO-ER while performing your senior rater responsibilities, list them in the NCO-ER Discrepancy/Comment Sheet, PE-1-2.

c. The instructor will pass out the solution for you to correct your own PE and then discuss the PE in class with the group.

PRACTICAL EXERCISE 1

SITUATION

1. You are the senior rater for the practical exercise. Your duty assignment is Personnel Administration Center (PAC) NCO for HHC, Troop Command (W5YAAA), Fort Anywhere, TX 00000-0000. Your unit is a USAR Troop Program Unit (TPU) assigned to the 12th ARCOM.

2. The rated soldier is SERGEANT WILLIE B. HEARD, 123-45-6789, DOR 981101, PMOS 75B20, assigned to HHC Troop Command, Fort Anywhere, TX 00000-0000.

a. The rating period is December 2001 thru November 2002.

b. SGT Heard is a 29 year old male who is 73" tall and weighs 164 pounds (meets standards).

c. SGT Heard is a graduate of PLDC.

d. SGT Heard reported to HHC, Troop Command on 1 December 2001.

3. As senior rater you have personal knowledge of the following items pertaining to SGT Heard:

a. He procured new recreation equipment for the unit with unit fund monies.

b. He volunteered for the Master Fitness Course. As part of the application process, he took a record APFT in October 2002 and scored 291.

c. He was runner-up in NCO of the Year competition held in September 2002.

d. He attends the same college as you. He has completed one year of college through CLEP examinations and actual college courses.

PRACTICAL EXERCISE 1
NCO-ER DISCREPANCY/COMMENT SHEET

PART	BLOCK	DISCREPANCY/COMMENT
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

ADDITIONAL COMMENTS:

_____

_____

_____

_____

_____

_____

_____

_____

_____

COUNSELING

1. Go over each part of the duty description with rated NCO. Discuss any change, especially to the area of special emphasis.
2. Tell rated NCO how he/she is doing. Use your success standards as a guide for discussion (the examples on pages 3 and 4 may help). First, for each value/responsibilities, talk about what has happened in response to any discussion you had during the last counseling session (remember, observed action, demonstrated behavior and results). Second, talk about what was done well. Third, talk about how to do better. The goal is to get all NCOs to be successful and meet standards.

3. When Possible, Give Examples Of Excellence That Could Apply. This gives the rated NCO something to strive for, REMEMBER, EXCELLENCE IS SPECIAL, ONLY A FEW ACHIEVE IT!
Excellence includes results and often involves subordinates.

4. Ask rated NCO for ideas, examples and opinions on what has been done so far and what can be done better. (This step can be done first or last).

BEFORE THE NCO DEPARTS THE COUNSELING SESSION

1. Record counseling date on this form.
2. Write any additional key points that came up during the counseling session on this form.
3. Show key points to rated NCO and get his/her initials.
4. Save NCO-ER with this checklist for next counseling session. (Notes should make record NCO-ER preparation easy at the end of the rating period.

COUNSELING RECORD/KEY POINTS MADE

INITIAL Explained rating chain discussed new duty description; explained standards for success and gave examples of excellence. To receive an "among the best " rating in part Va, you must receive at least two: "excellence" rating in part IV.

DATE 12 DEC 01 RATED NCO'S INITIALS WBH

LATER Updated duty description; indicated that our SIDPERS acceptance rate needed to meet DA standard of 90% for success, meet or exceed DA goal of 90% for excellence; commended for being top graduate of SIDPERS class; most recent APFT score (250) is passing but there is room for improvement to achieve "excellence" in the physical fitness area.

DATE 03 MAR 02 RATED NCO'S INITIALS WBH

LATER Showed technical expertise by meeting command SIDPERS acceptance rate April through June; enthusiasm for physical training is great and sets the example for subordinates ; area of special interest changed to cross-training in personnel actions administration due to shortage of personnel in the PAC.

DATE 06 JUN 02 RATED NCO'S INITIALS WBH

LATER Cross-trained SPC Glotfelty in SIDPERS; took over promotion section in PAC; initiated suspense system to track required medical and dental examinations for all personnel; commended for improving APFT score from 250 to 270. Maintained 100% SIDPERS rate for July through October; encouraged to begin college courses to be more competitive for promotion.

DATE 09 SEP 02 RATED NCO'S INITIALS WBH

DUTY DESCRIPTION (PART III of NCO-ER)

The duty description is essential to performance counseling and evaluation. It is used during the first counseling session to tell rated NCO what the duties are what needs to be emphasized. It may change somewhat during the rating period. It is used at the end of the rating period to record what was important about the duties.

The five elements of the duty description:

1 & 2. Principal Duty Title and Duty MOS Code. Enter principal duty title and DMOS that accurately reflects actual duties performed.
3. **Daily Duties and Scope**. This portion should address the most important routine duties and responsibilities. Ideally, this should include number of people supervised, equipment, facilities, and dollars involved any other routine duties and responsibilities critical to mission accomplishment.

4. **Area of Special Emphasis**. This portion is most likely to change somewhat during the rating period. For the first counseling session, it includes those items that require top priority effort at least for the first part of the upcoming rating period. .At the end of the rating period, it should include the most important items that applies at any time during the rating period (examples are preparation for deployment, combine arms drills training to FTX, preparation to NTC rotation, revision of battalion maintenance SOP, training for tank table qualification , ITEP and company AMTP readiness, related tasks cross-training, reserve components annual training support (AT) and SIDPERS acceptance rate).
5**. Appointed Duties.** The portion should include those duties that are appointed and are not normally associated with the duty description.

NCO EVALUTION REPORT

For use of this form, see AR 623-205; the proponent agency is ODCSPER

SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX C.

PART I – ADMINISTRATE DATA

a.	b. SSN	c. RANK	d. DATE OF RANK	e.
HEARD, Willie B.	123-45-6789	SGT	981101	PMOSC 75B20

f.	g.
Anywhere, TX 00000 (W5YAAA 12 th ARCOM TPU)	First

h. PERIOD COVERD		i.	j.	k.	l. RATED NCO COPY(*Check one and Date*)		m. PSC Initials	n. CMC CODE	o. PSB CODE
FROM	THRU								
YYYY MM	YYYY MM				1. Given to NCO	*DATE*			
2001 12	2002 11	12			2. Fowarded to NCO				

PART II – AUTHENTICATION

a. NAME OF RATER (*Last, First, Middle Initial)* CASE, Justin	SSN 213-45-7890	SIGNATURE
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT SSG, 75B30, HHC Troop Command, Anywhere, TX 00000 PSNCO		DATE
b. NAME OF SENOIR RATER (*Last, First, Middle Initial)*	SSN	SIGNATURE
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT SFC, 75B30, HHC Troop Co mmand, Anywhere, TX 00000 PAC NCO		DATE
c. NOTED 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 APFT and height/weight entries in Part IVc are correct. I have seen the report completed through Part V, except Parts IId and IIe. I am aware of the appeals process of AR 623-205.	SIGNATURE	DATE
d. NAME OF REVIEWER (*Last, First, Middle Initial)* WRIGHT, Will B.	SSN	SIGNATURE
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT CPT, AG, HHC Troop Command, Anywhere, TX 00000 Adjutant		DATE

e. CONCUR WITH RATER AND SENIOR RATER EVALUATIONS NONCONCUR WITH RATER AND/OR SENIOR EVAL (*See attached comments)*

PART III – DUTY DESCRIPTION *(RATER)*

a. PRINCIPAL DUTY TITLE	b. DUTY MOSC
Personnel Administrative Specialis t	75B20

c. DAILY DUTIES AND SCOPE *(To include, as appropriate, people, equipment, facilities and dollars)*

Determine reportable duty status code and other documentation required for SIDPERS transactions, prepare SIDPERS input and control data; generate SIDPERS input that applies to support units, read, interpret, and reconcile SIDPERS generated reports pertinent to supported units.

