

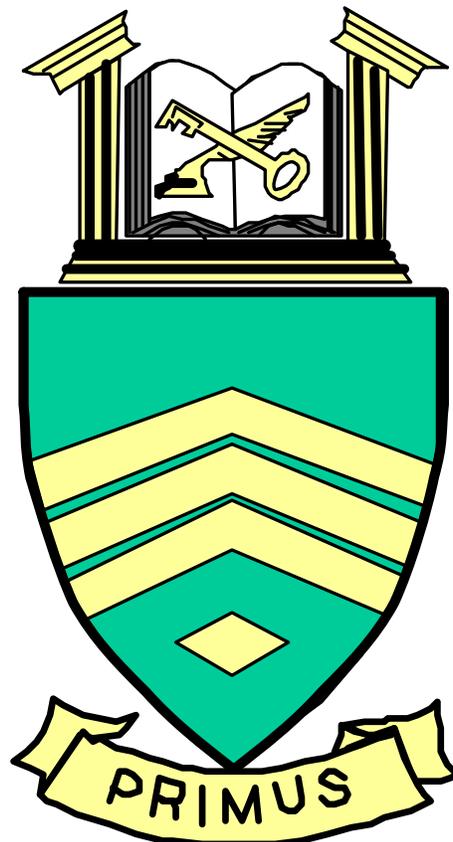
U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC-TATS)

U654

OCT 04

NCO EVALUATION REPORT

STUDENT HANDOUT



THIS PAGE LEFT BLANK INTENTIONALLY

PRACTICAL EXERCISE 1

Title	NCO EVALUATION REPORT		
Lesson Number/Title	U654 version 1 / NCO EVALUATION REPORT		
Introduction	This practical exercise will help you understand how to ensure that the NCO-ERs submitted by your company are accurate and timely and helps guarantee selection for assignment, promotion, or schooling for your NCOs.		
Motivator	As the first sergeant in your company, battery, or troop, you are responsible for the quality control of all NCO-ERs. This PE gives you the opportunity to practice skills necessary for quality control.		
Learning Step/Activity	<p>NOTE: The instructor should inform the students of the following Learning Step/Activity requirements. (ELO E.1)</p> <p>At the completion of this lesson, you [the student] will:</p> <table border="1" style="width: 100%;"> <tr> <td style="width: 20%;">Action:</td> <td>Discuss the Evaluation Forms and Procedures Used to Evaluate a NCO.</td> </tr> </table>	Action:	Discuss the Evaluation Forms and Procedures Used to Evaluate a NCO.
Action:	Discuss the Evaluation Forms and Procedures Used to Evaluate a NCO.		
Safety Requirements	None		
Risk Assessment Level	Low		
Environmental Considerations	None		
Evaluation	This is a self-graded practical exercise. Your instructor will provide you with a copy of the solution sheet and feedback on your performance.		
Instructional Lead-In	None		
Resource Requirements	<p>Instructor Materials:</p> <ul style="list-style-type: none"> • AR 635-200. • Solution to PE. <p>Student Materials:</p> <ul style="list-style-type: none"> • Paper, pencil, and AR 623-205. • SH-6-1 through SH-6-7. 		
Special Instructions	This exercise will determine your grasp of the information presented in this lesson. Complete this exercise on your own. Refer to the situation below for detailed information. You will have 35 minutes to complete the exercise and 10 minutes to check your solution with the solution to the practical exercise (SPE) that the site coordinator will provide for you.		

Procedures

Read over the situation assigned to you. Use the knowledge that you gained while participating in the lesson and the reading material in the Student Handouts to assess the situation in the practical exercise.

- a. You may use the reference material to complete the PE. The instructor will hold a discussion to evaluate the results.
- b. Use Practical Exercise Requirement Sheets, SH-6-1 thru SH-6-7 to complete the exercise.
- c. The performance evaluation for this task consists of identifying the errors in an NCO-ER.
- d. Students will participate in a discussion of their solutions.

Title: NCO EVALUATION REPORT**Situation:**

You are the first sergeant; Company A, 52D INF DIV (MECH), Fort Daisy, CO 79875-0123. The unit policy requires the first sergeant to review all NCO-ERs prior to submission to PAC. You are reviewing an NCO-ER pertaining to SSG William R. Smith, a soldier (ARNG-AGR) in your unit. After reviewing, you'll forward to your local personnel office for correction/signatures. The following information about SSG Smith is available to you:

- a. Highest civilian education: High School (GED).
 - b. PMOS: 11B30.
 - c. SSN: 123-45-9876.
 - d. Date of assignment: 8 Dec 90.
 - e. Highest military award: Army Commendation Medal.
 - f. Date of last APFT and score: 15 Dec 92, 268.
 - g. Height/Weight: 66 inches, 160 pounds, (SSG Smith meets the screening table weight IAW AR 600-9).
 - h. Date of rank: 1 May 89.
 - i. Appointed duties: Equal Opportunity Representative.
 - j. Highest military education: BNCO.
 - k. Rater: SFC Rodney B. Ware, 573-22-1974, 11B40, Platoon Sergeant.
 - l. Senior rater: 2LT Frederick L. Bahm, Infantry, 359-01-6349, Platoon Leader.
 - m. Reviewer: CPT John A. Franco, Infantry, 634-23-7519, Commander.
 - n. UMR information: DMOS 11B30, Squad Leader.
 - o. Area of Special emphasis: Preparation for the National Training Center.
 - p. Counseling dates: 5 Nov 92 and 8 Feb 93.
 - q. Ending date of last report: 9210.
 - r. Recommended positions: Operations sergeant, Team sergeant, and Platoon sergeant.
 - s. The reviewer concurs with rater and senior rater evaluations.
-

**Procedures,
continued**

Requirement:

Identify the errors (e. g. wrong dates, bullets do not justify...) pertaining to SSG Smith's NCO-ER using references issued to you. Indicate the correct information for each identified error or the specific reason the information is incorrect. There are a total of 19 errors on this practical exercise.

**Feedback
Requirements**

None

THIS PAGE LEFT BLANK INTENTIONALLY

SOLUTION TO PRACTICAL EXERCISE 1

NCO EVALUATION REPORT						SEE PRIVACY ACT STATEMENT IN AR 623-206, APPENDIX C			
For use of this form, see AR 623-206; the proponent agency is ODCSPER						+			
PART I - ADMINISTRATIVE DATA									
a. NAME (Last, First, Middle Initial)			b. SSN 123-45-9876		c. RANK	d. DATE OF RANK 890501	e. PMOBC		
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND						g. REASON FOR SUBMISSION 2			
h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL.	l. RATED NCO COPY (Check one and Date)		m. PSC Initials	n. CMD CODE	o. PSB CODE
FROM	THRU				Date				
YYYY MM	YYYY MM				1. Given to NCO				
1992 11	1993 10				2. Forwarded to NCO				
PART II - AUTHENTICATION									
a. NAME OF RATER (Last, First, Middle Initial) WARE, RODNEY B. (First name misspelled)				SSN		SIGNATURE			
RANK, PMCSO BRANCH, ORGANIZATION, DUTY ASSIGNMENT						DATE			
b. NAME OF SENIOR RATER (Last, First, Middle Initial)				SSN		SIGNATURE			
RANK, PMCSO BRANCH, ORGANIZATION, DUTY ASSIGNMENT						DATE			
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating officials in Part II, the duty description to include the counseling dates in Part III, and the APPT 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 623-206.						SIGNATURE		DATE	
d. NAME OF REVIEWER (Last, First, Middle Initial)				SSN		SIGNATURE			
RANK, PMCSO BRANCH, ORGANIZATION, DUTY ASSIGNMENT						DATE			
e. <input checked="" type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL. (See attached comments)									
PART III - DUTY DESCRIPTION (Rater)									
a. PRINCIPAL DUTY TITLE					b. DUTY MOSC 11B30				
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars)									
d. AREAS OF SPECIAL EMPHASIS Preparation for the National Training Center.									
e. APPOINTED DUTIES Equal Opportunity Representative.									
f. COUNSELING DATES		INITIAL 921105		LATER 930208		LATER	LATER		
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.									
<div style="display: flex; flex-direction: column; align-items: center;"> <div style="font-size: 2em; font-weight: bold; margin-bottom: 10px;">V A L U E S</div> <div style="display: flex; gap: 10px;"> <div style="text-align: left;"> Loyalty Duty Respect Selfless Service </div> <div style="text-align: left;"> Honor Integrity Personal Courage </div> </div> </div>						1. LOYALTY: Bears true faith and allegiance to the U. S. Constitution, the Army, the unit, and other soldiers.	YES	NO	
						2. DUTY: Fulfills their obligations.	X		
						3. RESPECT/EO/EEO: Treats people as they should be treated.	X		
						4. SELFLESS SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.	X		
						5. HONOR: Lives up to all the Army values.	X		
						6. INTEGRITY: Does what is right - legally and morally.	X		
						7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).	X		
Bullet comments Item number one requires a comment to justify the "NO" rating.									