d. AREAS OF SPECIAL EMPHASIS Improve SIDPERS acceptance rate; to cross-train personnel in administrative actions

Rater: Justin Case@; S/R: Your Name@; Rev: Will B. Wright@

e. APPOINTED DUTIES

Unit Fund Council member; Assistant NBC NCO

f. COUNSELING DATES	INITIAL	LATER	LATER	LATER
	011212	020303	020606	020909

PART IV – ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS *(RATER)*

a. ARMY Values. Check either "YES" or "NO". Comments are mandatory for "NO" entries; optional for "Yes" entries)	YES	NO
1. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the units, and other soldiers.		
2. DUTY: Fulfills their obligations.		
3. RESPECT/EO/EEO: Treats people as they should be treated.		
4. SELFLESS SERVICE: Put 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		

RATED NCO'S NAME (*Last, First, Middle Initial*)	SSN	THRU DATE
HEARD, Willie B. Willie B.Heard@ +	123-45-6789	0211

PART IV (*Rater*) VALUES/NCO RESPONSIBLITIESS

Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory.
Specific Bullet examples of "SUCCESS" are optional.

b. COMPETENCE
- o Duty proficiency; MOS competency
- o Technical & tactical; knowledge, skills, and abilities
- o Sound judgment
- o Seeking self-improvement; always learning

EXCELLENCE (Exceeds std)	SUCCESS (Meets std)	NEEDS IMPROVEMENT (Some)	(Much)
X			

- o distinguished graduate of SIDPERS class
- o improved SIDPERS acceptance rate to 100%
- o seeking self-mprovement by enrolling in correspondance courses

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 (Exceeds std)	SUCCESS (Meets std)	NEEDS IMPROVEMENT (Some)	(Much)
X			

APFT PASS 0207 | HEIGHT/WEIGHT 73/164

o improved APFT score from 250 to 290

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 (Exceeds std)	SUCCESS (Meets std)	NEEDS IMPROVEMENT (Some)	(Much)
	X		

- o sets high standards for himself and others

e. TRAINING
- o Individual and train
- o Mission focused; performances oriented
- o Teaching soldiers how; common tasks, duty-related skills
- o Sharing knowledge and experience to fight, survive and win

EXCELLENCE (Exceeds std)	SUCCESS (Meets std)	NEEDS IMPROVEMENT (Some)	(Much)
	X		

- o trained assistant SIDPERS clerk
- o SGT HEARD presented NBC classes to unit
- o supervised and ensured accurate input of SIDPERS transactions

f. RESPONSIBILTITY & ACCOUNTABILITY
- o Care and maintenance of equipment/falcilities
- o Soldier and equipment safety
- o Conservation of supplies and funds
- o Encouraging soldiers to learn and grow

EXCELLENCE (Exceeds std)	SUCCESS (Meets std)	NEEDS IMPROVEMENT (Some)	(Much
X			

- o procedred new recreation equipment for the unit

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
X		

b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.

PSNCO

Squad Leader

e. SENIOR RATER BULLET COMMENTS

c. SENIOR RATER. Overall performance

1	2	3	4	5
		Successful	Fair	Poor

+

d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.

1	2	3	4	5
		Superior	Fair	Poor

DA FORM 2166-8, OCT 2001

USAPA V1.01

SOLUTION FOR
PRACTICAL EXERCISE PE-1

1. Paragraph 2, below, shows incorrect entries. Paragraphs 3, 4, and 5 below explain some of your responsibilities as a senior rater and include possible senior rater ratings and bullet comments.

2. The following comments should appear on the student NCO-ER Discrepancy/Comment Sheet (PE-1-4):

PART	BLOCK	DISCREPANCY/COMMENT
IV	c	APFT data (PASS 0207) is incorrect. Most recent record test was October 2002
IV	c	Height/weight entry is incorrect. It should reflect "YES" after the NCO's height and weight, i.e., 73/164 YES.
IV	c	Bullet comment on APFT score is wrong. You (senior rater) know that SGT Heard scored 291 in October 2002.
IV	e	Bullet comment beginning with "SGT Heard" should begin with a possessive pronoun or an action word (verb), e.g., o Presented NBC classes to unit o His presentation of NBC classes enhanced mission readiness
IV	f	Bullet comment does not justify an "excellent" rating.

3. You should have used AR 623-205, DA Form 2166-8-1 and DA Form 2166-8 and other information available to ensure that you and the rater prepare a fair and correct NCO-ER. You should have:

a. Ensured the APFT and height/weight entries were correct (AR 623-205, Chap 3, para 3-8d).

b. Ensured the bullet examples support the appropriate ratings in part IVb-f (AR 623-205, Chap 3, para 3-8e).

c. Using information in paragraph 3 (PE-1-3) and DA Form 2166-8-1 (PE-1-5), the following ratings would be appropriate:

(1) "Successful" (1, 2, or 3) for Part Vc, performance.

(2) "Superior" (1, 2, or 3) for Part Vd, potential.

4. Your bullet comments may vary widely depending on your interpretation of the information available, experience, knowledge of the MOS, etc. The examples listed below are not the only bullet comments possible--they are only examples. Remember that senior rater comments should primarily address potential but may also address performance.

a. Possible bullet comments in Part V addressing potential might include:

o send to school and promote

o unlimited potential; recommend attendance at BNCOC as soon as possible

o capable of assuming duties as PSNCO

b. Possible bullet comments in Part V addressing performance might include:

o achieved SIDPERS processing rate achieved by only the best

o runner-up in NCO of the Year competition

o totally oriented to mission excellence

5. The senior rater will not direct the rater to change an evaluation that the rater believes to be honest. The senior rater should identify incorrect entries and bullet comments that do not support ratings. Mentoring his subordinates fulfills the senior rater's role of over-watching the performance evaluation.

HANDOUTS FOR LESSON 1: L433 version 1

Terminal Learning Objective

HANDOUT 1, ADVANCE SHEET
HANDOUT 2, EXTRACT FROM AR 623-205

STUDENT HANDOUT 1

Advance Sheet for L433, NCO-ER--Senior Rater Qualifications/Responsibilities

Overview

The Noncommissioned Officer Evaluation Reporting System (NCOERS) supports the Army's personnel management program and the career development of individual soldiers. It has a direct impact upon an NCO's career. It influences promotion, school selection, assignments, qualitative management, and it measures the quality of the NCO Corps. Ultimately, NCO-ERs help determine the senior enlisted leadership of the Army. With such an impact, it is important that NCOs understand their responsibilities not only to the system, but also to the soldiers they rate. This lesson will provide you with a review of your responsibilities for preparing fair and correct NCO-ERs. It will also provide you with an understanding of your responsibilities as a senior rater and give you a better understanding of correlation between bullet comments and the ratings they justify.

TLO

The Terminal Learning Objective for this lesson is:

Action:	Prepare the senior rater's portion of an NCO-ER.
Conditions:	As a platoon sergeant in a classroom environment, given AR 623-205.
Standards:	Prepared the senior rater portion of an NCO-ER IAW AR 623-205.

Enabling Learning Objectives (ELOs)

- ELO A: Identify the senior rater qualifications for an NCO-ER
- ELO B: Identify the senior rater responsibilities for an NCO-ER.

Student Assignments

Before class--

- Read SH-1 and SH-2

Bring to Class

- SH-1 and SH-2
- Pencil or pen and writing paper

STUDENT HANDOUT 2

Extract from AR 623-205, Noncommissioned Officer Evaluation Reporting System

This Student Handout Contains

This student handout contains 13 pages of extracted material from AR 623-205, Noncommissioned Officer Evaluation Reporting System.

(Reading/Study) Requirement	Pages
AR 623-205 Cover page	None
Chapter 2, The Rating Chain	5
2-5, Rules for designating the senior rater	6
2-7, Steps for rating chain development and maintenance	7
2-10, The senior rater	8
Section IV, Special Evaluation Requirement	9
Chapter 3,Evaluation Forms and Preparation	9-16

Disclaimer: The training developer downloaded this extract from http://www.usapa.army.mil. The text may contain passive voice, misspellings, grammatical errors, etc., and may not be in compliance with the Army Writing Style Program.

Army Regulation 623–205

Personnel Evaluation

Noncommissioned Officer Evaluation Reporting System

Headquarters
Department of the Army
Washington, DC
15 May 2002

UNCLASSIFIED

Table 1–1
Mobilization

Policy and/or procedure change	Selective mobilization	Partial mobilization	Full mobilization	Total mobilization
Length of rating period.	No policy change.	No policy change.	Minimum rating period modified by HQDA as appropriate.	Minimum rating period modified by HQDA as appropriate.
Reasons for submission of reports.	No policy change.	No policy change.	No policy change.	No policy change.
Preparation and forwarding requirements.	No policy change.	No policy change.	Reports may be typed or neatly printed in black ink. Copy of report is not required to be furnished to the rated NCO.	Reports may be typed or neatly printed in black ink. A copy of the report is not required to be furnished to the rated NCO.
Use of Counseling Checklist (DA Form 2166-8-1).	No policy change.	No policy change.	Use of Counseling Checklist is optional.	Use of Counseling Checklist is optional.
Appeals procedures.	No policy change.	No policy change.	Appeals may be submitted but action at HQDA may be delayed until post-mobilization.	Appeals may be submitted but action at HQDA may be delayed until post-mobilization.
Filing centers.	No policy change.	No policy change.	No policy change.	Reports for all activated components are forwarded to USAREC.

Notes:
These policy changes do not automatically go into effect when the various stages of mobilization are declared. Messages will be released by HQDA implementing these or any other policy adjustments that may be necessary.

Chapter 2
The Rating Chain

Section I
Managing the Rating Chain

2–1. Overview
This chapter governs the development of rating chains, rating chain qualifications, and special evaluation requirements.

2–2. Information
a. A rating chain is established to provide the best evaluation of an NCO's performance and potential. A rating chain also ties the rated NCO's performance to a specific senior/subordinate relationship. This allows for the proper counseling to develop the rated NCO and accomplish the mission. These purposes are best achieved within an organization's chain of command.

b. The evaluation of NCOs by persons not involved with their supervision is not authorized.

c. Rating chains will consist of the rater, the senior rater, and the reviewer.

d. In view of the fact that the rated NCO verifies the correctness of the rating scheme in part II of DA Form 2166-8, the S-1 or administrative office need not maintain copies of superseded rating schemes.

e. Special rules for designating rating officials have been made to cover the death, relief, or incapacitation of a rating official. These rules are covered in section IV of this chapter.

2–3. Rating chain
Rating chains must correspond as nearly as practicable to the chain of command and supervision within an organization, regardless of component or geographical location. Except for ARNGUS, the rating scheme will be established by name, given effective dates, published, and distributed to each rated NCO and each member of the chain. Any changes to rating chains will also be published and distributed as they occur. No changes may be retroactive.

Section II
Rating Chain Development and Maintenance

2–4. Rules for designating the rater
a. The rater must be—

(1) The immediate supervisor of the rated NCO and designated as the rater for a minimum period of 90 rated days. (See paras 3-30, 3-32, 3-33, 4-12, and 5-12 for exceptions.)

(2) A sergeant or above and senior to the rated NCO by either pay grade or date of rank (see AR 600-20). If the NCO is on a recommended list for promotion to one of the top three NCO grades and is serving in an authorized position for the new grade, then he or she may rate any NCO he or she supervises, if after the rater's promotion he or she will be senior in pay grade or date of rank to the rated NCO. An NCO frocked to the grade of 1SG, SGM, or CSM and serving in an authorized 1SG, SGM, or CSM position may rate any NCO he or she supervises, if after promotion he or she will be senior to the rated NCO by either pay grade or date of rank.

b. Commanders may appoint civilian employees of DOD, GS-6 and above, as raters when an immediate military supervisor is not available and when the civilian supervisor is in the best position to accurately evaluate the NCO's performance. The uniqueness of the other civilian pay scales (WG, WL, and WS) precludes the establishment of a general Army-wide policy. Therefore, the minimum grade for civilian raters holding other than GS pay grades is determined by local commanders. The civilian rater must be officially designated on the published rating scheme established by the local commander. ARNGUS military technicians (32 USC 709) must also be senior in military grade or, if the same grade, senior in date of rank, to the rated NCO.

c. Members of other U.S. military services who meet the qualifications above may be raters.

d. Members of Allied Forces are not authorized to be raters.

e. Command sergeants major (CSM) of table of organization and equipment (TOE) and table of distribution and allowance (TDA) duty assignment units will be rated by the commander with the following exceptions, provided rater qualifications are met:

(1) Military Community or Garrison CSM may be rated by Deputy Community Commander or Deputy Garrison Commander.

(2) The Assistant Division Commander or the Division/Installation CSM may rate the Active Army CSMs who are Commandants of NCO Academies. The Assistant Adjutant General Army or the State CSM may rate ARNGUS NCO Academy Commandants.

(3) The CG, Division (Institutional Training) will determine the rating chain for USAR NCO Academy CSMs who are commandants.

f. A rater may act as both the rater and senior rater when the rater is a general officer, officer of flag rank, or civilian with Senior Executive Service (SES) rank and precedence (see para 2-9g).

2–5. Rules for designating the senior rater

a. The senior rater must be—

(1) In the direct line of supervision of the rated NCO and designated as the senior rater for a minimum period of 60 rated days. (See paras 3-30, 4-12, and 5-11 for exceptions.)

(2) Senior to the rater by either pay grade or date of rank. If the NCO is on a recommended list for promotion to one of the top three NCO grades or an active Army or USAR NCO frocked to the grade of 1SG, SGM, or CSM and serving in an authorized position for the new grade, he or she may be the senior rater for any NCO he or she supervises if, after promotion, he or she will be senior to the rated NCO and the rater by either pay grade or date of rank.

b. Commanders may appoint civilian employees of DOD, GS-6 and above, as senior raters when a military supervisor is not available and when the civilian supervisor is in the best position to accurately evaluate the NCO's performance. The uniqueness of the other civilian pay scales (WG, WL, and WS) precludes the establishment of a general Army-wide policy. Therefore, the minimum grade for civilian senior raters holding other than GS pay grades is determined by local commanders. The civilian senior rater must be officially designated on the published rating scheme established by the local commander.

c. Members of other U.S. military services who meet the qualifications above may be senior raters.

d. Members of Allied Forces are not authorized to be senior raters.

e. A rater may act as both the rater and senior rater, when the rater is a general officer, officer of flag rank, or civilian with Senior Executive Service (SES) rank and precedence (see para 2-11h).

2–6. Rules for designating the reviewer

a. The reviewer must be a commissioned officer, warrant officer, command sergeant major, or sergeant major in the direct line of supervision and senior in pay grade or date of rank to the senior rater. Promotable master sergeants may serve as reviewers, provided they are working in an authorized CSM or SGM position.

b. No minimum time period is required for reviewer qualification.

c. Commanders may appoint officers of other U.S. military services or civilian employees of DOD, GS-9 and above, or other civilian pay scales as determined by the commander, as reviewers when—

(1) The grade and line-of-supervision requirements are met.