RATED NCO'S NAME (Last, First, Middle Initial) +		SSN 123-45-9876	THRU DATE 199310 +																														
PART IV (Rater) - VALUES/NOO RESPONSIBILITIES <p style="text-align: center;"><i>Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Bullet examples of "SUCCESS" are optional.</i></p>																																	
b. COMPETENCE o Duty proficiency; MOS competency o Technical & tactical; knowledge, skills, and abilities o Sound judgment o Seeking self improvement; always learning o Accomplishing tasks to the fullest capacity; committed to excellence EXCELLENCE (Exceeds std) <input checked="" type="checkbox"/> SUCCESS (Meets std) <input type="checkbox"/> NEEDS IMPROVEMENT (Same) <input type="checkbox"/> (Much) <input type="checkbox"/>		Requires a comment to justify the "EXCELLENCE" rating.																															
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) <input type="checkbox"/> SUCCESS (Meets std) <input type="checkbox"/> NEEDS IMPROVEMENT (Same) <input type="checkbox"/> (Much) <input type="checkbox"/>		APFT	HEIGHT/WEIGHT																														
d. LEADERSHIP o Mission first o Genuine concern for soldiers o Instilling the spirit to achieve and win o Setting the example; Be, Know, Do EXCELLENCE (Exceeds std) <input type="checkbox"/> SUCCESS (Meets std) <input type="checkbox"/> NEEDS IMPROVEMENT (Same) <input type="checkbox"/> (Much) <input type="checkbox"/>																																	
e. TRAINING o Individual and team o Mission focused; performance oriented o Teaching soldiers how; common tasks, duty related skills o Sharing knowledge and experience to fight, survive and win EXCELLENCE (Exceeds std) <input type="checkbox"/> SUCCESS (Meets std) <input type="checkbox"/> NEEDS IMPROVEMENT (Same) <input type="checkbox"/> (Much) <input type="checkbox"/>																																	
f. RESPONSIBILITY & ACCOUNTABILITY o Care and maintenance of equipment/facilities o Soldier and equipment safety o Conservation of supplies and funds o Encouraging soldiers to learn and grow o Responsible for good, bad, right & wrong EXCELLENCE (Exceeds std) <input type="checkbox"/> SUCCESS (Meets std) <input type="checkbox"/> NEEDS IMPROVEMENT (Same) <input checked="" type="checkbox"/> (Much) <input type="checkbox"/>		Requires a comment to justify the "NEEDS IMPROVEMENT" rating.																															
PART V - OVERALL PERFORMANCE AND POTENTIAL																																	
a. RATER Overall potential for promotion and/or positions of greater responsibility. service in AMONG THE BEST <input checked="" type="checkbox"/> FULLY CAPABLE <input type="checkbox"/> MARGINAL <input type="checkbox"/>		e. SENIOR RATER BULLET COMMENTS a. Cannot give a rating of "Among the Best" in Part V due to a "Needs Improvement" rating in part IV. b. Ammo Chief should be Team Sergeant.																															
b. RATER List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade. Team Sergeant <hr/> <hr/>																																	
c. SENIOR RATER Overall performance + <table style="display: inline-table; border: none;"> <tr> <td style="width: 15px; height: 15px; background-color: white;"></td> <td style="width: 15px; height: 15px; background-color: white;"></td> <td style="width: 15px; height: 15px; background-color: white;"></td> <td style="width: 15px; height: 15px; background-color: black;"></td> <td style="width: 15px; height: 15px; background-color: black;"></td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> </tr> <tr> <td colspan="3" style="text-align: center;">Successful</td> <td style="text-align: center;">Fair</td> <td style="text-align: center;">Poor</td> </tr> </table>							1	2	3	4	5	Successful			Fair	Poor	d. SENIOR RATER Overall potential for promotion and/or service in positions of greater responsibility. <table style="display: inline-table; border: none;"> <tr> <td style="width: 15px; height: 15px; background-color: white;"></td> <td style="width: 15px; height: 15px; background-color: white;"></td> <td style="width: 15px; height: 15px; background-color: white;"></td> <td style="width: 15px; height: 15px; background-color: black;"></td> <td style="width: 15px; height: 15px; background-color: black;"></td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> </tr> <tr> <td colspan="3" style="text-align: center;">Superior</td> <td style="text-align: center;">Fair</td> <td style="text-align: center;">Poor</td> </tr> </table>							1	2	3	4	5	Superior			Fair	Poor
1	2	3	4	5																													
Successful			Fair	Poor																													
1	2	3	4	5																													
Superior			Fair	Poor																													

Appendix D

HANDOUTS FOR LESSON 1: U654 version 1

This appendix contains the items listed in this table--

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1
SH-2, MILPER Message Number 02-114	SH-2-1 to SH-2-3
SH-3, MILPER Message Number 02-122	SH-3-1 and SH-3-2
SH-4, Quarterly NCO-ER Update Sample Bullets	SH-4-1 to SH-4-4
SH-5, Student Notes	SH-5-1 to SH-5-7
SH-6, Practical Exercise 1	SH-6-1 to SH-6-3

THIS PAGE LEFT BLANK INTENTIONALLY

Student Handout 1

Advance Sheet for U654

Lesson Hours This lesson consists of two hours of small group instruction and a one-hour practical exercise.