(2) Either the rater or senior rater is a uniformed Army official.

d. In cases where both the rater and senior rater are other than uniformed Army rating officials (excluding those

described in paragraph 2-6f), and no uniformed Army reviewer is available, the report will be reviewed by a uniformed Army officer in the rated NCO's PSB or unit administrative office. As an exception, this officer is not required to be senior to the rater or senior rater.

e. Members of Allied Forces are not authorized to be reviewers.

f. When the rater or senior rater is a general officer, officer of flag rank, or civilian with Senior Executive Service (SES) rank and precedence, that official will also act as reviewer (see para 2-13e). Also, general/flag rank officers and SES civilians serving with any branch of the U.S. Armed Forces may be appointed as reviewers when the rater and senior rater are other than uniformed Army rating officials.

2–7. Steps for rating chain development and maintenance

The steps for developing and maintaining a rating scheme are found in table 2-1.

Table 2–1
Rating chain development and maintenance

Step	Work center	Action required
1	BNS1	Coordinate with commander, establish by name rating chain for NCOs assigned, attached, TDY, or on special duty to the unit. Identify all rating officials for each rated NCO. Include the date that each rating official was designated.
2	BNS1	Forward draft copy of rating chain to subordinate units for review and edit.
3	UNIT	Review for accuracy of information and provide suggested corrections/changes as necessary.
4	BNS1	In coordination with the commander, prepare final rating chain document.
5	BNS1	Commander authenticates rating chain. Chain is published showing the effective date; copy is provided to each rated NCO and rating official.
6	BNS1	Forward copy of published rating chain to supporting S-1 or administrative office.
7	BNS1	Annotate changes to rating scheme as they occur. Publish authenticated revisions, with effective date, as necessary. Provide copies to each rated NCO, rating official, and the supporting S-1 or administrative office.

Section III
Rating Chain Members and Program Responsibilities

2–8. The rater

a. The rater is the person in the rating chain who—

(1) Is most familiar with the day-to-day performance of the rated NCO.

(2) Most directly guides the rated NCO's participation in the organization's mission.

(3) Has been designated and has served in that capacity for at least 90 rated days.

b. Exceptions to this policy are provided in paragraphs 3-30 and 3-33.

2–9. Program responsibilities of the rater

The rater's primary role is that of evaluation, focusing on performance and performance counseling. The rater will—

a. Counsel the rated NCO on his or her duty performance and professional development throughout the rating period; and define and discuss the duty description for part III of the NCO-ER with the rated NCO during these sessions. At a minimum, the rated NCO will be counseled within the first 30 days of each rating period and quarterly thereafter, or semiannually for ARNGUS and USAR NCOs in inactive duty training (IDT) status. Corporals and sergeants will be counseled within the first 30 days of the effective date of lateral appointment to corporal or promotion to sergeant. The DA Form 2166-8-1 is mandatory for use by the rater when counseling NCOs, CPL through CSM.

b. Prepare a separate DA Form 2166-8-1 for each rated NCO. Use the form together with a working copy of the NCO-ER for conducting performance counseling. The DA Form 2166-8-1 is maintained by the rater until after the NCO-ER for that period has been approved and submitted to USAEREC; CNGB; state AG; or CDR, AR-PERSCOM. For corporals, who will not receive a record NCO-ER, the rater will maintain the checklist for one year. There is no regulatory requirement to keep the DA Form 2166-8-1 beyond these periods. Nonetheless, in some cases, keeping it for possible future use to support personnel actions may be appropriate.

c. Assess the performance of the rated NCO, using all reasonable means (see para 3-2).

d. Prepare a fair, correct report evaluating the NCO's duty performance, values/NCO responsibilities, and potential.

e. Verify parts I and II and enter the Army physical fitness test (APFT) and height and weight result entries in part IVc of the NCO-ER.

f. Date and sign the report in part IIa.

g. Sign part IIb and d when also serving as senior rater and reviewer per paragraphs 2-5e and 2-6f.

2–10. The senior rater

a. The senior rater uses his or her position and experience to evaluate the rated NCO from a broad organizational perspective. His or her evaluation is the link between the day-to-day observation of the rated NCO's performance by the rater and the longer-term evaluation of the rated NCO's potential by DA selection boards.

b. Normally, to evaluate an NCO, the senior rater must be designated and serve in that capacity for at least 60 rated days. The exception to this policy is a Relief-for-Cause Report (see para 3-30).

2–11. Program responsibilities of the senior rater

The senior rater's role is primarily to evaluate potential, over-watch the performance evaluation, and mentor subordinates. The senior rater will—

a. Use all reasonable means to become familiar with the rated NCO's performance throughout the rating period.

b. Prepare a fair, correct report evaluating the NCO's duty performance, professionalism, and potential.

c. Date and sign the report in part IIb.

d. Obtain the rated NCO's signature in part II of the NCO-ER; ensure the rated NCO is aware that his or her signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. The rated NCO's signature indicates that he or she has seen the completed report (except parts II d and e), has verified that the administrative data (part I) is correct, the rating officials are proper (part II), and the duty description is accurate (part III) and includes the counseling dates. When counseling dates are omitted, the senior rater will enter a statement in part Ve, explaining why counseling was not accomplished. The rated NCO's signature also verifies that the APFT and height/weight entries are correct (part IVc) and shows awareness of the appeals process contained in chapter 6. If the NCO refuses to sign the report or is unavailable to sign the report, enter the appropriate statement "NCO refuses to sign" or "NCO is not available for signature" in part IIc.

e. Ensure the specific bullet examples support the appropriate ratings in part IVb-f.

f. Ensure the bullet "senior rater does not meet minimum qualifications" is entered in part Ve when the senior rater does not meet the minimum time requirement.

g. Not render an evaluation in part Vc or d when the minimum time requirement is not met.

h. Sign part IId when also serving as reviewer.

i. Not direct the rater to change an evaluation that he or she believes to be honest.

2–12. The reviewer

The reviewer is responsible for rating safeguard over-watch. He or she may comment only when in disagreement with the rater and/or senior rater.

2–13. Program responsibilities of the reviewer

The reviewer will—

a. Ensure that the proper rater and senior rater complete the report.

b. Examine the evaluations rendered by the rater and senior rater to ensure they are clear, consistent, and just, in accordance with known facts. Special care must be taken to ensure the specific bullet comments support the appropriate excellence, success, or needs improvement ratings in part IVb-f (see para 3-10 for definitions).

c. Indicate concurrence or nonconcurrence with rater and/or senior rater by annotating the appropriate box with a typewritten or handwritten "X" in part II and adding an enclosure (not to exceed one page), when the nonconcurrence box is marked (see para 3-14).

(1) When the reviewer determines that the rater and or senior rater have not evaluated the rated NCO in a clear, consistent or just manner based on known facts, the reviewer's first responsibility is to consult with one or both rating officials to determine the basis for the apparent discrepancy.

(a) If the rater and/or senior rater acknowledge the discrepancy and revise the NCO-ER so that the reviewer agrees with the evaluation, then the reviewer checks the concur box in part II.

(b) If the rater and/or senior rater fail to acknowledge a discrepancy and indicate that the evaluation is their honest opinion, the reviewer checks the nonconcur box in part II. The reviewer then adds an enclosure that clarifies the situation and renders his or her opinion regarding the rated NCO's performance and potential.

(c) The reviewer may not direct that the rater and/or senior rater change an evaluation believed to be honest.

(d) In cases where neither the rater nor the senior rater is an NCO, the reviewer may find it useful to get additional informal input from the senior NCO subordinate to the reviewer.

(2) The reviewer's enclosure is submitted in the format shown at figure 3-8 and is limited to one page. The reviewer

will notify the rating chain and rated NCO of nonconcurrence with the report. This ensures the rating chain and rated NCO have been informed of the completed report and may allow for a possible request for a Commander's Inquiry or appeal if desired.