Overview One of the most important forms that you, as a first sergeant, will come in contact with is a DA Form 2166-8, NCO Evaluation Report. The accurate and timely submission of all evaluation reports is important. The purpose of the evaluation report is to support the Army's personnel management program and career development of the soldier. The first sergeant must ensure that NCOs receive accurate and timely reports to help guarantee the selection for promotion, assignment, or schooling of the best-qualified NCOs. The first sergeant plays a critical role in monitoring the NCOERS in the unit. The first sergeant must ensure that the rated soldier receives a fair and accurate report and counseling when required. This lesson will give you the necessary knowledge needed to analyze the NCOERS in the unit. This lesson consists of a before class reading assignment and a classroom discussion.

Learning Objective Terminal Learning Objective (TLO).

Action:	Analyze the NCO Evaluation Reporting System (NCOERS).
Conditions:	As a first sergeant, in a classroom environment, given AR 623-205 and student handouts.
Standards:	Analyzed the NCO Evaluation Reporting System (NCOERS) IAW AR 623-205.

- ELO A** Describe the NCO Evaluation Reporting System (NCOERS).
 - ELO B** Describe the policies and procedures for submission of NCO-ERs.
 - ELO C** Explain the rating chain qualifications and responsibilities for NCO-ERs.
 - ELO D** Explain the procedures for appealing an NCO-ER.
 - ELO E** Discuss the evaluation forms and procedures used to evaluate an NCO.
-

Assignment The student assignments for this lesson are:

- Study AR 623-205 Chapters 1 through 6.
 - Scan Student Handouts.
-

Additional Subject Area Resources None

Bring to Class

- Pen or pencil and writing paper.
- All reference material received for this lesson.

THIS PAGE LEFT BLANK INTENTIONALLY

Student Handout 2

This student handout contains MILPER Message 02-114 issued 4 Mar 02.

THIS PAGE LEFT BLANK INTENTIONALLY

MILPER MESSAGE NUMBER: 02-114
TAPC-MSR
PROCESSING NCO-ERS WITH GAPS IN REPORTING PERIODS
(UPDATE)

1. THIS MILPER MESSAGE WILL EXPIRE NLT 4 MAR 04.

2. REF. AR 623-205.

3. THIS MESSAGE ANNOUNCES PROCEDURAL CHANGES IN THE PROCESSING OF NCO-ERS THAT ARE RECEIVED AT THE U.S. ARMY ENLISTED RECORDS AND EVALUATION CENTER (EREC) WITH GAPS IN THE REPORTING PERIOD. A GAP IN REPORTING PERIOD IS WHEN THE FROM DATE OF THE REPORT RECEIVED IS NOT THE MONTH AFTER THE END DATE OF THE LAST REPORT ON FILE. THIS USUALLY MEANS THAT THERE IS A REPORT MISSING FROM THE FILE. IN THE PAST, EREC WOULD NOT PROCESS ANY SUBSEQUENT REPORTS UNTIL ALL REPORT PERIOD GAPS WERE RESOLVED AND THE RECORD REFLECTS CONSECUTIVE RATING PERIODS. EFFECTIVE WITH REPORTS ENDING IN MARCH 2002 AND LATER, THE FOLLOWING PROCEDURES WILL APPLY AND THEY INCLUDE A NEW REQUIREMENT IN THE PREPARATION OF NCO-ERS AT THE UNIT LEVEL. **THIS APPLIES ONLY TO ACTIVE ARMY REPORTS PROCESSED AT EREC.**

A. ALL NCO-ERS WITH THRU/END DATE OF MARCH 2002 AND LATER MUST CONTAIN THE AKO EMAIL ADDRESS OF THE RATED NCO AND THE RATING OFFICIALS. **THE EMAIL ADDRESS FOR THE RATED NCO WILL BE ENTERED ON THE SAME LINE AS THE RATED NCO'S NAME ON THE TOP BACK SIDE (PAGE 2) OF THE NCO-ER. AFTER THE NAME (IN ALL CAPS), MOVE FOUR SPACES AND TYPE THE RATED NCO'S EMAIL ADDRESS. FOR EXAMPLE: TASMANIAN, DEVIL POODLE devil.p.tasmanian@. SINCE THE LAST PORTION OF ALL AKO EMAIL ADDRESSES ARE THE SAME, THE ONLY PORTION TO BE ENTERED ON THE NCO-ER IS THAT PORTION UP TO THE @ SIGN. THE LAST PORTION OF THE AKO EMAIL ADDRESS (US.ARMY.MIL) WILL NOT BE ENTERED ON THE NCO-ER. THE EMAIL ADDRESSES FOR ALL THREE RATING OFFICIALS WILL BE ENTERED ON THE LAST LINE OF PART IIIId (AREAS OF SPECIAL EMPHASIS). THE DATA WILL BE ENTERED IN THE FOLLOWING MANNER: Rater: andrew.crocodile@. S/R: bobby.meddler@bragg.army.mil; Rev: daryl.seeme@bragg.army.mil. ONLY ONCE SPACE IS NECESSARY BETWEEN ADDRESSES. THE UNIT S1 AND/OR LOCAL/SUPPORTING PSB WILL MONITOR COMPLETED NCO-ERS TO ENSURE COMPLIANCE WITH THIS MESSAGE.**