(3) The reviewer's enclosure is not to be used as a third reworded agreement with evaluations by the rater and senior rater.

d. Date and enter his/her signature in part IId and forward the report (for enclosure policy, see para 3-24) to officers listed below:

(1) PSB for Active Army, ARNGUS title 10 AGR, and USAR-AGR NCOs.

(2) Appropriate ARNGUS personnel officer for ARNGUS and ARNGUS title 32 AGR NCOs.

(3) USAR unit personnel officer for USAR unit NCOs.

(4) Address shown in appendix B-1c for Individual Mobilization Augmentee (IMA) and Individual Ready Reserve (IRR) NCOs.

e. Sign parts IIa, b, and d when serving as rater, senior rater, and reviewer.

Section IV
Special Evaluation Requirements

2–14. Loss of a rating chain official

Special rules apply when a rating chain official is unable to render an evaluation on the rated NCO. These situations occur when a rating official dies, is suspended, relieved, reduced, absent without leave (AWOL), declared missing, or becomes incapacitated to such an extent that the reviewer, on the advice of medical authorities, believes he or she is unable to submit an accurate evaluation. When a rating official is relieved, reduced, AWOL, or incapacitated, he or she will not be permitted to evaluate his or her subordinates.

2–15. Applicable rules after loss of a rating chain official

The following rules apply to the situations described in paragraph 2–14 above:

a. The removal of the senior rater or reviewer from the rating chain is treated as a routine change. A new rating official is designated, and may participate in the evaluation after completing the required minimum time in position.

b. When the rater or senior rater is suspended, the suspended time will be counted as non-rated time.

c. When the rater is removed from the rating chain, it must be determined whether the minimum rating period for an evaluation report has been met.

(1) If the minimum rating period (90 rated days) has not been met, the period is non-rated and a new rater is designated.

(2) If the minimum rating period (90 rated days) has been met, the senior rater will perform the rater's functions provided rater qualifications are met. The senior rater will serve as both the rater and senior rater and the senior rater's information will be entered into part IIa and b.

(3) When the senior rater performs the functions of the rater, the rated period of the report will be the period the senior rater has been in the rating chain.

Chapter 3
Evaluation Forms and Preparation

Section I
The Evaluation Process

3–1. Overview

This chapter governs evaluation principles, forms, preparation, and submission of evaluation reports. Special requirements for Army National Guard of the United States and U.S. Army Reserve NCOs can be found in chapters 4 and 5, respectively. Throughout this chapter, there are references to various figures to use as examples. Additionally, there are several examples given in figures 3-9 through 3-20 to provide assistance/guidance in requesting preparation of NCO-ERs, submitting completed NCO-ERs, and correction of NCO-ERs. These are samples only. The actual content/wording of memorandums may vary depending on the organization and/or circumstances.

3–2. Evaluation principles

a. Reports will not be submitted unless authorized by this regulation or directed by HQDA.

b. Reports are submitted on all NCOs in the grade of SGT through CSM. Reports are not required but optional for CSMs serving in three and four star nominative positions, except for Relief-for-Cause Reports. When CSMs serving in

three or four star nominative positions are reassigned to other duties and no report has been submitted, that time will be considered nonrated and will appear on the next report submitted upon reassignment from those duties.

c. There are two types of reports: mandatory and optional. They are further divided into those with a 90-day minimum rating period and those with other than a 90-day requirement. To determine if an NCO meets the minimum rating-day requirements set by this chapter, nonrated periods occurring during the rating period must be deducted from the total number of days he or she has served in the same position under the same rater during the same rating period. Mandatory reports take precedence over optional reports. The event requiring a report determines the type of report.

d. Rating officials directly affect a rated NCO's performance and professional development. Thus, these officials must ensure that the rated NCO thoroughly understands the organization, its mission, his or her role in support of the mission, and all of the standards (values/NCO responsibilities) by which performance will be judged.

e. To render an objective evaluation, rating officials must use all opportunities to observe and gather information on the rated NCO's performance.

f. Rating officials must prepare complete, accurate, and fully-considered evaluation reports. This responsibility is vital to the long-range success of the Army's missions. With due regard to the NCO's current grade, experience, and military schooling, evaluations should cover failures as well as achievements. However, evaluations will not normally be based on isolated minor incidents.

g. Rating officials have a responsibility to balance their obligations to the rated NCO with their obligations to the Army. Rating officials must make honest, fair evaluations of the NCOs under their supervision. On the one hand, they must give full credit to the rated NCO for his or her achievements and potential. On the other hand, rating officials are obligated to the NCO and the Army to be honest in their evaluations. Selection boards and career managers need balanced evaluations in order to make intelligent decisions.

3–3. Evaluation forms

There are two forms used in the evaluation process: DA Form 2166-8-1 and DA Form 2166-8. The rater uses DA Form 2166-8-1 as a guide to prepare, conduct, and record performance counseling sessions with the rated NCO. The rating chain uses DA Form 2166-8 to record the performance evaluation of the rated NCO (see figures 3-1 and 3-2).

Section II
DA Form 2166-8-1 (NCO Counseling Checklist/Record)

3–4. Purpose and process

a. Samples. See figures 3-3 through 3-6 for samples of the form.

b. Purpose. Contribute to Army-wide improved performance and professional development by increased emphasis on performance counseling. The rater uses DA Form 2166-8-1, along with a working copy of the NCO-ER, to prepare for, conduct, and record results of performance counseling with the rated NCO. Its use is mandatory for counseling all NCOs, CPL through CSM. The purpose of the checklist is to improve performance counseling by providing structure and discipline to the process.

c. Process.

(1) Within the first 30 days of the rating period, effective date of lateral appointment to corporal, or promotion to sergeant, the rater will conduct the first counseling session with the rated NCO (except for IRR and IMA NCOs completing more than 11 consecutive days on annual training (AT), active duty for training (ADT), active duty for special work (ADSW), or temporary tour of active duty (TTAD)). This 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 during the rating period. The DA Form 2166-8-1 provides examples, definitions, and step-by-step assistance to the rater for preparing and communicating performance standards and directions to the rated NCO. Specifically, the rater shows the rated NCO the rating chain and a complete duty description, discusses the meaning of the values and responsibilities contained on the NCO-ER, and explains the standards for success. Before the rated NCO departs the counseling session, the rater records key points discussed and obtains the rated NCO's initials on page 2 of the DA Form 2166-8-1.

(2) The rater will conduct later counseling sessions during the rating period. Counseling sessions will be conducted at least quarterly for Active Army and AGR NCOs and at least semiannually for ARNGUS and USAR NCOs performing 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 doing. The DA Form 2166-8-1 provides step-by-step assistance to the rater. Specifically, the rater updates the duty description, and based on observed action and demonstrated behavior and results, discusses what was done well and what could be done better. 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 records key points discussed and obtains the rated NCO's initials on page 2 of the DA Form 2166-8-1.

(3) The rater will maintain one DA Form 2166-8-1 for each rated NCO until after the NCO-ER for that period has been approved and submitted to USAEREC; CNGB; State AG; or CDR, AR-PERSCOM. For corporals, who do not receive a record NCO-ER, the checklist will be maintained for one year. There is no regulatory requirement to keep the

DA Form 2166-8-1 beyond this time. However, in some cases keeping it for possible future use to support personnel actions may be appropriate.

3–5. The communication process

a. Face-to-face performance counseling between the rater and the rated NCO is accomplished in order to improve or maintain performance and professionally develop the rated NCO. It is the process by which the rater develops and communicates performance standards to the rated NCO at the beginning of the rating period. The rater should also conduct additional performance counseling during the rating period by providing the rated NCO with feedback regarding his or her progress in meeting the goals established at the beginning of the rating period.

b. The goal of performance counseling is to get all NCOs to be successful and meet or exceed standards; therefore, the best counseling is always looking forward. Counseling does not dwell on the past and what was done, but rather on the future and what can be done better.

c. Face-to-face performance counseling is mandatory for all noncommissioned officers. The initial counseling will be accomplished within the first 30 days of the rating period and additional counseling will be conducted at least quarterly (every 3 months) thereafter. ARNGUS and USAR NCOs in IDT status will be counseled at least twice a year. (See para 5-9 for special IRR and IMA counseling procedures.)

d. Several items have been identified as Army-wide areas of special interest. When applicable, the rater should include in the counseling session with the rated NCO these special interest items. These will be used in the overall assessment of performance on the NCO-ER. Areas identified for Army-wide emphasis are listed below. This list is not all inclusive; commanders may establish their own special interest items and performance objectives.

(1) Civilian position management (AR 690-500).

(2) Internal control system (AR 11-2).

(3) Audits (AR 36-2).

(4) Safety (AR 385-10).

(5) Contracting and acquisition (DODD 5000.52-M).

(6) Information Security Program (AR 380-19). Rating officials will consider and may evaluate the rated NCO's discharge of any assigned security responsibilities. Rating officials will comment on any action, behavior, or condition that would constitute a reportable matter under Army security regulations and indicate if an appropriate report has been made.

(7) Property accountability-unit (supply update handbook).

(8) Personnel management responsibility for Army civilian employees (AR 10-20).

e. Rating officials will consider and use FM 22-100 with the appropriate NCO Values and Responsibilities (pages 3 and 4 of DA Form 2166-8-1 and part IV of DA Form 2166-8) when conducting performance counseling sessions.

Section III
DA Form 2166-8 (Noncommissioned Officer Evaluation Report)

3–6. Purpose and use

a. Sample. See figures 3-1 and 3-2 for a sample of the form.

b. Purpose.

(1) Rating chain members use the DA Form 2166-8 (NCO-ER) to provide DA with performance and potential assessments of each rated NCO.

(2) The DA Form 2166-8 also provides evaluation information to ensure that sound personnel management decisions can be made and that an NCO's potential can be fully developed.

3–7. Part I, Administrative Data

a. Part I is for administrative data, which includes identifying the rated NCO, the period of the report, and the reason for submitting the report.

b. The battalion S-1 or administrative office is responsible for completing part I. The rater will verify the data in part I with the rated NCO and notify the battalion S-1, administrative office, or RC personnel officer of any errors.

c. The following is an explanation for use in computing the rating period and nonrated periods.

(1) The minimum authorized period for an NCO-ER is 90 rated days (February is considered as having 30 days) except for Relief-for-Cause, Senior Rater Option, and Sixty-Day Option Reports (see paras 3-32, 3-34, and 3-35).

(2) Once a report has been submitted, NCO-ERs will show a continuous record for each month and year unless a break in the NCO status occurs, or there is a break created when a CSM who was serving in a three- or four-star nominative position returns to other duties. Academic Evaluation Reports (AER) received by SGT through CSM for service schools involving a PCS of 20 weeks or longer will count in the continuity of rating periods as an NCO-ER would.

(3) Nonrated periods are determined by the status of the rated NCO. They are described in table 3-3 and will not be counted toward a rating period or rater/senior rater qualification (see chap 2).

(4) Periods of attendance at military or civilian schools that represent a TDY, SD, or permanent change of station (PCS) of less than 20 weeks will be nonrated. The period of attendance for these categories, whether or not the NCO receives an Academic Evaluation Report (AER) as described in AR 623-1, paragraph 1-1, will be included in the nonrated months recorded in the next NCO-ER.

(5) A break in the NCO's status (to include reduction below the rank of SGT) of *12 months or less*, will be included as nonrated months and recorded on the next NCO-ER (provided a previous NCO-ER was completed). For a break in the NCO's status (to include reduction below the rank of SGT) of *more than 12 months*, the beginning month of the next NCO-ER will be the month the NCO returns to active duty, reverts to NCO status, or regains the rank (effective date) of SGT or above.

(6) A temporary disability retired list (TDRL) status of any duration-the beginning month of the next NCO-ER will be the month that the NCO returns to active duty from the TDRL.

(7) Periods of leave are rated, except as indicated in table 3-3, reason codes I and P.

(8) The number of nonrated months is computed by determining the total nonrated days in the report period and converting them to nonrated months by using table 3-4.

d. With the exception of part IId and e, all of the following blocks must be completed before sending the report to the rated NCO for authentication.

(1) *Part Ia and part Ib.* Self-explanatory. Name will be capitalized.

(2) *Part Ic.* Enter the three-letter abbreviation for the NCO's military rank, not pay grade (for example, SSG, SFC). If the rated NCO is frocked to 1SG, SGM, or CSM, enter the rank, date of rank, and PMOSC held prior to the frocking action. However, in addition to the NCO's rank in part Ic, enter the appropriate frocked rank in parentheses immediately following the rank entry. The entries are SFC(1SG), MSG(SGM), or MSG(CSM).

(3) *Part Id.* Enter the rated NCO's date of rank (for example, 990613). If the rated NCO is frocked enter the date of rank for the rank held prior to the frocking action.

(4) *Part Ie.* Enter up to nine digits of the primary military occupational specialty (MOS) code (for example, 19E30, 75H5MA3, and 18Z5PW9LA). If an NCO does not possess an additional skill identifier or language identifier, only a five digit MOS is entered.

(5) *Part If.* Enter data in the order listed on the form (for example, HHC, 1st Engr Bn, Fort Riley, KS 66442 FC). When an NCO-ER is completed on an NCO at a temporary duty/special duty (TDY/SD) unit (see para 3-31), the TDY/SD unit information may be entered in parentheses in part If after the required parent unit data if space permits. If not, the TDY/SD unit data may be reflected in part IIIc. In addition—

(a) For ARNGUS enter the 3 character SIDPERS state unit code (SUC) or payroll number (PRN).

(b) For ARNGUS and USAR enter the unit identification code (UIC) of the unit by which the NCO is evaluated.

(c) For USAR enter the NCO's status code as follows:

1. "TPU" for an NCO assigned to a TPU.

2. "AGR" for an NCO serving an AGR status.

3. "IRR" for an NCO assigned to the IRR.

4. "IMA" for an NCO assigned to an IMA position.

(d) USAR must include the appropriate Major United States Army Reserve Command/United States Army Reserve General Officer Command (MUSARC/GOCOM) (for example, 81st RSC, 104th Div (IT), 143d TRANSCOM, and so forth).

(6) *Part Ig.* Enter the appropriate report code (shown in table 3-1) in the left-hand portion of the block and the type of report title in the right-hand portion of the block.

(7) *Part Ih.*

(a) FROM date. Enter the beginning date in the boxes, using a four-digit numerical identifier for year and a two-digit numerical identifier for month (for example, 2001 12). The beginning month is always the month following the ending month of the last report, except for reports rendered in the following situations:

1. Active Army. An NCO's first report period (see para 3-7) begins on the effective date of promotion to sergeant, reversion to NCO status after serving as a commissioned or warrant officer for 12 months or more, or reentry on active duty after a break in service of 12 months or more, or the date of the ABCMR memorandum that approves reinstatement of a promotion.

2. ARNGUS. The initial report period will begin on the effective month of promotion to sergeant or the effective month assigned/attached to a unit, whichever occurs later.

3. USAR-AGR. An NCO's first report period begins on the effective date of promotion to sergeant or the effective month ordered to AGR status, whichever occurs later.

4. USAR TPU. The first report period will begin on the effective date of promotion to sergeant or the effective month assigned/attached to a troop program unit (TPU), whichever occurs later.

5. IRR, IMA, or ING. Based on paragraphs 4-10 and 5-9 report periods will begin with the month that the NCO

performs annual training (AT), active duty for training (ADT), active duty for special work (ADSW), full-time National Guard duty (FTNGD), temporary tour of active duty (TTAD), or period of extended active duty (EAD).