B. WHEN REPORTS ARE RECEIVED AT EREC WITH A GAP IN THE REPORTING PERIOD, THE SUBMITTED NCO-ER WILL BE ACCEPTED FOR PROCESSING/FILING. HOWEVER, AN EMAIL WILL BE PREPARED AND DISPATCHED TO THE RATED NCO AND THE RATING OFFICIALS NOTIFYING THEM OF THE GAP/MISSING REPORT. IT WILL INFORM THE RATED NCO AND RATING OFFICIALS THAT ALTHOUGH THE

REPORT HAS BEEN ACCEPTED FOR PROCESSING, THERE IS A DISCREPANCY IN THE REPORT PERIOD BASED ON THE END DATE OF THE LAST REPORT ON FILE. THE EMAIL WILL ESTABLISH A SUSPENSE OF 30 DAYS FOR THE RATED NCO/RATING OFFICIALS TO RESOLVE THE DISCREPANCY. IF NO RESPONSE IS RECEIVED WITHIN 30 DAYS, A SECOND EMAIL WILL BE PREPARED BUT THIS TIME TO THE INSTALLATION CSM. IT WILL INFORM THE CSM OF THE PREVIOUS EMAIL AND THE COMMAND'S FAILURE TO RESPOND WITHIN THE ESTABLISHED SUSPENSE. THIS EMAIL WILL GRANT AN ADDITIONAL 30 DAYS TO RESOLVE THE REPORT PERIOD GAP. IF IT IS NOT RESOLVED WITHIN 30 DAYS AFTER THE 2D EMAIL NOTIFICATION, THE PERIOD OF THE GAP WILL BE DECLARED NON-RATED TIME ON THE RATED NCO'S OMPF AND NO FURTHER ATTEMPTS TO RESOLVE THE DISCREPANCY WILL BE MADE. HOWEVER, THE LAST REPORT WILL REMAIN ON FILE IN THE OMPF.

4. DIRECT QUESTIONS REGARDING NCO-ER POLICY TO SGM EVERETTE, EVALUATION SYSTEMS OFFICE AT DSN 221-8009, CML (703)-325-8009, OR ANTHONY.EVERETTE@HOFFMAN.ARMY.MIL. DIRECT QUESTIONS REGARDING NCO-ER PROCESSING TO MSG ADAMS, EREC, AT DSN 699-3696, CML (317)510-3696.

Student Handout 3

This student handout contains MILPER Message 02-122 issued 19 Mar 02.

THIS PAGE LEFT BLANK INTENTIONALLY

MILPER MESSAGE NUMBER : 02-122
TAPC-MSR
PROCESSING NCO-ERS WITH GAPS IN REPORTING PERIODS
(CLARIFICATION)

1. THIS MILPER MESSAGE WILL EXPIRE NLT 19 MAR 04.
2. REF. AR 623-205.
3. THIS MESSAGE CLARIFIES INSTRUCTION IN MILPER MESSAGE: 02-114. FIRST AND FOREMOST THE GUIDANCE PROVIDED WAS FOR NCO-ERS RECEIVED AT EREC WITH GAPS. THE GAPS REFERRES TO THE NCO-ERS THAT WERE NOT CHECKED COMPLETELY AND FORWARD TO EREC BEFORE THE PREVIOUS REPORT WAS RECEIVED. THIS MAY HAVE HAPPENED FOR SEVERAL REASONS SUCH AS, CHANGE OF RATER NOT BEING SUBMITTED UPON PCS, NCO-ER RETURNED FROM EREC FOR CORRECTION BUT WAS NOT CORRECTED AND RETURNED, INCORRECT BEGINNING DATE ON THE NEW REPORT, ETC... NO NCO-ER SHOULD KNOWINGLY BE SENT TO EREC WITH A GAP IN REPORTING PERIODS.
4. THE INSTRUCTION FOR THE PLACEMENT OF THE RATER'S, SENIOR RATER'S AND REVIEWER'S E-MAIL ADDRESS IN PART IIID OF THE DA FORM 2166-8 ARE AS FOLLOWS: IF ALL RATING OFFICIALS OF THE NCO ARE ACTIVE DUTY ARMY SOLDIER, THEN ALL E-MAIL ADDRESS WILL BE ENTERED IN THE AKO FORMAT, (AKO ADDRESS UP TO AND INCLUDE THE @ SIGN). IF EITHER OF THE RATING OFFICIALS ARE CIVILIANS OR MEMBERS OF ANOTHER BRANCH OF SERVICE , THEN USE THE INSTALLATION E-MAIL ADDRESS. IF THEY DO NOT HAVE AN INSTALLATION E-MAIL ADDRESS THEN USE WHATEVER E-MAIL ADDRESS THEY HAVE. EXAMPLE OF AN E-MAIL ADDRESS WITH ALL ACTIVE DUTY SOLDIER, (RATER: JOE.BLOW@ S/R: JANE.DOE@ REV: JOHN.D.SMITH@). EXAMPLE OF AN E-MAIL ADDRESS WITH THE SENIOR RATER AS A CIVILIAN OR ANOTHER BRANCH OF SERVICE, (RATER: JOE. BLOW@ S/R: JANE.DOE@BRAGG.ARMY.MIL REV: JOHN.D.SMITH@). THE "REV" IN THE REVIEW'S E-MAIL ADDRESS WILL BE "R" IN UPPER CASE AND "EV" IN LOWER CASE.
5. THE MAJOR REASON FOR THE ORIGINAL MESSAGE WAS TO PREVENT A GAP IN NCO-ER REPORTING PERIOD. TO ENSURE OUR NCOS ARE EVALUATED COMPLETELY AND ACCURATELY IT IS INCUMBENT UPON ALL OF US, THE RATED NCO, THE RATING OFFICIALS, THE PAC AND THE PSB TO CHECK AND DOUBLE-CHECK THE NCO-ER PERIOD OF REPORT PRIOR TO SUBMISSION. **ALL ACTIVE DUTY ARMY NCO-ERS MUST HAVE THE E-MAIL ADDRESS.**
6. DIRECT QUESTION REGARDING NCO-ER POLICY TO SGM HARRISON, EVALUATION SYSTEM OFFICE AT DSN 221-8009, CML (703) 325-8009, OR HARRISOF@HOFFMAN.ARMY.MIL DIRECT QUESTIONS REGARDING NCO-ER PROCESSING TO MSG ADAMS, EREC, AT DSN 699-3693, CML (317) 510-3696.

THIS PAGE LEFT BLANK INTENTIONALLY

Student Handout 4

This student handout contains material taken from a Quarterly NCO-ER Update that can be used while preparing an NCO-ER.

THIS PAGE LEFT BLANK INTENTIONALLY

BULLET EXAMPLES OF EXCELLENCE

- Major factor behind reenlistment program being best in size category for 7th Sig Cmd
- Mentored two drill sergeants for selection as Battalion Drill Sergeant of the Quarter
- Received Battalion rating of Excellence for OPFOR leader in company field training exercise
- Received ACOE Customer Service Excellence of the Quarter Award.
- Commended by battalion commander as having the best enlisted training program within the battalion
- Selected over 86 SFCs to be the senior instructor of jumpmaster branch
- Coached Service Rifle Team in the winning of the inter-service championships
- Selected for outstanding Public Service of the Year Award
- Achieved three honor platoon awards during rating period
- Selected as Guidance Counselor of the year
- Awarded the Eighth U.S. Army Distinguished Leadership Award by CINC/USFK/CFC/EUSA
- Inspired soldier in her platoon to achieve Soldier of the Year honors
- Authored and completed the Norddeutschland Community Physical Security Plan
- Selected as assistant platoon sergeant over 12 other NCOs
- Took an inherited unsatisfactory section to commendable rating at JRTC
- Trained Ranger Challenge Team to history making first place finish in Bde Ranger Shootout
- Received the Eastern Sector Best MEPS award
- Scored a perfect score of 1000 points on tank table VIII as tank commander
- Helped his clinic win the commander's trophy for APFT excellence for fourth consecutive cycle
- Reduced waiting period for computerized tomography exams from 2 months to 1 day.

BULLET EXAMPLES OF SUCCESS

- Mentorship produced two consecutive MACOM Soldier of the Year winners in USACIDC
- Earned M60 MG master which placed him in top 5 percent of the division NCOs
- Commendable performance as acting commander for a total of three months
- His platoon survival rate for NTC battles was 95 percent--highest in the OPFOR regiment
- Effectively reduced division authorized stockage list with due outs by 8 percent
- Earned recruiter gold badge in less than 12 months
- Received ARCOM for best contact maintenance vehicle during corps logistic inspection
- Outstanding communicator who is a true mentor and counselor for my battery commanders and 1SGs
- Encouraged development of subordinates by allowing mistakes without retribution
- Conducts counseling for personnel evaluations/appraisals in a timely manner
- Provides students the latest course material by devoting after duty hours revising lesson plans
- Trained his soldiers for APFT, CTT, and SQT tasks--all 16 soldiers met Army standards
- Pivotal during the unit pre-deployment CTT training--trained over 10 tasks at company level
- Managed the use of over \$100,000 worth of reprographic equipment without incident

BULLET EXAMPLES JUSTIFYING NEEDS IMPROVEMENT

- Relieved for driving while intoxicated in an off-duty status
- Failed to complete the requirements for the disposition of hazardous materials
- Routinely failed to meet given suspense's and to complete tasks in the prescribed manner
- Failed to account for components of section equipment end items resulting in marginal readiness of equipment
- Failed battalion certification nine times
- Becomes intolerably insubordinate when counseled in regard to corrective criticism
- Failed to maintain consistent progress in weight control program
- Does not respond to correction for uniform and personal appearance
- Relieved for wrongful possession of government property and an illegal substance
- Altered unit record for personal gain
- Participates in horseplay with lower grade enlisted soldiers
- Through his negligence, committed two medication errors within one eight-hour shift
- Used his MOS proficiency to deceive supervisors and subordinates
- Does not set example; frequently late to PT formations

THIS PAGE LEFT BLANK INTENTIONALLY

Student Handout 5

This student handout contains note pages to assist the student when taking notes.

THIS PAGE LEFT BLANK INTENTIONALLY

PROCEDURES

- **Part I, Administrative Data.**
 - **Part I a**, Name will be capitalized, para 3-7d(1).
 - *Rated NCOs e-mail address on page 2, (SH-2, para 3A.)
 - **Part I h**, Four-digit numerical identifier for the year, para 3-7d(7).
- **Part II, Authentication.**
- **Part III, Duty Description.**
 - **Part III d**, E-mail address of all three rating officials will be entered on the last line, (SH-2, para 3A and SH-3, para 4).

U6540C T04V0T-10

PROCEDURES (cont)

- **Part IV, Army Values/Attributes/Skills/Actions.**
 - **Part IV a**, Addition of Army Values
 - **Part IV c**, "Received APFT badge" justifies an excellent rating, para 3-11a.
- **Part V, Overall Performance and Potential.**

U6540C T04V0T-11

RATER QUALIFICATIONS / RESPONSIBILITIES

- Immediate supervisor for 90 days
- Sergeant or above and senior
- Counsel rated NCO
- Prepare separate DA Form 2166-8-1
- Assessment of performance
- Prepare fair and correct DA Form 2166-8

U6540C T04V0T-12

Student Handout 6

This handout contains a practical exercise that will be completed in the classroom as part of the lesson.

THIS PAGE LEFT BLANK INTENTIONALLY

NCO EVALUATION REPORT						SEE PRIVACY ACT STATEMENT IN AR 623-206, APPENDIX C				
For use of this form, see AR 623-206; the proponent agency is ODCSPER										
PART I - ADMINISTRATIVE DATA										
a. NAME (Last, First, Middle Initial) SMITH, WILLIAM R.				b. SSN 123-54-9876		c. RANK SSG	d. DATE OF RANK 890401	e. P/MOBC 11B30		
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND CO A, 52D INF (MECH), FT DAISY, CO 79875-0123						g. REASON FOR SUBMISSION 3 ANNUAL				
h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL.	l. RATED NCO COPY (Check one and Date)		m. PSC Initials	n. CMD CODE	o. PSB CODE	
FROM	THRU				1. Given to NCO	Date				
YYYY MM	YYYY MM				2. Forwarded to NCO					
1992 09	1993 09	12								
PART II - AUTHENTICATION										
a. NAME OF RATER (Last, First, Middle Initial) WARE, ROCNEY B.				SSN 573-22-1974		SIGNATURE				
RANK, P/MOBC, BRANCH, ORGANIZATION, DUTY ASSIGNMENT SFC, 11B40, Co A, 52D Inf Div (Mech), Platoon Sergeant							DATE			
b. NAME OF SENIOR RATER (Last, First, Middle Initial) BAHM, FREDERICK L.				SSN 359-01-6349		SIGNATURE				
RANK, P/MOBC, BRANCH, ORGANIZATION, DUTY ASSIGNMENT 2LT, IN, Co A, 52D Inf Div (Mech), Platoon Leader							DATE			
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating officials in Part II, the duty description to include the counseling dates in Part III, and the AFPT and rating grade entries in Part IV are correct. I have seen the report completed through Part V, except Parts I(d) and I(e). I am aware of the appeals process of AR 623-206.				SIGNATURE		DATE				
d. NAME OF REVIEWER (Last, First, Middle Initial) FRANCO, JOHN A.				SSN 634-23-7519		SIGNATURE				
RANK, P/MOBC, BRANCH, ORGANIZATION, DUTY ASSIGNMENT CPT, IN, Co A, 52D Inf Div (Mech), Commander							DATE			
e. <input type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL. (See attached comments)										
PART III - DUTY DESCRIPTION (Rater)										
a. PRINCIPAL DUTY TITLE SQUAD LEADER					b. DUTY MOBC 11B40					
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars) Leads and trains eight soldiers within the 1st squad of the 2nd Platoon; supervises tactical deployment of squad in offensive, defensive, and retrograde operations; coordinates action of squad with adjacent and supporting elements; ensures collection and proper reporting of intelligence data; leads and participates in patrols; supervises various work details.										
d. AREAS OF SPECIAL EMPHASIS Prepare for NCO of the Quarter. Rater: rocney.ware@ S/R: frederick.bahm@ Rev: john.franco@										
e. APPOINTED DUTIES Unit Retention NCO										
f. COUNSELING DATES			INITIAL 920925		LATER 930220		LATER		LATER	
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	
V A L U E S Loyalty Duty Respect Selfless Service Honor Integrity Personal Courage	1. LOYALTY: Bears true faith and allegiance to the U. S. Constitution, the Army, the unit, and other soldiers.									
	2. DUTY: Fulfills their obligations.									
	3. RESPECT/EOEEO: Treats people as they should be treated.									
	4. SELFLESS SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.									
	5. HONOR: Lives up to all the Army values.									
	6. INTEGRITY: Does what is right - legally and morally.									
	7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).									
Bullet comments o extremely honest when dealing with subordinates, peers, and superiors o very competent in job										

RATED NCO'S NAME (Last, First, Middle Initial) + SMITH, WILLIAM R. william.smith@		SSN 123-54-9876	THRU DATE 9309 +
PART IV (Rater) - VALUES/NCO RESPONSIBILITIES <p style="text-align: center;"><i>Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Bullet examples of "SUCCESS" are optional.</i></p>			
b. COMPETENCE <ul style="list-style-type: none"> o Duty proficiency; MCS competency o Technical & tactical; knowledge, skills, and abilities o Sound judgment o Seeking self improvement; always learning o Accomplishing tasks to the fullest capacity; committed to excellence <p> EXCELLENCE (Exceeds std) <input checked="" type="checkbox"/> SUCCESS (Meets std) <input type="checkbox"/> NEEDS IMPROVEMENT (Some) <input type="checkbox"/> (Much) <input type="checkbox"/> </p>		o enrolled in college courses during off duty time	
c. PHYSICAL FITNESS & MILITARY BEARING <ul style="list-style-type: none"> o Mental and physical toughness o Endurance and stamina to go the distance o Displaying confidence and enthusiasm; looks like a leader <p> EXCELLENCE (Exceeds std) <input type="checkbox"/> SUCCESS (Meets std) <input checked="" type="checkbox"/> NEEDS IMPROVEMENT (Some) <input type="checkbox"/> (Much) <input type="checkbox"/> </p>		APFT PASS 9212 HEIGHT/WEIGHT 66/160 YES	o scored a 268 on most recent APFT
d. LEADERSHIP <ul style="list-style-type: none"> o Mission first o Genuine concern for soldiers o Instilling the spirit to achieve and win o Setting the example; Be, Know, Do <p> EXCELLENCE (Exceeds std) <input type="checkbox"/> SUCCESS (Meets std) <input checked="" type="checkbox"/> NEEDS IMPROVEMENT (Some) <input type="checkbox"/> (Much) <input type="checkbox"/> </p>			
e. TRAINING <ul style="list-style-type: none"> o Individual and team o Mission focused; performance oriented o Teaching soldiers how; common tasks, duty related skills o Sharing knowledge and experience to fight, survive and win <p> EXCELLENCE (Exceeds std) <input type="checkbox"/> SUCCESS (Meets std) <input checked="" type="checkbox"/> NEEDS IMPROVEMENT (Some) <input type="checkbox"/> (Much) <input type="checkbox"/> </p>		o coached squad to receive 100% GO's on common task test	
f. RESPONSIBILITY & ACCOUNTABILITY <ul style="list-style-type: none"> o Care and maintenance of equipment/facilities o Soldier and equipment safety o Conservation of supplies and funds o Encouraging soldiers to learn and grow o Responsible for good, bad, right & wrong <p> EXCELLENCE (Exceeds std) <input type="checkbox"/> SUCCESS (Meets std) <input type="checkbox"/> NEEDS IMPROVEMENT (Some) <input checked="" type="checkbox"/> (Much) <input type="checkbox"/> </p>		o emphasis on safety resulted in zero safety accidents for squad during rating period	
PART V - OVERALL PERFORMANCE AND POTENTIAL			
a. RATER: Overall potential for promotion and/or service in positions of greater responsibility. <p> AMONG THE BEST <input checked="" type="checkbox"/> FULLY CAPABLE <input type="checkbox"/> MARGINAL <input type="checkbox"/> </p>		e. SENIOR RATER BULLET COMMENTS o shows potential to serve in a more challenging position o recommend attendance at ANCOC as soon as possible o outstanding job as squad leader	
b. RATER: List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade. <p> <u>Operations Sergeant</u> <u>Ammo Chief</u> <u>Platoon Sergeant</u> </p>			
c. SENIOR RATER: Overall performance <p> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5 Successful Far Poor </p>		d. SENIOR RATER: Overall potential for promotion and/or service in positions of greater responsibility. <p> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5 Superior Far Poor </p>	