(b) THRU date. Enter the ending date in the same manner as the beginning date (for example, 2002 06). The ending month is always the month of the event generating the report, regardless of when the event occurs during that month (for example, 1st day, 10th day, or 28th day). Enter the same THRU date in the header of page two of the NCO-ER in the same format (2002 06). The THRU date upon retirement/separation is the month the NCO starts transition leave/ out-processing.

(8) *Part Ii.* Compute the number of rated months as shown in table 3-2.

(9) *Part Ij.* Enter the appropriate codes from table 3-3. If there were no nonrated periods, leave blank. Entries in parts Ii and j are not required for ARNGUS, USAR, IRR, and IMA soldiers not on active duty.

(10) *Part Ik.* Enter the number of authorized enclosures, if any, that are being attached and forwarded with the completed NCO-ER.

(11) *Part Il.* Enter either a typewritten or handwritten (using black ink) "X" and six digit date (for example, 020429). For ARNGUS title 10 AGR, enter the six character abbreviation of the parent state to which assigned (for example, NHARNGUS) to ensure the copy will be forwarded (see para 1-4b(1)(j)).

(12) *Part Im.* Enter the handwritten PSB/RC representative's initials, using black ink. (See para 3-36, for specific responsibilities.)

(13) *Part In.* Identify the rated NCO's major command (MACOM) by entering the two-character command assignment code (see AR 680-29). Leave blank for ARNGUS NCOs not on title 10 AGR tours, unless directed by the State AG. USAR TPUs will enter the two character command assignment code found in ADSM 18-P19-GRA-IBM-UM, 30 April 97 (AR-PERSCOM Automated Data Systems Manual, SIDPERS-USAR Users Manual, part I, attachment 4, Data Reference Guide).

(14) *Part Io.* Enter the four position alphanumeric PSB code. RC personnel officer will leave this block blank.

3–8. Part II, Authentication

a. Part II is for authentication by the rated NCO and rating officials after they have completed their portions of the form at the end of the rating period.

b. Restrictions on signature dates are in section V of this chapter. Reports will be dated by the rating officials and rated NCO when signed and prior to forwarding to the PSB, RC personnel officer, or battalion S1. Rated NCOs and rating officials should not sign blank NCO-ER forms.

c. Detailed instructions for this part are as follows:

(1) *Parts IIa, b, and d.* Self-explanatory.

(2) *Part IIc.*

(a) The rater will verify parts I and II, and the APFT and height/weight entries with the rated NCO.

(b) The senior rater will obtain the rated NCO's signature or enter the appropriate statement "NCO refuses to sign" or "NCO unavailable for signature."

(c) The rated NCO's signature verifies the following: That he or she has seen the completed report (except part IId and e), the administrative data (part I) is correct (except part Ik through o), the rating officials are proper (part II), the duty description is accurate (part III) and includes the counseling dates, the APFT and height/weight entries are correct (part IVc), and that the rated NCO is aware of the appeals process. 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.

(3) *Part IId.* The reviewer has overall responsibility for ensuring the timely submission of an accurate DA Form 2166-8 in accordance with controls established by the commander.

(4) *Part IIe.* Reviewer places a typewritten or handwritten (in black ink) "X" in the appropriate block, indicating concurrence or nonconcurrence. NOTE: Nonconcurrence enclosure is mandatory (see para 3-14). Enclosures will not be used to add an additional concurrence to the report. The reviewer will ensure the rated NCO is provided a copy of the nonconcurrence enclosure.

(5) *Part IIa, b, and d.* The rank portion of part II, a, b, and d will contain the appropriate three letter Army rank abbreviation (not pay grade) unless the official is a promotable master sergeant occupying a sergeant major position, and acting as a reviewer, in which case enter MSG(P) (Active and USAR only). For rating officials who have been frocked, enter the three letters frocked rank (for example, COL). For rating officials who are not U.S. Army officers/ NCOs, in addition to their rank, enter their pay grade and branch of service. For example, an U.S. Navy captain would be entered as CAPT/06 USN; an USMC gunnery sergeant would be entered as GYSGT/E7 USMC. A civil service official would be entered as GS- or GM- (6-15). For members of the Senior Executive Service, "SES" will be entered in lieu of a grade. Additionally, enter the appropriate PMOS for NCOs, MOS for warrant officers, or branch for commissioned officers. For officers detailed to GS, NGB or IG, enter the detail designation followed by the basic branch in parentheses such as GS (MP).

3–9. Part III, Duty Description

a. Duty description. Part III provides for the duty description of the rated NCO. It is the responsibility of the rating officials to ensure the duty description information is factually correct. The duty description—

(1) Is entered by the rater and verified with the rated NCO.

(2) Is an outline of the normal requirements of the specific duty position.

(3) Should show type of work required rather than frequently changing tasks.

(4) Is essential to performance counseling and evaluation. It is used during the first counseling session to tell the rated NCO what the duties are and what needs to be emphasized.

(5) May be updated during the rating period.

(6) Is used at the end of the rating period to record what was important about the duties.

b. Detailed instructions.

(1) *Principal duty title.* Enter principal duty title that most accurately reflects actual duties performed.

(2) *Duty MOS code.* Enter the enlisted DMOS (at least five characters but no more than nine). In cases where the rated NCO is filling an officer position, enter the enlisted MOS that best matches the officer position.

(3) *Daily duties and scope.* Daily duties and scope must be a series of phrases, starting with action words and separated by semicolons. This portion should address the most important routine duties and responsibilities. Ideally, this should include the number of people supervised, equipment, facilities, and dollars involved and any other routine duties and responsibilities critical to mission accomplishment.

(4) *Areas of special emphasis.* Areas of special emphasis/appointed duties must be a list of tasks/duties separated by semicolons. 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. (See fig 3-4 for details: DA Form 2166-8-1.)

(5) *Appointed duties.* This portion should include those duties that are appointed and are not normally associated with the duty description.

(6) *Counseling dates.* Enter the actual dates of the counseling (for example, 021021) obtained from the DA Form 2166-8-1. 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.

c. Readiness NCO or training NCO. For ARNGUS AGR soldiers assigned as readiness NCO or training NCO, enter both the NCO's TOE or TDA assignment and the full-time support titles such as Chief or Firing Battery/Readiness NCO. Include a mix of both the position duties and the full-time support duties in part IIIc, d, and e.

3–10. Part IV, Army Values/NCO Responsibilities

a. Part IV of DA Form 2166-8. Part IV of DA Form 2166-8 is completed by the rater, including the Army Physical Fitness Test (APFT) performance entry and the height and weight entry in part IVc. Part IVa contains a listing of the Army values that define professionalism for the Army NCO. They apply across all grades, positions, and MOS. These Army values are needed to maintain public trust and confidence as well as the qualities of leadership and management needed to maintain an effective NCO Corps. These values are listed on the DA Form 2166-8 to emphasize and reinforce professionalism. They will be considered in the evaluation of the performance of all NCOs.

b. Values and NCO requirements/responsibilities. Values and NCO requirements/responsibilities are the sole focus for evaluation of performance in part IV of the NCO-ER. Box marks (typewritten or handwritten X) and bullet comments (rules below) are used throughout the evaluation.

c. Bullet comments. Narrative rules for part IV, 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); do not use the NCO's name or the personal pronouns he or she; should use 'past' tense when addressing NCO's performance and/or contributions.

(3) Be double-spaced between bullets.

(4) Be preceded by a small letter 'o' to designate the start of the comment. Each bullet comment should start with a small letter unless it's a proper noun that is usually capitalized.

d. Values/NCO responsibilities (part IV). An NCO's performance on commander's evaluation (CE), common task test (CTT), Army Physical Fitness Test (APFT), weapons qualifications, and compliance with AR 600-9 (Army Weight Control Program standards), must be considered before completing the evaluation portion of part IV.

e. Values (part IVa). The rater will check either a 'yes' or 'no' in the values block (all check marks must be consistent, that is, they all must be either typewritten, handwritten, or entered with a computer). Mandatory specific bullet comments are required for all 'no' entries. Base each entry on whether the rated NCO 'meets' or 'does not meet' the standard for each particular value. Bullet comments are used to explain any area where rated NCO is particularly strong or needs improvement. A list of the values and their definitions are as follows (a more detailed explanation can be found in FM 22-100):

(1) Loyalty—Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and other soldiers.

(2) Duty—Fulfills their obligations.

(3) Respect—Treats people with dignity and respect.

(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's right, legally and morally.

(7) Personal courage—Faces fear, danger, or adversity (physical or moral).

f. Listing of NCO values/responsibilities. NCO values/responsibilities are listed below. Definitions of these are provided in the glossary.

(1) Values.

(2) Competence.

(3) Physical fitness and military bearing.

(4) Leadership.

(5) Training.

(6) Responsibility and accountability.

g. Responsibilities (part IVb through f).

(1) Rater indicates the level of performance (excellence, success, or needs improvement) for each responsibility by placing a typewritten or handwritten (in black ink) "X" in the appropriate box (all box marks must be consistent, that is, they all must be typewritten, handwritten, or entered with a computer). Definitions of performance levels are as follows:

(a) Excellence. Exceeds standards; demonstrated by specific examples and measurable results; special and unusual; achieved by only a few; clearly better than most others. Examples:

1. Received physical fitness badge.

2. Qualified entire squad as expert with M-16 and M-60.

3. Awarded the Expert Infantryman Badge (EIB).

(b) 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. Examples:

1. Shares experiences readily, constantly teaches soldiers.

2. Constantly seeking to improve, completed three subcourses during rating period.

3. Coached and played on company softball team.

4. Established comprehensive cross-training program for his section.

5. His or her platoon had only one tank on deadline report (for 10 days) during last 11 months.

(c) Needs improvement. Missed meeting some standard. Examples:

1. Was often unaware of whereabouts of subordinates.

2. Had the highest deadline rate in the company due to apathy.

3. Unprepared to conduct formal training on three occasions.

(2) Rater explains, with specific bullet examples, any area where rated NCO demonstrated excellence, notable success, or need for improvement. Specific bullet examples are mandatory for 'excellence' or 'needs improvement' ratings. A specific bullet example can be used only once; therefore, the rater must decide under which responsibility the bullet fits best (or is most applicable).

3–11. Part IVc, Army Physical Fitness Test Entry

a. APFT data. The rater will enter one of the following APFT entries: "PASS" or "FAIL" and the year and month of the APFT results. APFT refers to both the PT test for NCOs without profiles consisting of pushups, situps, and the two-mile run; and the alternate PT test as prescribed by health care personnel for NCOs with permanent profiles who have been cleared to take the alternate PT test. If no APFT is taken due to profile, the entry will be: "PROFILE" and the year and month the profile was awarded. These entries will reflect the NCO's status on the date of the most recent record APFT administered by the unit within the 12-month period prior to the last rated day of supervision. Sample entries are "PASS 0105," "FAIL 0105," or "PROFILE 9903." NCOs who have a permanent profile and are cleared to take the alternate PT test, do not need the statement "profile does, or does not hinder duty performance." The APFT is considered valid as long as it consists of one of the aerobic events (run, walk, bike, swim). "Received APFT badge" may be entered as a bullet comment to justify "excellence." The APFT badge is awarded for scores of 270 and above with at least 90 in each of the three events. Numerical scores will be used to justify "needs improvement" ratings that are based solely on the APFT. It is optional to enter the APFT score for success ratings.

b. Bullet examples. Rater specific bullet examples are mandatory in part IVc for the following:

(1) The rater will explain an APFT entry of "FAIL" or "PROFILE." Comments on "FAIL" entries will address reasons for failure and note any progress toward meeting physical fitness standards (see AR 350-41). Comments on "PROFILE" (both permanent and temporary) will describe the rated NCO's ability to perform assigned duties. Note, however, that if a NCO has appeared before a MOS Medical Retention Board (MMRB) and been determined fit for duty and deployable, rating officials may not state that the profile hinders duty performance.

(2) If the APFT has not been taken within twelve months of the THRU date of the report, and soldier is not on any profile, the APFT data entry will be left blank. The rater will explain the absence of an APFT entry in part IVc.

(3) An APFT entry is not required for pregnant NCOs who are exempt from the APFT in accordance with AR 40-501. For pregnant NCOs 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 IVc: Exempt from APFT requirement in accordance with AR 40-501.

c. Personnel 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.

3–12. Part IVc, Height and Weight Entry

a. The rater will enter the rated NCO's verified height and weight (in inches and pounds) as of the unit's last record weigh-in and an entry of "YES" or "NO" to indicate compliance or noncompliance with the provisions of AR 600-9. If there is no record weigh-in during the period covered by the report, the rater will enter the NCO's height and weight as of the THRU date of the NCO-ER (no supplemental weigh-in is required). The data will be typed in part IVc. Example entries are "72/180 YES" or "68/205 NO." Note: The rater enters "YES" for those NCOs who meet the weight for height screening table or are in compliance with the body fat standards of AR 600-9. The statement "within body fat standards of AR 600-9" is no longer required and will not be used on evaluation reports.

b. Rater specific bullet examples are mandatory in part IVc for the following:

(1) To explain the absence of the height and weight data.

(2) To explain any entry of "NO," indicating noncompliance with the standards of AR 600-9. These comments will 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 evaluation report purposes. The progress or lack of progress in a weight control program will be indicated.

(3) For pregnant NCOs, the entire entry is left blank. The rater will enter the following bullet in part IVc: "Exempt from weight control standards of AR 600-9."

Note. Rating officials will not use the word "pregnant" or refer to an NCO's pregnancy in any manner when completing an NCO-ER.

3–13. Part V, Overall Performance and Potential

Structured potential rating for overall performance and potential consists of, and includes, rater box marks for promotion/service potential; rater specific positions recommendation; senior rater overall performance and potential; and senior rater choice of alternatives for future performance.

a. Part Va. Rater places a typewritten or handwritten (in black ink) "X" in the appropriate box. NCOs receiving one or more "needs improvement" ratings in part IVb-f cannot receive a rating of "among the best." The following definitions will be used when completing part Va:

(1) *Among the best.* NCOs who have demonstrated a very good, solid performance and a strong recommendation for promotion and/or service in positions of greater responsibility.

(2) *Fully capable.* NCOs who have demonstrated a good performance and strong recommendation for promotion should sufficient allocations be available.

(3) *Marginal.* NCOs who have demonstrated poor performance and should not be promoted at this time.

b. Part Vb. Rater lists up to three (at least two) different future duty positions (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.

c. Part Vc and Vd. Senior rater evaluates overall performance and potential by placing one typewritten or handwritten (in black ink) "X" in the appropriate box for each area. (Box marks should be consistent throughout the report, either all typewritten or all handwritten.) The senior rater's box marks are independent of the rater's. There are 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 parts Vc and Vd:

(1) *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, solid performance and is a strong recommendation for promotion. A "3" rating also represents a good performance and, should sufficient allocations be available, is a recommendation for promotion.

(2) *Fair.* Represents NCOs who may require additional training/observation and should not be promoted at this time.

(3) *Poor.* 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 (QMP).

d. Part Ve. When the senior rater does not meet minimum time requirements for evaluation of the rated NCO, he or she will enter the following statement in part Ve: "Senior rater does not meet minimum qualifications." Parts Vc and Vd will not be completed. Senior rater narrative rules are as follows: