

TRAINING SUPPORT PACKAGE (TSP)

TSP Number / Title	L234 / PERFORM PERSONNEL ACTIONS
Effective Date	01 Oct 2003
Supersedes TSP(s) / Lesson(s)	L204, Conduct Developmental Counseling, Jun 01
TSP Users	400-PLDC, Primary Leadership Development Course 400-PLDC PH II, Primary Leadership Development 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, <i>Recommended Changes to Publications and Blank Forms</i> . 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

Individual

158-100-1260

Counsel Subordinates

805C-PAD-2146

Prepare the Rater's Portion of a Noncommissioned Officer Evaluation Report (NCOER)

This TSP
Contains

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PERFORM PERSONNEL ACTIONS
L234 / Version 1
01 Oct 2003

SECTION I. ADMINISTRATIVE DATA

All Courses Including This Lesson	<u>Course Number</u>	<u>Version</u>	<u>Course Title</u>
	400-PLDC	1	Primary Leadership Development Course
	400-PLDC PH II	1	Primary Leadership Development Course

Task(s) Taught(*) or Supported	<u>Task Number</u>	<u>Task Title</u>
	<u>Individual</u> 158-100-1260 (*)	Counsel subordinates
	805C-PAD-2146 (*)	Prepare the Rater's Portion of a Noncommissioned Officer Evaluation Report (NCOER)

Reinforced Task(s)	<u>Task Number</u>	<u>Task Title</u>
	None	

Academic Hours	The academic hours required to teach this lesson are as follows:	
	<u>Resident Hours/Methods</u>	
	2 hrs	/ Conference / Discussion
	2 hrs	/ Practical Exercise (Performance)
Test	0 hrs	
Test Review	0 hrs	
	Total Hours:	4 hrs

Test Lesson Number	<u>Hours</u>	<u>Lesson No.</u>
	Testing (to include test review)	
	<u>2 hrs 30 mins</u>	<u>WE02 version 1</u>

Prerequisite Lesson(s)	<u>Lesson Number</u>	<u>Lesson Title</u>
	L228	Conduct Developmental Counseling
	L230	The Army Writing Style

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

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
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.
- Conduct practical exercise.

After class --

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

Instructor Requirements

1:8, SSG, PLDC Graduate, ITC, and SGITC qualified

Additional Support

<u>Name</u>	<u>Stu Ratio</u>	<u>Qty</u>	<u>Man Hours</u>
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Personnel Requirements

None

Equipment Required for Instruction

<u>ID Name</u>	<u>Stu Ratio</u>	<u>Instr Ratio</u>	<u>Spt</u>	<u>Qty</u>	<u>Exp</u>
441-06 LCD Projection System	1:16	1:2	No	1	No
559359 SCREEN PROJECTION	1: 16	1: 2	No	1	No
673000T101700 PROJECTOR, OVERHEAD, 3M	1: 16	1: 2	No	1	No
7110-00-T81-1805 DRY ERASE BOARD	1: 16	1: 2	No	1	No
7510-01-424-4867 EASEL, (STAND ALONE) WITH PAPER	1: 16	1: 2	No	1	No

* Before Id indicates a TADSS

Materials Required

Instructor Materials:

- Reference material, TSP, and Visual Aids.
- Copies of the practical exercise (1 per student).
- Copies of all student handouts (1 per student).
- Any equipment required by the NCOA's SOP.

Student Materials:

- Student Handouts 1 and 2.
- Pen or pencil.
- Copy of NCO Checklist/Record, DA Form 2166-8-1.
- Copy of NCO-ER, DA Form 2166-8.

**Classroom,
Training Area,
and Range
Requirements**

GENERAL INSTRUCTION BLDG, 1200SF, 16PN

**Ammunition
Requirements**

<u>Id</u>	<u>Name</u>	<u>Exp</u>	<u>Stu Ratio</u>	<u>Instr Ratio</u>	<u>Spt Qty</u>
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.
- 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.

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**

<u>Name</u>	<u>Rank</u>	<u>Position</u>	<u>Date</u>
/s/ Curtiss W. Garner /t/ Garner, Curtiss W.	GS09	Training Specialist	22 Jul 03
/s/ Frank W. Berta /t/ Berta, Frank W.	GS09	Chief, PLDC	22 Jul 03
/s/ Brian H. Lawson /t/ Lawson, Brian H.	SGM	Chief, NCOES	22 Jul 03
/s/ John W. Mayo /t/ Mays, Albert J.	SGM	Chief, CDDD	22 Jul 03

SECTION II. INTRODUCTION

Method of Instruction: <u>Conference / Discussion</u>
Technique of Delivery: <u>Small Group Instruction (SGI)</u>
Instructor to Student Ratio is: <u>1:8</u>
Time of Instruction: <u>5 mins</u>
Media: <u>None</u>

Gender Disclaimer

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

Motivator

As the rater of another soldier you have an enormous responsibility. This is a personnel input document you must fill out that follows a soldier for the remainder of his time in the Army. It will directly influence all future promotions and personnel actions for that soldier. Here you must make the soldier aware of his strengths, weaknesses, and standards, how to improve his performance, and how to further develop himself professionally. This is where moral courage comes into play that we discussed in a previous lesson. It is imperative that you submit an accurate, fair, and impartial report.

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:	Perform Personnel Actions.
Conditions:	In a classroom environment, given AR 623-205 (SH-2).
Standards:	Performed personnel actions 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	<p>You will take a written examination. The examination will contain questions from this lesson. You must correctly answer 70 percent or more of the questions on the examination to receive a GO. Failure to achieve a GO on the examination will result in a retest. Failure of the retest could result in your dismissal from the course.</p> <p>NOTE: Inform the students of where their examination will take place as posted on the training schedule and when they will receive feedback on the test. Include any retest information.</p> <p>During this lesson you will complete one practical exercise, PE-1--Complete the Rater's Portion of DA Form 2166-8 and DA Form 2166-8-1.</p>
Instructional Lead-In	<p>Initial and subsequent counseling that uses the mandatory NCO Counseling Checklist/Record, coupled with a working copy of the NCO-ER, is your most useful tool for rating. It precludes you from scrambling for bullet comments at the end of a rating period. If you conduct counseling properly, you are writing down your assessment for each quarter. Therefore, when it is time to complete the evaluation, it's a much easier task. The other advantage is that it diminishes the possibility of generating an unjust, unfair, or administratively incorrect evaluation.</p>

SECTION III. PRESENTATION

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

A. ENABLING LEARNING OBJECTIVE

ACTION:	Comply with the Noncommissioned Officer Evaluation Reporting System (NCOERS) Counseling Requirements.
CONDITIONS:	In a classroom environment, given AR 623-205 (SH-2).
STANDARDS:	Complied with the Noncommissioned Officer Evaluation Reporting System (NCOERS) Counseling Requirements by: <ul style="list-style-type: none">• Completing entries required on DA Form 2166-8.• Completing entries required on 2166-8-1. IAW AR 623-205.

1. Learning Step / Activity 1. Noncommissioned Officer Evaluation Reporting System (NCOERS)
Method of Instruction: Conference / Discussion
Technique of Delivery: Small Group Instruction (SGI)
Instructor to Student Ratio: 1:8
Time of Instruction: 45 mins
Media: VGT-1 thru VGT-11

NOTE: Direct students to SH-2 (AR 623-205).

Noncommissioned Officer Evaluation Reporting System (NCOERS)

In the previous lesson, "Conduct Developmental Counseling," we discussed the types of developmental counseling and focused on performance and professional growth, in addition to required regulatory counseling. Now we will discuss this area more in depth to help you get a better understanding of your requirement to conduct Noncommissioned Officer Evaluation Report (NCO-ER) performance counseling for corporals and above.

We will also discuss the procedures to complete the NCO-ER, DA Form 2166-8, and the NCO Counseling Checklist/Record, DA Form 2166-8-1. To fully understand the need for the NCO Counseling Checklist/Record, you first need to understand the purpose of the Noncommissioned Officer Evaluation Reporting System (NCOERS).

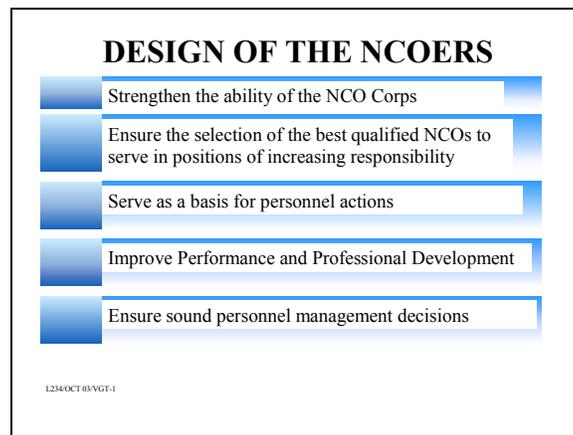
The NCOERS is the tool the Army system uses to determine an NCO's duty performance in order to assess their career development and advancement potential.

QUESTION: What is the NCOERS designed to do?

ANSWER: Allow for several responses and acknowledge correct answers, then show VGT-1.

Ref: SH-2, AR 623-205, p 3, para 1-9

SHOW VGT-1, DESIGN OF THE NCOERS



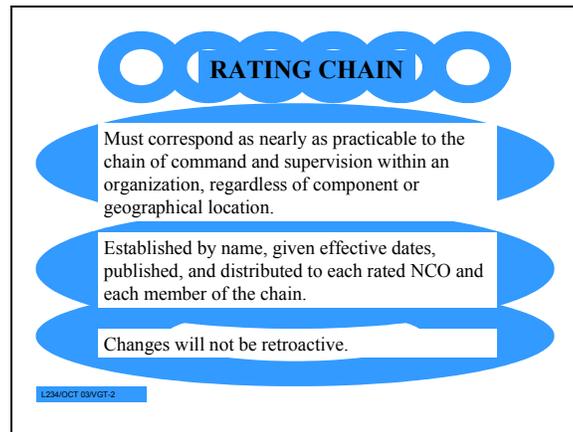
Ref: SH-2, AR 623-205, p 3, para 1-9

The design of the Noncommissioned Officer Evaluation Reporting System (NCOERS) was to strengthen the ability of the NCO Corps to meet the professional challenges of the future by stressing Army Values and basic NCO responsibilities.

You complete the NCO-ER based on the comments that you have made throughout the rating period on the NCO Checklist/Record. The NCO-ER should be a thoughtful, fair appraisal of the NCO's ability and potential. NCO-ERs that are incomplete or fail to provide a realistic and objective evaluation make personnel decisions difficult and could hurt the NCO's career.

REMOVE VGT-1

SHOW VGT-2, RATING CHAIN



Ref: SH-2, AR 623-205, p 4, para 1-12

The rating chains must correspond as nearly as practicable to the chain of command and supervision within an organization, regardless of component or geographical location. With the exception of the Army National Guard of the United States (ARNGUS), units establish a rating scheme by name, give effective dates, publish, and distribute copies to each rated NCO and member of the chain. Units must publish and distribute any changes to rating chains as they occur.

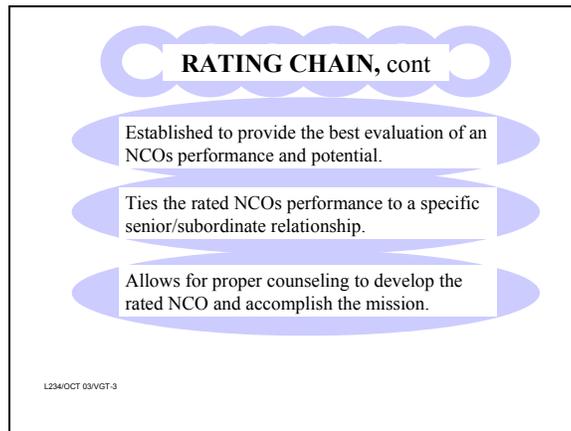
REMOVE VGT-2

QUESTION: What is the purpose of establishing a rating chain?

ANSWER: Provide the best evaluation of an NCO's performance and potential.

Ref: SH-2, AR 623-205, p 5, para 2-2a

SHOW VGT-3, RATING CHAIN, cont



Ref: SH-2, AR 623-205, p 4, para 2-2

The Army establishes a rating chain to provide the best evaluation of an NCO's performance and potential. This rating chain also ties the rated NCO's performance to a specific senior/subordinate relationship and allows for you to conduct the proper counseling to develop the rated NCO and accomplish the mission.

REMOVE VGT-3

QUESTION: What are the rules for designating members of the rating chain?

ANSWER: The rater must be the immediate supervisor of the rated NCO and designated as the rater for a minimum period of 90 rated days.

Ref: SH-2, AR 623-205, p 5 and 6, para 2-4

Let's discuss them at this time.

SHOW VGT-4, RATING CHAIN RULES (RATER)



Ref: SH-2, AR 623-205, p 5 and 6, para 2-4

To serve as a rater, you must be the immediate supervisor of the rated NCO and designated as the rater for a minimum period of 90 rated days. If military, you must be a sergeant or higher and senior to the rated NCO by either pay grade or date of rank.

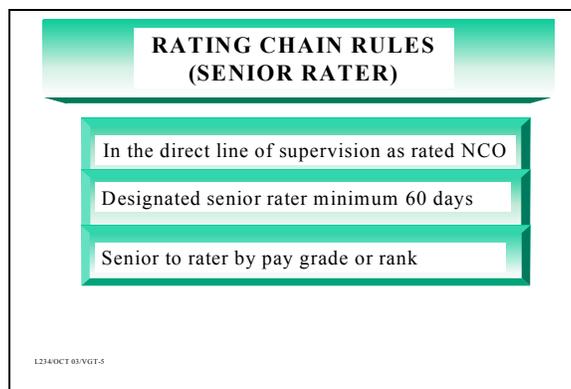
REMOVE VGT-4

QUESTION: What are the rules for the senior rater?

ANSWER: The senior rater 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.

Ref: SH-2, AR 623-205, p 6, para 2-5

SHOW VGT-5, RATING CHAIN RULES (SENIOR RATER)

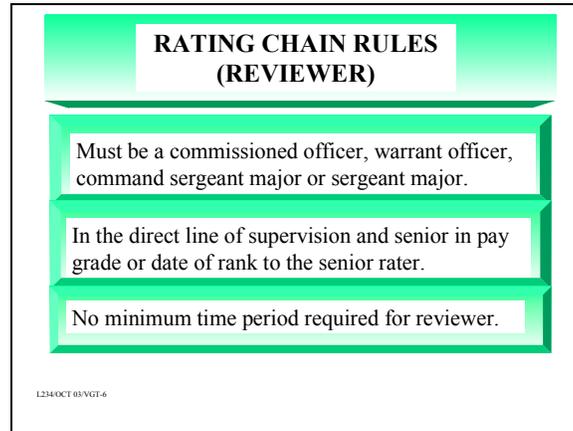


Ref: SH-2, AR 623-205, p 6, para 2-5

The senior rater 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 and senior to the rater by either pay grade or date of rank. Now for the reviewer.

REMOVE VGT-5

SHOW VGT-6, RATING CHAIN RULES (REVIEWER)

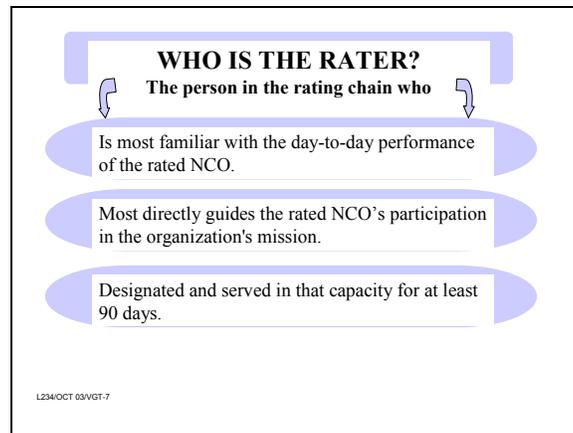


Ref: SH-2, AR 623-205, p 6 and 7, para 2-6

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. However, there is no minimum time period required for reviewer qualification.

REMOVE VGT-6

SHOW VGT- 7, WHO IS THE RATER?



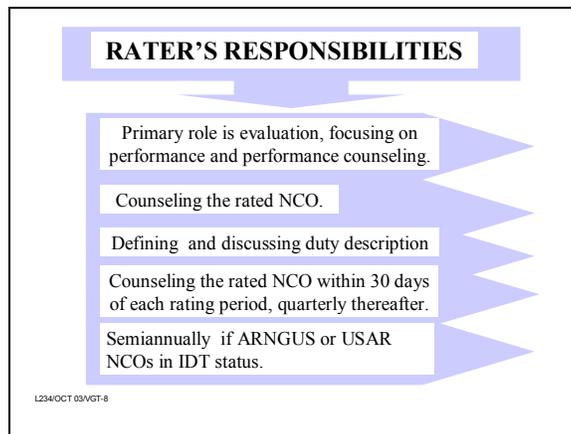
Ref: SH-2, AR 623-205, p 7, para 2-8

As a rater, you are the person most familiar with the day-to-day performance of the rated NCO and provide direct guidance to the NCO in accomplishing the organization's mission. In order to rate this NCO, you must have been the NCO's rater and designated as such. You must also serve in that capacity for at least 90 rating days before you may rate the NCO. Now let's talk about responsibilities.

REMOVE VGT-7

NOTE: Have students locate DA Forms 2166-8 and 2166-8-1, prior to showing VGT-8 and refer them to the forms as you discuss each bullet. Direct students to Student Handout 2, AR 623-205, pages 17 thru 22.

SHOW VGT-8, RATER'S RESPONSIBILITIES



Ref: SH-2, AR 623-205, p 7 and 8, para 2-9

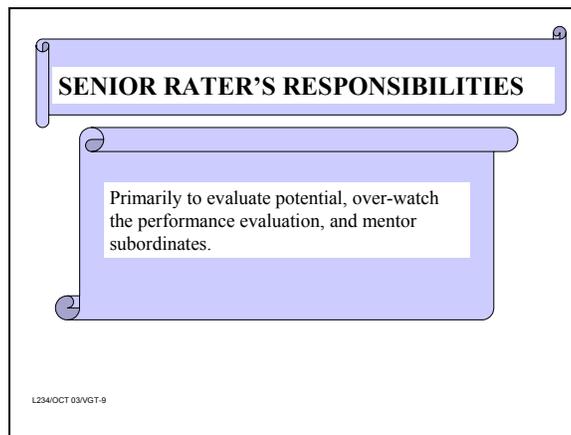
Your primary role as a rater is to evaluate, focusing on performance and performance counseling. As the rater you will--

- Counsel the rated NCO on 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.
- Counsel, at a minimum, the rated NCO 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.
- Counsel corporals and sergeants within the first 30 days of the effective date of lateral appointment to corporal or promotion to sergeant.

- Prepare and use a separate DA Form 2166-8-1 for each rated NCO. You will use this form together with a working copy of the NCO-ER for conducting performance counseling.
- Assess the performance of the rated NCO, using all reasonable means, which we will discuss a little further into the lesson.
- Prepare a fair, correct report evaluating the NCO's duty performance, values/NCO responsibilities, and potential.
- Verify Parts I and II and enter the Army Physical Fitness Test (APFT) data and height and **weight** result entries in Part IVc of the NCO-ER. Sign the report in Part IIc of the NCO-ER.
- Sign the report in Part IIc of the NCO-ER

REMOVE VGT-8

SHOW VGT-9, SENIOR RATER'S RESPONSIBILITIES

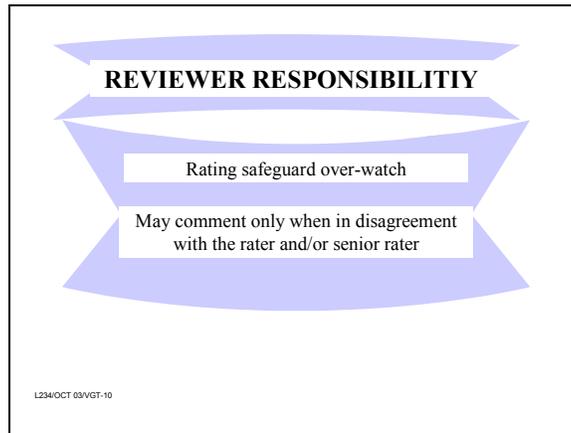


Ref: SH-2, AR 623-205, p 8, para 2-11

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

REMOVE VGT-9

SHOW VGT-10, REVIEWER RESPONSIBILITIES



Ref: SH-2, AR 623-205, p 8, para 2-12

Briefly discuss the reviewer's responsibility and then continue.

REMOVE VGT-10

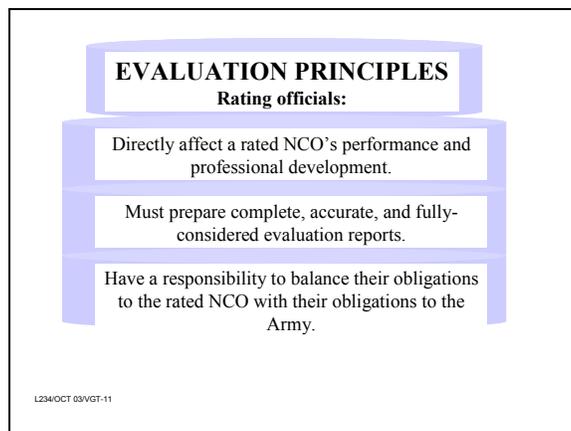
QUESTION: What are the evaluation principles you as a rater must follow?

ANSWER:

- Submit reports only when authorized.
- Submit reports on all NCOs in the grade of SGT through CSM.
- Ensure the rated NCO understands how a rater will judge performance.
- Ensure reports are complete, fair, and accurate.

Ref: SH-2, AR 623-205, p 9 and 10, para 3-2

SHOW VGT-11, EVALUATION PRINCIPLES



Ref: SH-2, AR 623-205, p 9 and 10, para 3-2

You directly affect a rated NCO's performance and professional development. Therefore, you must ensure that the rated NCO thoroughly understands the organization, its mission, his role in support of the mission, and all of the standards (values/NCO responsibilities) utilized in judging performance. To render an objective evaluation, you must use every opportunity to observe and gather information on the rated NCO's performance.

The preparation of complete, accurate, and fully-considered evaluation reports is of the utmost importance. 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, your evaluations should cover failures as well as achievements. However, you will not normally base your evaluation on isolated minor incidents.

You have a responsibility to balance your obligations to the rated NCO with your obligations to the Army and must make honest, fair evaluations of the NCO. On the one hand, you must give full credit to the rated NCO for his achievements and potential. On the other hand, you have an obligation to the NCO and the Army. Be honest in your evaluations. You must provide selection boards and career managers with balanced evaluations in order for them to make intelligent decisions.

REMOVE VGT-11

CHECK ON LEARNING: The practical exercise will serve as a check on learning for this lesson.

Break: Time: 00:50 to 01:00

B. ENABLING LEARNING OBJECTIVE

ACTION:	Identify the Rater's Portion of Noncommissioned Officer Evaluation Report (DA Form 2166-8) and NCO Counseling Checklist/Record (DA Form 2166-8-1).
CONDITIONS:	In a classroom environment, given AR 623-205 (SH-2).
STANDARDS:	Identified the Rater's Portion of Noncommissioned Officer Evaluation Report (DA Form 2166-8) and NCO Counseling Checklist/Record (DA Form 2166-8-1) IAW AR 623-205.

1. Learning Step / Activity 1. Evaluation Forms

Method of Instruction: Conference / Discussion
Technique of Delivery: Small Group Instruction (SGI)
Instructor to Student Ratio : 1:8
Time of Instruction: 45 mins
Media: VGT-12 thru VGT-22

NOTE: Have the students follow along in Student Handout 2 as you discuss the evaluation forms, verification requirements, and required entries on the DA Form 2166-8-1 and DA Form 2166-8.

SHOW VGT-12, EVALUATION FORMS

EVALUATION FORMS

DA Form 2166-8-1
NCO Counseling Checklist/Record
Used along with a working copy of the NCO-ER to prepare for, conduct, and record results of performance counseling.

DA Form 2166-8
NCO Evaluation Report
Used by rating chain to record the performance evaluation of the rated NCO.

L234/OCT 03/VGT-12

Ref: SH-2, AR 623-205, p 10, para 3-3

Let's now turn our attention to the two mandatory forms you use in the evaluation process, the DA Form 2166-8-1 and DA Form 2166-8. You use DA Form 2166-8-1 as a guide to prepare, conduct, and record performance counseling

sessions with the rated NCO. The entire rating chain uses DA Form 2166-8 to record the performance evaluation of the rated NCO. Let's begin our discussion with the DA Form 2166-8-1.

REMOVE VGT-12

SHOW VGT-13, DA FORM 2166-8-1, Page 1

The image shows a screenshot of the DA FORM 2166-8-1, Page 1. The form has a white background with a blue header and footer. The header contains the text "DA FORM 2166-8-1" and "Page 1". The main body of the form contains a checklist of instructions for counseling sessions, listed as follows:

- Rated NCOs personal information.
- Purpose.
- Rules.
- Checklist-First counseling session:
 - Preparation.
 - Counseling.
 - Before the NCO departs counseling session.
- Checklist-Later counseling session:
 - Preparation.
 - Counseling.
 - Before the NCO departs counseling session.

At the bottom left of the form, there is a small text string: "L234/OCT 03/VGT-13".

Ref: SH-2, AR 623-205, p 10 and 11, para 3-4, and p 33 (p 1 of DA Form 2166-8-1)

As you can see, beginning with page 1 of the DA Form 2166-8-1 the instructions are pretty self-explanatory throughout. Page 1 begins with--

- Rated NCO's personal information.
- Purpose.
- Rules.
- Checklist for first counseling session--
 - * Preparation for the counseling session,
 - * Actual counseling procedures, and
 - * Actions to take before the NCO departs the counseling session.

REMOVE VGT-13

SHOW VGT-14, DA FORM 2166-8-1, cont Page 2

DA FORM 2166-8-1, cont
Page 2

- Counseling Record/Key Points Made
 - Initial
 - Date
 - Rated NCO's Initials
 - Later
- Duty Description
 - The five elements of the duty description
 - 1&2. Principal Duty Title and Duty MOS Code
 - Daily duties and scope
 - Area of special emphasis
 - Appointed duties

L234/OCT 03/VGT-14

Ref: SH-2, AR 623-205, p 10 and 11, para 3-4, and p 34 (p 2 of DA Form 2166-8-1)

The working copy of the NCO-ER includes the checklist for later counseling sessions during the rating period. The basic difference from the first session is that you, being the rater, update the duty description and discuss what the soldier did well and what the soldier could do better based on observed action, demonstrated behavior, and results. Here, in the Counseling Record/Key Points Made, you must--

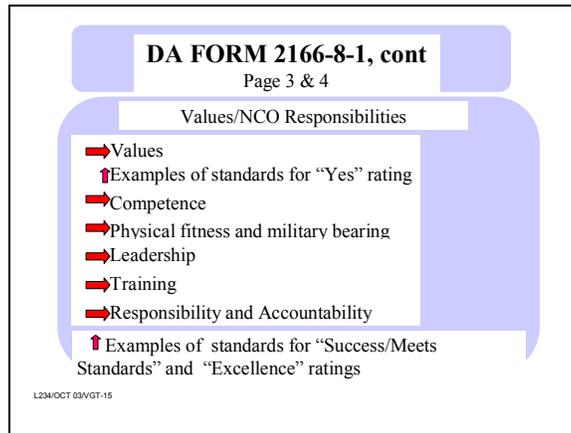
- Record the counseling date.
- Write any additional key points that came up during the session.
- Show key points discussed and obtain the rated NCO's initials.
- Save the NCO-ER with the checklist for next (later) counseling session.

Beginning at the bottom of page 2 of the DA Form 2166-8-1, the checklist provides guidance on completing Part III of the NCO-ER.

Remember that initial and subsequent counseling which uses the mandatory NCO Counseling Checklist/Record, coupled with a working copy of the NCO-ER, is your most useful tool. It precludes you from scrambling for bullet comments at the end of a rating period. If you conducted counseling properly, you are writing your assessment down each quarter. Therefore, when it is time to complete the evaluation, it's a much easier task. The other advantage is that it diminishes the possibility of generating an unjust, unfair, or administratively incorrect evaluation.

REMOVE VGT-14

SHOW VGT-15, DA FORM 2166-8-1, cont Pages 3 & 4



Ref: SH-2, AR 623-205, p 10 and 11, para 3-4, p 35 and 36 (p 3 and 4 of DA Form 2166-8-1)

As we continue along on pages 3 and 4, you see the form addresses the values and responsibilities in Part IV of the NCO-ER, starting with a description of values and examples for a "YES" rating. It then proceeds to competence, physical fitness, leadership, training, and responsibility and accountability giving examples of standards for "Success/Meets Standards" and "Excellence" ratings for each. Keep in mind that you will continue to use FM 22-100 in conjunction with this form for the appropriate NCO values and responsibilities.

REMOVE VGT-15

NOTE: Inform the group that you will call on various students and have them provide the information required for each administrative data entry on the DA Form 2166-8, NCO Evaluation Report from SH-2, AR 623-205, p 11 thru 13, para 3-7.

SHOW VGT-16, NCO EVALUATION REPORT

NCO EVALUATION REPORT	
DA FORM 2166-8-1, PART I -ADMINISTRATIVE DATA	
☞	Prepared at Bn S-1 or Admin office
☞	Rater verifies data in Part I with rated NCO
☞	Ia and Ib. Self explanatory. Name capitalized
☞	Ic. Three letter abbreviation for NCO rank (SGT)
☞	Id. Rated NCO's date of rank (020910)
☞	Ie. Nine digit PMOS code (71L30)
☞	If. Enter data in order listed on form
☞	Ig. Report code left portion and title right of block

L234/OCT 03/VGT-16

Ref: SH-2, AR 623-205, p 11 thru 13, para 3-7

You and the rating chain members use the DA Form 2166-8 (NCO-ER) to provide DA with performance and potential assessments of each rated NCO. This form provides evaluation information to ensure that the Army can make sound personnel management decisions and to fully develop an NCO's potential. So, let's start with Part I, Administrative Data, which includes identifying the rated NCO, the period of the report, and the reason for submitting the report.

Normally the battalion S-1 or administrative office is responsible for completing this part. You as the rater verify the data with the rated NCO and notify the battalion S-1, administrative office, or RC personnel officer of any errors you may discover. Also remember that the minimum authorized period for an NCO-ER is 90 rated days (consider February as having 30 days) except for Relief-for-Cause, Senior Rater Option, and Sixty-Day Option Reports.

With the exception of Part IId and e, you must complete all of the following blocks we discuss, before sending the report to the rated NCO for authentication.

Part I -

- Ia and Ib: Self-explanatory. You must capitalize the name.
- Ic: Enter the three-letter abbreviation for the NCO's military rank, not pay grade (for example, SSG, SFC).

- Id: Enter the rated NCO's date of rank (for example, 990613).
- 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, enter only a five digit MOS.
- If: Enter data in the order listed on the form (for example, HHC, 1st Engr Bn, Fort Riley, KS 66442 FC).
 - ▶ For ARNGUS enter the 3 character SIDPERS state unit code (SUC) or payroll number (PRN).
 - ▶ For ARNGUS and USAR enter the unit identification code (UIC) of of the unit evaluating the NCO.
 - ▶ For USAR enter the NCO's status code as follows:
 - "TPU" for an NCO assigned to a TPU.
 - "AGR" for an NCO serving in an AGR status.
 - "IRR" for an NCO assigned to the IRR.
 - "IMA" for an NCO assigned to an IMA position.
 - ▶ 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).
- Ig: Enter the appropriate report code (shown in table 3-1, AR 623-205) in the left-hand portion of the block and the type of report title in the right-hand portion of the block.

REMOVE VGT-16

SHOW VGT-17, NCO EVALUATION REPORT, Part I, cont

NCO EVALUATION REPORT	
PART I - ADMINISTRATIVE DATA, CONT	
↻	Ih(a) FROM date. Enter beginning date in box (2002 12)
↻	Ih(b) THRU date. Enter in same manner as beginning.
↻	Ii . Compute the number of rated months
↻	Ij . Enter the appropriate code from table 3-3
↻	Ik . Enter number of authorized enclosures
↻	Il . Enter typed/handwritten "X" and six digit date
↻	Im . Enter handwritten representatives initials
↻	In . Identify rated NCO's major command
↻	Io . Enter four position alphanumeric PSBcode

L234/OCT 03V/GF-17

Ref: SH-2, AR 623-205, p 11 thru 13, para 3-7

- lh (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:
 - ▶ Active Army. An NCO's first report period begins on the effective date of promotion to sergeant.
 - ▶ ARNGUS. The initial report period begins on the effective month of promotion to sergeant or the effective month assigned/attached to a unit, whichever occurs later.
 - ▶ 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.
 - ▶ USAR TPU. The first report period begins on the effective date of promotion to sergeant or the effective month assigned/attached to a troop program unit (TPU), whichever occurs later.
 - ▶ IRR, IMA, or ING. Based on paragraphs 4-10 and 5-9, report periods 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).

- lh (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.

- li: Compute the number of rated months.

- lj: Enter the appropriate codes. If there were no nonrated periods, leave blank. No entries required in Parts li and j for ARNGUS, USAR, IRR, and IMA soldiers not on active duty.

- lk: Enter the number of authorized enclosures, if any, that you attach and forward with the completed NCO-ER.

- ll: 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 forwarding of the copy (see para 1-4b(1)(j)).

- Im: Enter the handwritten PSB/RC representative's initials, using black ink. (See para 3-36, for specific responsibilities.)
- 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 TPU's will enter the two character command assignment code found in ADSM 18-P19-GRA-IBM-UM, 30 April 1997 (AR-PERSCOM Automated Data Systems Manual, SIDPERS-USAR Users Manual, part I, attachment 4, Data Reference Guide).
- Io: Enter the four position alphanumeric PSB code. RC personnel officer will leave this block blank.

As stated before, you should normally receive the NCO-ER with Part I completed and simply verify the entries with the rated NCO. So, now we are on to Part II, Authentication.

REMOVE VGT-17

SHOW VGT-18, NCO EVALUATION REPORT, Part II

NCO EVALUATION REPORT	
PART II - AUTHENTICATION	
<input checked="" type="checkbox"/>	Used for authentication by rated NCO and rating officials
<input checked="" type="checkbox"/>	Dated by rating officials and rated NCO when signed
<input checked="" type="checkbox"/>	Part IIa, b, and d. Self-explanatory
<input checked="" type="checkbox"/>	Part IIc:
<input type="checkbox"/>	Rater verifies Part I, II, APFT, height/weight entries
<input type="checkbox"/>	Senior rater obtains rated NCO's signature
<input checked="" type="checkbox"/>	Rated NCO's signature verifies:
<input type="checkbox"/>	The rated NCO saw the completed report
<input type="checkbox"/>	The administrative data is correct

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Ref: SH-2, AR 623-205, p thru 13, para 3-8

Part II is for authentication by the rated NCO and rating officials after completion of their portions of the form at the end of the rating period. The rating officials will date the report after the rated NCO signs the report, prior to forwarding to the PSB, RC personnel officer, or battalion S1. Rated NCOs and rating officials **should not** sign blank NCO-ER forms! Now on to the instructions for Part II:

- Parts IIa, b, and d: As you can see are self-explanatory.
- Part IIc:
 - ▶ The rater verifies Parts I and II, and the APFT and height/weight entries with the rated NCO.
 - ▶ The senior rater obtains the rated NCO's signature or enters the appropriate statement "NCO refuses to sign" or "NCO unavailable for signature."
 - ▶ The rated NCO's signature verifies the following: That he or she saw the completed report (except Part Id and e), it has correct administrative data (Part I) (except Part Ik through o).

REMOVE VGT-18

SHOW VGT-19, NCO EVALUATION REPORT, cont Part II

NCO EVALUATION REPORT, cont	
PART II - AUTHENTICATION	
<input checked="" type="checkbox"/>	Proper rating officials
<input checked="" type="checkbox"/>	Accurate duty description
<input checked="" type="checkbox"/>	Includes counseling dates
<input checked="" type="checkbox"/>	Correct APFT and height/weight entries
<input checked="" type="checkbox"/>	Awareness of appeals process
<input checked="" type="checkbox"/>	Rated NCO's signature does agree/disagree
<input type="checkbox"/>	Part IIc. Reviewer responsible for timely submission
<input type="checkbox"/>	Reviewer concurs/nonconcur
<input type="checkbox"/>	Part IIa, b, and d. Three letter Army rank

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Ref: SH-2, AR 623-205, p 13, para 3-8

- ▶ Contains the proper rating officials (Part II), contains the accurate duty description (Part III) and includes the counseling dates, contains correct APFT and height/weight entries (Part IVc), and awareness 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.

- Part II d. The reviewer now has overall responsibility for ensuring the timely submission of an accurate DA Form 2166-8 in accordance with controls established by the commander.
- Part II e. The reviewer places a typewritten or handwritten (in black ink) “X” in the appropriate block, indicating concurrence or nonconcurrence.
 - ▶ If there is a nonconcurrence, nonconcurrence enclosures are mandatory. Do not use enclosures to add an additional concurrence to the report. The reviewer ensures the rated NCO gets a copy of the nonconcurrence enclosure.
- Part II a, b, and d. Ensure the rank portion of Part II, a, b, and d contain the appropriate three letter Army rank abbreviation.

REMOVE VGT-19

SHOW VGT-20, NCO EVALUATION REPORT, Part III

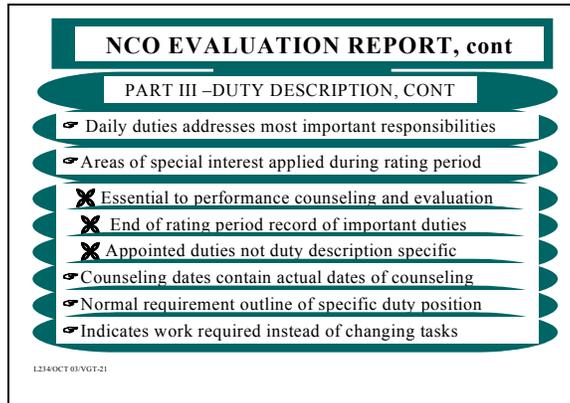
Ref: SH-2, AR 623-205, p 14, para 3-9

Now, let's look at Part III, Duty Description, which will assist you in the preparation of the form.

- Duty Description -
 - ▶ Entered by the rater and verified with the rated NCO.
 - ▶ It's an outline of the normal requirements of the specific duty position.
 - ▶ It should show type of work required rather than frequently changing tasks.
 - ▶ It's essential to performance counseling and evaluation. The rater uses it during the first counseling session to tell the rated NCO what the duties are and what needs to be emphasized.
 - ▶ The rater may update it during the rating period.
 - ▶ The rating official uses it at the end of the rating period to record what was important.

REMOVE VGT 20

SHOW VGT-21, NCO EVALUATION REPORT, cont Part III,



Ref: SH-2, AR 623-205, p 14, para 3-9

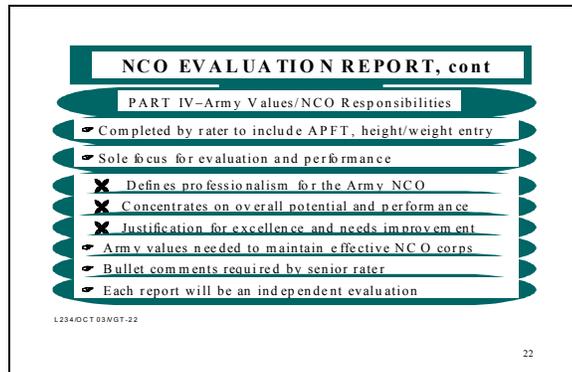
- Enter the enlisted DMOS (at least five characters but no more than nine).
- Enter the Daily Duties and Scope portion in a series of phrases and address the most important routine duties and responsibilities.
- The portion most likely to change during the rating period is the Areas of Special Interest and it should include the most important items that applied at any time during the rating period.
- The Appointed Duties block should include appointed duties that are not normally associated with the duty description.
- Enter the actual dates of the counseling (for example, 021021) obtained from the DA Form 2166-8-1.

Soldiers may not use the absence of counseling as the sole basis for an appeal.

However, the soldier may use the lack of counseling to help support other claims made in an appeal.

REMOVE VGT 21

SHOW VGT-22, NCO EVALUATION REPORT, cont Part IV



Ref: SH-2, AR 623-205, p 14, para 3-10

- In the Army Values portion the rater will check a “yes” or “no” in the appropriate block. The rater must make mandatory specific bullet comments for all “no” entries. The rater will base each entry on whether the rated NCO “meets” or “does not meet” the standard for each particular value. The rater uses bullet comments to explain any area where the rated NCO is particularly strong or needs improvement.

Speaking of values, let’s briefly discuss those listed in Part IV of the NCO-ER.

The Evaluation Report.

A list of values and their definitions are--

- ▶ Loyalty – Bears true faith and allegiance in the correct order to the US Constitution, the Army, and the organization.
- ▶ Duty – Fulfills obligations – professional, legal and moral. Meets professional standards and continues to pursue excellence.
- ▶ Respect – Treats people with dignity and respect, creates a climate of fairness and equal opportunity and shows concern for and makes an effort to check on the safety and well-being of others.
- ▶ Selfless service – Puts the welfare of the nation, the Army, and subordinates before their own.
- ▶ Honor – Lives up to all the Army values. Doesn’t lie, cheat, steal or tolerate those actions by others.
- ▶ Integrity – Does what is right, legally and morally.
- ▶ Personal courage – Faces fear, danger, or adversity (physical or moral).

Let’s move on to discussing some of the rules for constructing bullet comments--

- Will be short, concise, and to the point. Bullets will not be longer than two lines, preferably one; and no more than one bullet to a line.
- Will 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.
- Will be double-spaced between bullets.
- Will 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.

REMOVE VGT 22

Break Time: 01:50 to 02:00

Learning Step / Activity 2. Practical Exercise 1

Method of Instruction: Practical Exercise (Performance)
Technique of Delivery: Small Group Instruction (SGI)
Instructor to Student Ratio: 1:8
Time of Instruction: 2 hrs
Media: PE-1

Now that you have learned what your responsibilities are as a rater in the preparation of the Noncommissioned Officer Evaluation Report (NCO-ER) and the importance of the Noncommissioned Officer Counseling Checklist/Record, it's time to put your skills to test by having you complete both the DA Form 2166-8 and DA Form 2166-8-1 during the following PE.

NOTE: At this time pass out PE-1 and inform the students they have 1 hour to complete the PE. After 1 hour stop the exercise and allow the students a 10 minute break. Upon completion of the break spend the next 30 minutes discussing possible solutions and answering any questions that may arise.

SECTION IV. SUMMARY

Method of Instruction: <u>Conference / Discussion</u>
Technique of Delivery: <u>Small Group Instruction (SGI)</u>
Instructor to Student Ratio is: <u>1:8</u>
Time of Instruction: <u>5 mins</u>
Media: <u>None</u>

Check on Learning

QUESTION: As a rater what form will you use with DA Form 2166-8-1?

ANSWER: DA Form 2166-8, Noncommissioned Officer Evaluation Report.

Ref: SH-2, AR 623-205, p 10, para 3-3

QUESTION: What are the primary rules for the senior rater?

ANSWER: The senior rater 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.

Ref: SH-2, AR 623-205, p 6, para 2-5

QUESTION: What are some of the evaluation principles a rater must follow?

ANSWER: (Should at least include the following):

- Submit reports only when authorized.
- Submitted on all NCOs in the grade of SGT through CSM.
- Ensure the rated NCO understands how a rater will judge performance.
- Ensure that reports are complete, fair, and accurate.

Ref: SH-2, AR 623-205, p 9 and 10, para 3-2

QUESTION: What are the rules for designating the reviewer?

ANSWER: 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.

Ref: SH-2, AR 623-205, p 6 and 7, para 2-6

QUESTION: What are the criteria for designating the rater?

ANSWER: The person in the rating chain who is most familiar with the day-to-day performance of the rated NCO.

Ref: AR 623-205, SH-2, p 7, para 2-8

QUESTION: What are your responsibilities as a rater?

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

Ref: SH-2, AR 623-205, p 7 and 8, para 2-9

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

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

Ref: SH-2, AR 623-205, p 8, para 2-11

QUESTION: What are the reviewer's responsibilities?

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

Ref: SH-2, AR 623-205, p 8, para 2-12

QUESTION: What are the two forms used in the evaluation process?

ANSWER: There are two forms used in the evaluation process: DA Form 2166-8-1 and DA Form 2166-8.

Ref: SH-2, AR 623-205, p 10, para 3-3

QUESTION: What form does the rater use along with a working copy of the soldier's NCO-ER to prepare for, conduct, and record results of performance counseling with the rated NCO?

ANSWER: DA Form 2166-8-1

Ref: SH-2, AR 623-205, p 10, para 3-3

QUESTION: What is the form you as a rater, will use with DA Form 2166-8-1?

ANSWER: DA Form 2166-8, Noncommissioned Officer Evaluation Report.

Ref: SH-2, AR 623-205, p 10, para 3-3

**Review /
Summarize
Lesson**

We have discussed the purpose of NCOERS, the NCO-ER, and how to perform NCO-ER performance counseling. We have given you the basic knowledge needed to properly conduct this type of counseling with your subordinates. You will not become an instant expert at counseling, but with time and practice, you will become proficient enough at it to help your soldiers. Remember, performance counseling is a soldier-to-soldier relationship that recognizes and encourages good performance. It is your responsibility to share with your soldiers your experience, knowledge, and ability to solve problems. Learn to use performance counseling to develop soldiers professionally to assume higher positions of authority and responsibility.

SECTION V. STUDENT EVALUATION

Testing Requirements

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

You will take a written examination. The examination will contain questions from this lesson. You must correctly answer 70 percent or more of the questions on the examination to receive a GO. Failure to achieve a GO on the examination will result in a retest. Failure of the retest could result in your dismissal from the course.

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.

Inform the students of where the examination will take place as posted on the training schedule and when they will receive feedback on the test. Include any retest information.

Enabling Learning Objective A

VGT-1, Design of the NCOERS

DESIGN OF THE NCOERS

Strengthen the ability of the NCO Corps

Ensure the selection of the best qualified NCOs to serve in positions of increasing responsibility

Serve as a basis for personnel actions

Improve Performance and Professional Development

Ensure sound personnel management decisions

L234/OCT 03/VGT-1

RATING CHAIN

Must correspond as nearly as practicable to the chain of command and supervision within an organization, regardless of component or geographical location.

Established by name, given effective dates, published, and distributed to each rated NCO and each member of the chain.

Changes will not be retroactive.

RATING CHAIN, cont

Established to provide the best evaluation of an NCOs performance and potential.

Ties the rated NCOs performance to a specific senior/subordinate relationship.

Allows for proper counseling to develop the rated NCO and accomplish the mission.

RATING CHAIN RULES (RATER)

Immediate supervisor of rated NCO

Designated rater minimum 90 days

Sergeant or higher if military

Senior to rated NCO

RATING CHAIN RULES (SENIOR RATER)

In the direct line of supervision as rated NCO

Designated senior rater minimum 60 days

Senior to rater by pay grade or rank

L234/OCT 03/VGT-5

RATING CHAIN RULES (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.

No minimum time period required for reviewer.

L234/OCT 03/VGT-6

WHO IS THE RATER?

The person in the rating chain who

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

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

Designated and served in that capacity for at least 90 days.

RATER'S RESPONSIBILITIES

Primary role is evaluation, focusing on performance and performance counseling.

Counseling the rated NCO.

Defining and discussing duty description

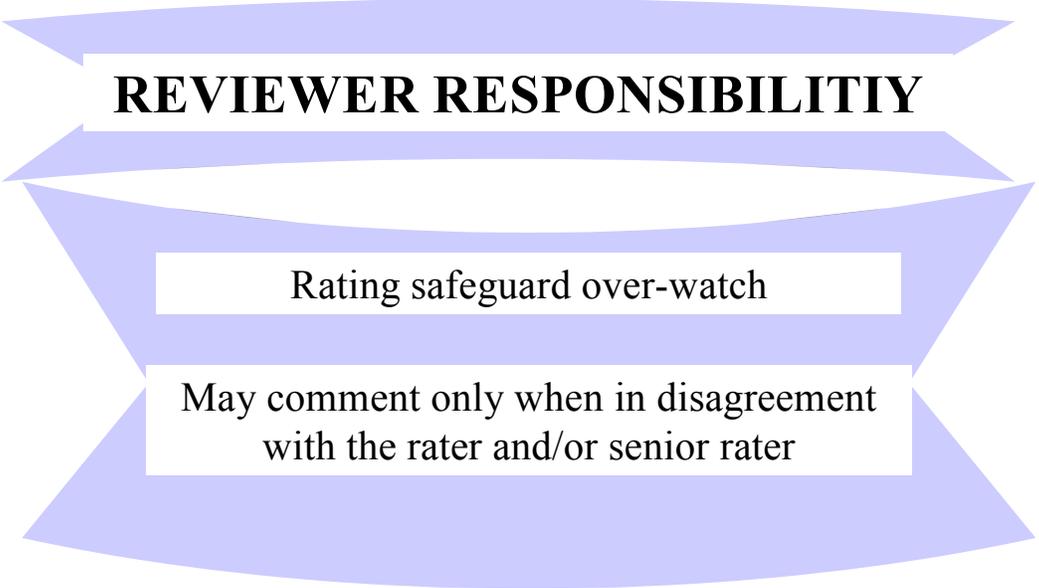
Counseling the rated NCO within 30 days of each rating period, quarterly thereafter.

Semiannually if ARNGUS or USAR NCOs in IDT status.

L234/OCT 03/VGT-8

SENIOR RATER'S RESPONSIBILITIES

Primarily to evaluate potential, over-watch the performance evaluation, and mentor subordinates.



REVIEWER RESPONSIBILITY

Rating safeguard over-watch

May comment only when in disagreement
with the rater and/or senior rater

L234/OCT 03/VGT-10

EVALUATION PRINCIPLES

Rating officials:

Directly affect a rated NCO's performance and professional development.

Must prepare complete, accurate, and fully-considered evaluation reports.

Have a responsibility to balance their obligations to the rated NCO with their obligations to the Army.

EVALUATION FORMS

DA Form 2166-8-1 **NCO Counseling Checklist/Record**

Used along with a working copy of the NCO-ER to prepare for, conduct, and record results of performance counseling.

DA Form 2166-8 **NCO Evaluation Report**

Used by rating chain to record the performance evaluation of the rated NCO.

DA FORM 2166-8-1

Page 1

- Rated NCOs personal information.
- Purpose.
- Rules.
- Checklist-First counseling session:
 - Preparation.
 - Counseling.
 - Before the NCO departs counseling session.
- Checklist-Later counseling session.
 - Preparation.
 - Counseling.
 - Before the NCO departs counseling session.

L234/OCT 03/VGT-13

DA FORM 2166-8-1, cont

Page 2

- Counseling Record/Key Points Made
 - Initial
 - Date
 - Rated NCO's Initials
 - Later
- Duty Description
 - The five elements of the duty description
 - 1&2. Principal Duty Title and Duty MOS Code
 - Daily duties and scope
 - Area of special emphasis
 - Appointed duties

L234/OCT 03/VGT-14

DA FORM 2166-8-1, cont

Page 3 & 4

Values/NCO Responsibilities

➡ Values

↑ Examples of standards for “Yes” rating

➡ Competence

➡ Physical fitness and military bearing

➡ Leadership

➡ Training

➡ Responsibility and Accountability

↑ Examples of standards for “Success/Meets Standards” and “Excellence” ratings

L234/OCT 03/VGT-15

NCO EVALUATION REPORT

DA FORM 2166-8-1, PART I -ADMINISTRATIVE DATA

- ➔ Prepared at Bn S-1 or Admin office
- ➔ Rater verifies data in Part I with rated NCO
- ➔ Ia and Ib. Self explanatory. Name capitalized
- ➔ Ic. Three letter abbreviation for NCO rank (SGT)
- ➔ Id. Rated NCO's date of rank (020910)
- ➔ Ie. Nine digit PMOS code (71L30)
- ➔ If. Enter data in order listed on form
- ➔ Ig. Report code left portion and title right of block

L234/OCT 03/VGT-16

NCO EVALUATION REPORT

PART I - ADMINISTRATIVE DATA, CONT

- **Ih.(a)** FROM date. Enter beginning date in box (2002 12)
- **Ih.(b)** THRU date. Enter in same manner as beginning.
- **Ii.** Compute the number of rated months
- **Ij.** Enter the appropriate code from table 3-3
- **Ik.** Enter number of authorized enclosures
- **Il.** Enter typed/handwritten "X" and six digit date
- **Im.** Enter handwritten representatives initials
- **In.** Identify rated NCO's major command
- **Io.** Enter four position alphanumeric PSB code

L234/OCT 03/VGT-17

NCO EVALUATION REPORT

PART II -AUTHENTICATION

✦ Used for authentication by rated NCO and rating officials

✦ Dated by rating officials and rated NCO when signed

✦ Part IIa, b, and d. Self-explanatory

✦ Part IIc:

☞ Rater verifies Part I, II, APFT, height/weight entries

☞ Senior rater obtains rated NCO's signature

✦ Rated NCO's signature verifies:

☞ The rated NCO saw the completed report

☞ The administrative data is correct

NCO EVALUATION REPORT, cont

PART II -AUTHENTICATION

- ✦ Proper rating officials
- ✦ Accurate duty description
- ✦ Includes counseling dates
- ✦ Correct APFT and height/weight entries
- ✦ Awareness of appeals process
- ✦ Rated NCO's signature does agree/disagree
- ☞ Part IId. Reviewer responsible for timely submission
- ☞ Reviewer concurs/nonconcur
- ☞ Part IIa, b, and d. Three letter Army rank

L234/OCT 03/VGT-19

NCO EVALUATION REPORT

PART III –DUTY DESCRIPTION

☞ Factually correct duty description

☞ Verify duty MOS

✦ Correct APFT and height/weight entries

✦ Awareness of appeals process

✦ Rated NCO's signature doesn't agree/disagree

☞ Part II d. Reviewer responsible for timely submission

☞ Reviewer concurs/nonconcurr

☞ Part II a, b, and d. Three letter Army rank

NCO EVALUATION REPORT, cont

PART III –DUTY DESCRIPTION, CONT

☞ Daily duties addresses most important responsibilities

☞ Areas of special interest applied during rating period

✦ Essential to performance counseling and evaluation

✦ End of rating period record of important duties

✦ Appointed duties not duty description specific

☞ Counseling dates contain actual dates of counseling

☞ Normal requirement outline of specific duty position

☞ Indicates work required instead of changing tasks

L234/OCT 03/VGT-21

NCO EVALUATION REPORT, cont

PART IV–Army Values/NCO Responsibilities

☞ Completed by rater to include APFT, height/weight entry

☞ Sole focus for evaluation and performance

✦ Defines professionalism for the Army NCO

✦ Concentrates on overall potential and performance

✦ Justification for excellence and needs improvement

☞ Army values needed to maintain effective NCO corps

☞ Bullet comments required by senior rater

☞ Each report will be an independent evaluation

L234/OCT 03/MGT-22

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

Appendix C Practical Exercises and Solutions

**This Appendix
Contains**

This appendix contains the items listed in this table--

Title/Synopsis	Pages
PE-1, Identify the Rater's Portion of an NCOER	C-2 thru C-10

PRACTICAL EXERCISE SHEET PREPARE RATER REPORT

Title Identify the Rater's Portion of an NCOER

Lesson Number/Title L234 version 1 / Perform Personnel Actions

Introduction As a leader, on many occasions you will conduct a performance counseling session with your subordinates. Along with the counseling comes the responsibility to accurately record the session.

Motivator One of your most important duties is to develop your subordinates personally and professionally. Through effective performance counseling you prepare your subordinates of today to be leaders of tomorrow. In order to do this you must have the moral courage to look a subordinate in the eyes and tell the soldier his strengths and weaknesses. Then, work out a plan of action with the subordinate that provides the right guidance for the soldier to reach his personal, professional, and organizational goals. NCO-ER performance counseling is one type of counseling that you must conduct and record IAW with Army regulatory guidance

Learning Step/Activity **NOTE:** The instructor should inform the students of the following Learning Objective covered by this practical exercise.

At the completion of this lesson, you [the student] will:

ACTION:	Identify the Rater's Portion of Noncommissioned Officer Evaluation Report (DA Form 2166-8) and NCO Counseling Checklist/Record (DA Form 2166-8-1).
CONDITIONS:	In a classroom environment, given AR 623-205 (SH-2).
STANDARDS:	Identified the Rater's Portion of Noncommissioned Officer Evaluation Report (DA Form 2166-8) and NCO Counseling Checklist/Record (DA Form 2166-8-1) IAW AR 623-205.

Safety Requirements None

Risk Assessment Level Low

Environmental Considerations None

Evaluation

This is not a graded PE. At the end of the PE, as a group, you will discuss possible solutions in the preparation of DA Forms 2166-8 and 2166-8-1 based upon the information provided.

Instructional Lead-In

Initial and subsequent counseling that uses the mandatory NCO Counseling Checklist/Record, coupled with a working copy of the NCO-ER, is your most useful tool for rating. It precludes you from scrambling for bullet comments at the end of a rating period. If you conduct counseling properly, you are writing down your assessment for each quarter. Therefore, when it is time to complete the evaluation, it's a much easier task. The other advantage is that it diminishes the possibility of generating an unjust, unfair, or administratively incorrect evaluation.

Resource Requirements

Instructor Materials--

- Reference material.
- Copies of the practical exercise (1 per student).
- Copies of all student handouts (1 per student).

Student Materials--

- Student Handouts 1 and 2.
 - Pen or pencil.
 - Writing paper.
 - Copy of NCO Checklist/Record, DA Form 2166-8-1.
 - Copy of NCO-ER, DA Form 2166-8.
-

Special Instructions

Use the situation below to complete the:

- Appropriate entries on DA Form 2166-8-1.
- Appropriate entries on DA Form 2166-8. Complete both sides of the form using the guidelines listed on the DA Form 2166-8-1 on page 3.
- Leave signature blocks empty that require the counseled soldier's signature.
- You will have one hour to complete this exercise.

You may use any of your own notes taken to assist you in completion of this exercise.

Situation

Counselor Notes: These are notes describing CPL Olds' duty performance since his initial NCO-ER counseling.

- On January 15, CPL Olds enrolled in the local community college with the goal of obtaining an Associates Degree.
 - In February, CPL Olds received an Armed Forces Traffic Citation for speeding.
 - In February, CPL Olds and his team took their annual APFT. CPL Olds scored 230 and the team scored an average score of 225. No one in the team failed the APFT.
 - CPL Olds received another speeding citation in March.
 - All of CPL Olds' soldiers passed their practice CTT in March.
 - The team passed the February command inspection.
-

+ NCO EVALUATION REPORT							SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX C. +		
For use of this form, see AR 623-205, the proponent agency is ODCSPER									
PART I ADMINISTRATIVE DATA									
a. NAME (Last, First, Middle Initial) 3-7d(1)					b. SSN 3-7d(1)		c. RANK 3-7d(2)	d. DATE OF RANK 3-7d(3)	e. PMOSC 3-7d(4)
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND 3-7d(5)							g. REASON FOR SUBMISSION 3-7d(6)		
h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED MONTHS	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 3-7d(7)	YYYY MM 3-7d(7)	3-7d(8)	3-7d(9)	3-7d(10)	2. Forwarded to NCO	3-7d(11)	3-7d(12)	3-7d(13)	3-7d(14)
PART II- AUTHENTICATION									
a. NAME OF RATER (Last, First, Middle Initial) 3-8c(1)					SSN		SIGNATURE		
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT 3-8c(5)								DATE	
b. NAME OF SENIOR RATER (Last, First, Middle Initial) 3-8c(1)					SSN		SIGNATURE		
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT 3-8c(5)								DATE	
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater or the 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 the height/weight entries in Part IVc are correct. I have seen the report completed through Part V, except Parts Ild and Ile. I am aware of the appeals process of AR 623-205					SIGNATURE 3-8c(2)		DATE		
d. NAME OF REVIEWER (Last, First, Middle Initial) 3-8c(1)					SSN		SIGNATURE		
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT 3-8c(5)								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 3-9b(1)					b. DUTY MOSC 3-9b(2)				
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars)									
The rater completes and verifies with the rated NCO; address the most important daily/routine duties and Responsibilities.									
3-9b(3)									
d. AREAS OF SPECIAL EMPHASIS									
3-9b(4)									
e. APPOINTED DUTIES									
3-9b(5)									
f. COUNSELING DATES 3-9b(6)				INITIAL		LATER	LATER	LATER	
PART IV – ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS									
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		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/EO/EEO: Treats people as they should be treated.							
		4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates above their own.							
		5. HONOR: Lives up to all Army values.							
		6. INTEGRITY: Does what is right-legally and morally.							
		7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).							
Honor Integrity Personal Courage		Bullet comments o bullet comments are mandatory to address "NO" rating and are optional for "YES" ratings							
		3-10c							

RATED NCO'S NAME (Last, First, Middle initial) + 3-7d(1)		SSN 3-7d(1)	THRU DATE 3-7d(7) +																																			
PART IV (Rater) – VALUES/NCO RESPONSIBILITIES		<i>Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Bullet examples of "SUCCESS" are optional.</i>																																				
b. COMPETENCE <ul style="list-style-type: none"> o Duty proficiency; MOS competency o Technical & tactical; knowledge, skills, and abilities o Sound judgment; always learning o Seeks self-improvement o Accomplishing tasks to the fullest capacity; committed to excellence <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">EXCELLENCE (Exceeds std)</td> <td style="text-align: center;">SUCCESS (Meets std)</td> <td style="text-align: center;">NEEDS IMPROVEMENT (Some)</td> <td style="text-align: center;">(Much)</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>		EXCELLENCE (Exceeds std)	SUCCESS (Meets std)	NEEDS IMPROVEMENT (Some)	(Much)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	o bullet comments are mandatory to address 'excellence' or 'needs' improvement' ratings o bullet comments are optional but 'recommended' for 'success' rating <div style="text-align: right;">3-10f</div>																												
EXCELLENCE (Exceeds std)	SUCCESS (Meets std)	NEEDS IMPROVEMENT (Some)	(Much)																																			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																			
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 soldier <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">EXCELLENCE (Exceeds std)</td> <td style="text-align: center;">SUCCESS (Meets std)</td> <td style="text-align: center;">NEEDS IMPROVEMENT (Some)</td> <td style="text-align: center;">(Much)</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>		EXCELLENCE (Exceeds std)	SUCCESS (Meets std)	NEEDS IMPROVEMENT (Some)	(Much)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	APFT	HEIGHT/WEIGHT																											
EXCELLENCE (Exceeds std)	SUCCESS (Meets std)	NEEDS IMPROVEMENT (Some)	(Much)																																			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																			
		o bullet comments are mandatory to address APFT failure and/or 'NO' entry for height/weight o bullet comments is mandatory to address 'profile' entry o no bullet comment if body fat standards are met 3-10f																																				
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 <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">EXCELLENCE (Exceeds std)</td> <td style="text-align: center;">SUCCESS (Meets std)</td> <td style="text-align: center;">NEEDS IMPROVEMENT (Some)</td> <td style="text-align: center;">(Much)</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>		EXCELLENCE (Exceeds std)	SUCCESS (Meets std)	NEEDS IMPROVEMENT (Some)	(Much)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	o Mandatory and optional comments are the same as Part IVb above <div style="text-align: right;">3-10f</div>																												
EXCELLENCE (Exceeds std)	SUCCESS (Meets std)	NEEDS IMPROVEMENT (Some)	(Much)																																			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																			
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 <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">EXCELLENCE (Exceeds std)</td> <td style="text-align: center;">SUCCESS (Meets std)</td> <td style="text-align: center;">NEEDS IMPROVEMENT (Some)</td> <td style="text-align: center;">(Much)</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>		EXCELLENCE (Exceeds std)	SUCCESS (Meets std)	NEEDS IMPROVEMENT (Some)	(Much)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	o Mandatory and optional comments are the same as Part IVb above <div style="text-align: right;">3-10f</div>																												
EXCELLENCE (Exceeds std)	SUCCESS (Meets std)	NEEDS IMPROVEMENT (Some)	(Much)																																			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																			
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 encourages soldiers to learn and grow o Responsible for good, bad, right & wrong <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">EXCELLENCE (Exceeds std)</td> <td style="text-align: center;">SUCCESS (Meets std)</td> <td style="text-align: center;">NEEDS IMPROVEMENT (Some)</td> <td style="text-align: center;">(Much)</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>		EXCELLENCE (Exceeds std)	SUCCESS (Meets std)	NEEDS IMPROVEMENT (Some)	(Much)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	o Mandatory and optional comments are the same as Part IVb above <div style="text-align: right;">3-10f</div>																												
EXCELLENCE (Exceeds std)	SUCCESS (Meets std)	NEEDS IMPROVEMENT (Some)	(Much)																																			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																			
PART V – OVERALL PERFORMANCE AND POTENTIAL																																						
a. RATER. Overall potential for promotion and/or service in positions of greater responsibility. 3-13a <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">AMONG THE BEST</td> <td style="text-align: center;">FULLY CAPABLE</td> <td style="text-align: center;">MARGINAL</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>		AMONG THE BEST	FULLY CAPABLE	MARGINAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	e. SENIOR RATER BULLET COMMENTS o bullet comments are mandatory o comments 'must' address potential, but may also address performance and/or evaluation rendered by rater o ratings of 'marginal', 'fair', or 'poor' in Part V must be addressed o if senior rater lacks qualification to render evaluation, enter "senior rater does not meet minimum qualifications" <div style="text-align: right;">3-13d</div>																														
AMONG THE BEST	FULLY CAPABLE	MARGINAL																																				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																				
b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade. 3-13b <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="height: 20px;"> </td></tr> <tr><td style="height: 20px;"> </td></tr> <tr><td style="height: 20px;"> </td></tr> </table>																																						
c. SENIOR RATER. Overall performance 3-13c <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">5</td> <td style="text-align: center;">4</td> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> <td style="text-align: center;">1</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="text-align: center;">+</td> <td style="text-align: center;">Successful</td> <td style="text-align: center;">Fair</td> <td colspan="2"></td> </tr> <tr> <td style="text-align: center;">Poor</td> <td colspan="4"></td> </tr> </table>		5	4	3	2	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	+	Successful	Fair			Poor					d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility. 3-13c <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">5</td> <td style="text-align: center;">4</td> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> <td style="text-align: center;">1</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="text-align: center;">Poor</td> <td style="text-align: center;">Successful</td> <td style="text-align: center;">Fair</td> <td colspan="2"></td> </tr> </table>		5	4	3	2	1	<input type="checkbox"/>	Poor	Successful	Fair						
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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																		
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5	4	3	2	1																																		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																		
Poor	Successful	Fair																																				

**NCO COUNSELING CHECKLIST/RECORD
FOR USE OF THIS FORM, SEE AR 623-205, THE PROPONENT AGENCY IS ODCSPER**

NAME OF RATED NCO	RANK	DUTY POSITION	UNIT
-------------------	------	---------------	------

PURPOSE: The primary purpose of counseling is to improve performance and to professionally develop the rated NCO. The best counseling is always looking forward. It does not dwell on the past and on what was done, rather on the future and what can be done better. Counseling at the end of the rating period is too late since there is no time to improve before evaluation.

RULES:

1. Face to face performance counseling is mandatory for all Noncommissioned Officers.
2. This form is for use along with a working copy of the NCO-ER for conducting NCO performance counseling and recording counseling content and dates. Its use is mandatory for counseling all NCOs, CPL through CSM.
3. Active Component. Initial counseling must be conducted within the first 30 days of each rating period, and at least quarterly thereafter. Reserve Components. (ARNG, USAR). Counseling must be conducted at least semiannually. There is no mandatory counseling at the end of the rating period.

CHECKLIST - FIRST COUNSELING SESSION AT THE BEGINNING OF THE RATING PERIOD

PREPARATION

1. Schedule counseling session, notify rated NCO.
2. Get copy of last duty description used for rated NCO's duty position, a blank copy of the NCO-ER and the names of the new rating chain..
3. Update duty description (see page 2).
4. Fill out rating chain and duty description on working copy NCO-ER. Parts II and III.
5. Read each of the values/responsibilities in Part IV of NCO-ER and the expanded definitions and examples on page 3 and 4 of this form.
6. Think how each value and responsibility in Part IV of NCO-ER applies to the rated NCO and his/her duty position.

Note: Leadership and training may be more difficult to apply than the other values/responsibilities when the rated NCO has no subordinates. Leadership is simply influencing others in accomplishment of the mission and that can include peers and superiors. It also can be applied directly to additional duties and other areas of Army community life. Individual training is the responsibility of all NCOs whether or not there are subordinates.

Every NCO knows something that can be taught to others and should be involved in some way in a training program.

7. Decide what you consider necessary for success (a meets standards rating) for each value/responsibility. Use the examples listed on page 3 and 4 of this form as a guide in developing your own standards for success. Some may apply exactly, but you may have to change them or develop new ones that apply to your situation. Be specific so the rated NCO will know what is expected.

8. Make notes in blank spaces in Part IV of NCO-ER to help when counseling.

9. Record rated NCO's name, rank, duty position, and unit date on this form.

10. Write key points to be made during the counseling session on this form.

11. Review Developmental Counseling in FM 22-100, appendix C.

COUNSELING

1. Make sure rated NCO knows rating chain.

2. Show rated NCO the draft duty description on your working copy of the NCO-ER. Explain all parts. If rated NCO performed in position before, ask for any ideas to make duty description better.
3. Discuss the meaning of each value/responsibility in Part IV of NCO-ER. Use the trigger words on the NCO-ER, and the expanded definitions on pages 3 and 4 of this form to help.
4. Explain how each value/responsibility applies to the specific duty position by showing or telling your standards for success (a meets standards rating). Use examples on pages 3 and 4 of this form as a start point. Be specific so the rated NCO really knows what's expected.

5. When possible, give specific examples of excellence that could apply. This gives the rated NCO something special to strive for. Remember that only a few achieve real excellence and that real excellence always includes specific results and often includes accomplishments of subordinates.

6. Give rated NCO opportunity to ask questions and make suggestions.

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.

CHECKLIST - LATER COUNSELING SESSIONS DURING THE RATING PERIOD

PREPARATION

1. Schedule counseling session, notify rated NCO and tell him/her to come prepared to discuss what has been accomplished in each value/responsibilities area.

2. Look at working copy of NCO-ER you used during last counseling session.
3. Read and update duty description. Especially note the area of special emphasis; the priorities may have changed.
4. Read again, each of the values/responsibilities in Part IV of NCO-ER and the expanded definitions and examples on pages 3 and 4 of this form; then think again, about your standards for success.
5. Look over the notes you wrote down on page 2 of this form about the last counseling session.

6. Think about what the rated NCO has done so far during this rating period (specifically, observed action, demonstrated behavior, and results).

7. For each value/responsibilities area, answer three questions: First, what has happened in response to any discussion you had during the last counseling session? Second, what has been done well?; and Third, what could be done better?
8. Makes notes in blank spaces in Part IV of NCO-ER to help focus when counseling.
9. Write key points to be made during counseling session on this form.
10. Review Developmental Counseling in FM 22-100, appendix C.

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/responsibility, 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		
	DATE	RATED NCO'S INITIALS
LATER		
	DATE	RATED NCO'S INITIALS
LATER		
	DATE	RATED NCO'S INITIALS
LATER		
	DATE	RATED NCO'S INITIALS

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, combined arms drills training to FTX, preparation for 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.

Figure 3–3. Sample DA Form 2166-8-1 (page 2)

VALUES/NCO RESPONSIBILITIES (PART IV of NCO-ER)

VALUES: Values tell what we must need to be, every day, in every action we take. Army values form the identity of America's Army, the solid rock upon which everything else stands. They are the glue that binds us together as members of a noble profession. They make the whole much greater than the sum of the parts. They are nonnegotiable: they apply to everyone all the time and in every situation. Part IVa of the NCO-ER includes these values. They are: Loyalty Bears true truth and allegiance to the U.S. Constitution, the Army, the unit, and soldier.

Duty - Fulfills their obligations. Respect - Treats people as they should be treated. Selfless Service - Puts the welfare of the nation, the Army, and subordinates before their own. Honor - Lives up to all the Army values. Integrity – Does what's right – legally and morally. Personal courage - Faces fear, danger, or adversity (physical and moral).

Examples of standards for "YES" rating:

- Put the Army, the mission and subordinates first before own personal interest
- Meet challenges without compromising integrity.
- Personal conduct, both on and off duty, reflects favorably on NCO corps.
- Obey lawful orders and do what is right without orders.
- Choose the hard right over the easy wrong.
- Exhibit pride in unit, be a team player.
- Demonstrate respect for all soldiers regardless at race, creed, color, sex, or national origin.

COMPETENCE: The knowledge, skills, and abilities necessary to be expert in the current duty assignment and to perform adequately in other assignments within the MOS when required. Competence is both technical and tactical and includes reading, writing, speaking and basic mathematics. It also includes sound judgment, ability to weigh alternatives, form objective opinions and make good judgments.

Closely allied with competence is the constant desire to be better, to listen and learn more and do each task completely to the best of one's ability. Learn, grow, set standards, and achieve them, create and innovate, take prudent risks, never settle for less than best. Committed to excellence.

Examples of standards for "Success/Meets Standards" rating:

- Master the knowledge, skill and abilities required for performance in year duty position.
- Accomplish completely and promptly these tasks assigned or required by duty position.
- Constantly seek ways to learn, grow and improve.
- Formulate and develop new ideas.

Examples of "Excellence":

- Picked as SSG to be a platoon sergeant over twelve other SSGs.
- Maintained SIDPERS rating of 98% for six months.
- Selected best truck master in annual battalion competition.
- Designated Installation Drill Sergeant of Quarter.
- Exceeded recruiting objectives two consecutive quarters.
- Awarded Expert Infantry Badge (EIB).

PHYSICAL FITNESS AND MILITARY BEARING: Physical fitness is the physical and mental ability to accomplish the mission – combat readiness. Total fitness includes weight control, diet and nutrition, smoking cessation, control of substance abuse, stress management, and physical training. It covers strength, endurance, stamina, flexibility, speed, agility, coordination and balance. NCOs are responsible for their own physical fitness and that of their

subordinates. Military Bearing consists of posture, dress, overall appearance, and manner of physical movement. Bearing also includes an outward display of inner-feeling, fears, and overall confidence and enthusiasm. An inherent NCO responsibility is concern with the military bearing of the individual soldier, to include on-the-spot corrections.

Examples of standards for "Success/Meets Standards" rating:

- Maintain weight within Army limits for age and sex.
- Obtain passing score in APFT and participate in regular exercise program.
- Maintain personal appearance and exhibit enthusiasm to the point of setting an example for junior enlisted soldiers.
- Monitor and encourage improvement in the physical and military bearing of subordinates.

Examples of "Excellence":

- Received Physical Fitness Badge for 292 score on APFT.
- Selected soldier of the month/quarter/year.
- Three of the last four soldiers of the month were from his/her platoon.
- As Master Fitness Trainer, established battalion physical fitness program.
- His entire squad was commended in scoring above 270 on APFT.

<p>LEADERSHIP: Influencing others to accomplish the mission. It consists of applying leadership attributes (Beliefs, Values, Ethics, Character, Knowledge, and Skills). It includes setting tough, but achievable standards and demanding that they be met; Caring deeply and sincerely for subordinates and their families and welcoming the opportunity to serve them; Conducting Counseling;</p>	<p>Setting the example by word and act/deed; Can be summarized by BE (Committed to the professional Army ethic and professional traits); KNOW (The factors of leadership, yourself, human nature, your job, and your unit); DO (Provide direction, implement, and motivate). Instill the spirit to achieve and win; Inspire and develop excellence. A soldier cared for today, leads tomorrow.</p>
<p>Examples of standards for “Success/Meets Standards” rating:</p> <ul style="list-style-type: none"> Motivate subordinates to perform to the best of their ability as individuals and together as a disciplined cohesive team to accomplish the mission. Demonstrate that you care deeply and sincerely for soldiers and welcome the opportunity to serve them. Instill the spirit to achieve and win; Inspire and develop excellence through counseling. Set the example: BE, KNOW, DO. 	<p>Examples of “Excellence”:</p> <ul style="list-style-type: none"> Motivated entire squad to qualify expert with assigned weapon. Won last three platoon squad inspections.. Selected for membership in Sergeant Morales Club. Inspired mechanics to maintain operational readiness rating of 95 % for two consecutive quarters. Led his squad through map orienteering course to win the battalion competition. Counseled two marginal soldiers ultimately selected for promotion.
<p>TRAINING: Preparing individuals, units and combined arms teams for duty performance; The teaching of skills and knowledge. NCOs contribute to team training, are often responsible for unit training (Squads, Crews, Sections), but individual training is the most important, exclusive responsibility of the NCO Corps. Quality Training bonds units: Leads directly to good discipline; Concentrates on wartime missions; Is tough and demanding</p>	<p>without being reckless; Is performance oriented; Sticks to Army doctrine to standardize what is taught to fight, survive, and win, as small units when wartime actions dictate. “Good training means learning from mistakes and allowing plenty of room for professional growth. Sharing knowledge and experience is the greater legacy one can leave subordinates.”</p>
<p>Examples of standards for “Success/Meets Standards” rating:</p> <ul style="list-style-type: none"> Make sure soldiers: <ul style="list-style-type: none"> Can do identified common tasks. Are prepared for Commander’s Evaluation. Develop and practice skills for duty position. Train as a squad/crew/section. Identify and recommend subordinates for professional development courses. Participate in unit training program. Share knowledge and experience with subordinates. 	<p>Examples of “Excellence”:</p> <ul style="list-style-type: none"> Taught five common task resulting in 100 % GO on Annual CTT for all soldiers in directorate. Trained best howitzer section of the year in battalion. Coached subordinates to win consecutive soldier of month competitions. Established company Expert Field Medical Badge program resulting in 85 % of all eligible soldiers receiving EFMB. Distinguished 1 tank and qualified 3 tanks in platoon on first run of tank table VIII. Trained platoon to fire honor battery during annual service practice.
<p>RESPONSIBILITY AND ACCOUNTABILITY: The proper care, maintenance, use, handling, and conservation of personnel, equipment, supplies, property, and funds. Maintenance of weapons, vehicles, equipment, conservation of supplies, and funds is a special NCO responsibility because of its links to the success of all missions, especially those on the battlefield. It includes inspecting soldier’s equipment often, using manual or checklist; holding soldiers responsible for repairs and losses; learning how to use and maintain all the equipment soldiers use; being among the first to operate new equipment; keeping up-to-date component lists; setting aside time for inventories; and</p>	<p>knowing the readiness status of weapons, vehicles, and other equipment. It includes knowing where each soldier is during duty hours; why he/she is going on sick call, where he/she lives, and his/her family situation; it involves reducing accidental manpower and monetary losses by providing a safe and healthful environment; it includes creating a climate which encourages young soldiers to learn and grow, and, to report serious problems without fear of repercussions. Also, NCOs must accept responsibility for their own actions and for those of their subordinates.</p>
<p>Examples of standards for “Success/Meets Standards” rating:</p> <ul style="list-style-type: none"> Make sure your weapons, equipment, and vehicles are serviceable, maintained and ready for accomplishing the mission. Stop waste of supplies and limited funds. Be aware of those things that impact on soldier readiness e.g., family affairs, CTT, PQR, special duty, medical conditions, ect. Be responsible for your actions and those of your subordinates. 	<p>Examples of “Excellence”:</p> <ul style="list-style-type: none"> His/her emphasis on safety resulted in four tractor trailer drivers logging 10,000 miles accident free. Received commendation from CG for organizing post special Olympics program. Won the installation award for Quarters of the Month. His/her constant instruction on maintenance resulted in six of eight mechanics earning master mechanic badges. Commended for no Bradley’s on deadline report for six months. His/her learn and grow climate resulted in best platoon ARTEP results in the battalion.

Figure 3–3. Sample DA Form 2166-8-1 (page 4)

HANDOUTS FOR LESSON 1: L234 version 1

**This Appendix
Contains**

This appendix contains the items listed in this table--

SH-1, Advance Sheet	SH-1-1
SH-2, Extracted text from AR 623-205	SH-2-1

Student Handout 1

Advance Sheet

Lesson Hours

This lesson consists of two hours of small group instruction and a two hour practical exercise.

Overview

In the military, at one time or another, you as a noncommissioned officer will rate a subordinate or peer. Your responsibility encompasses completing the NCO Counseling Checklist/Record (DA Form 2166-8-1) and the raters' portion of the Noncommissioned Officer Evaluation Report (NCO-ER) DA Form 2166-8) and submitting the DA Form 2166-8 to the senior rater. Keep this in mind while participating in the training--the NCO-ER basically decides a soldier's future in the military.

Learning Objective

Terminal Learning Objective (TLO).

Action:	Perform Personnel Actions.
Conditions:	In a classroom environment, given AR 623-205 (SH-2).
Standards:	Performed personnel actions IAW AR 623-205.

ELO A Comply with the Noncommissioned Officer Evaluation Reporting System (NCOERS) counseling requirements.

ELO B Identify the rater's portion of the Noncommissioned Officer Evaluation Report and NCO Counseling Checklist/Record.

Assignment

The student assignments for this lesson are:

- Read SH-2, extracted material from AR 623-205:
Chapter 1, pages 1 thru 4
Chapter 2, pages 5 thru 10
Chapter 3, pages 10 thru 36
Chapter 4, pages 49 thru 51
Chapter 5, pages 51 thru 52
-

Additional Subject Area Resources

None

Bring to Class

- Pencil or pen and writing paper.
 - All reference material received.
-

Student Handout 2

This Student Handout Contains

This student handout contains 41 pages of text material from AR 623-205, Noncommissioned Officer Evaluation Reporting System, 15 May 2002.

Cover page, not numbered
Chapter 1, pages 1 thru 4
Chapter 2, pages 5 thru 10
Chapter 3, pages 10 thru 36
Chapter 4, pages 49 thru 51
Chapter 5, pages 51 thru 52

Disclaimer: The developer downloaded the text in this student handout from the USAPA. The text may contain passive voice, misspellings, grammatical errors, etc., and may not conform to the Army Writing Style Program.

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Army Regulation 623–205

Personnel Evaluation

Noncommissioned Officer Evaluation Reporting System

**Headquarters
Department of the Army
Washington, DC
15 May 2002**

UNCLASSIFIED

Chapter 1 Introduction

Section I Information

1-1. Purpose

This regulation prescribes the enlisted evaluation function of the military personnel system. It is linked to AR 600-8 and provides principles of support, standards of service, policies, tasks, rules, and steps governing all work required in the field to support the Noncommissioned Officer Evaluation Reporting System (NCOERS). It also provides guidance regarding redress programs including Commander's inquiries and appeals.

1-2. References

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

1-3. Explanation of abbreviations and terms

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

1-4. Responsibilities

a. Executive agents. Acting as executive agents for the Secretary of the Army, the Commanding General (CG), PERSCOM; Chief, National Guard Bureau (CNGB); and the Commander, AR-PERSCOM are responsible for the effective operation of the NCOERS. In addition, State Adjutants General exercise certain responsibilities on behalf of the Army National Guard.

(1) The State Adjutants General will—

(*a*) Exercise final review authority on all evaluation reports prior to acceptance in the official files. This includes—

1. Determining that a report is correct as submitted and needs no further action.

2. Correcting, or returning to rating officials for correction, reports that may be in error, may violate provisions of this regulation, or would result in an injustice to an individual or a disservice to the Army.

3. Directing commanders to investigate apparent errors or violations of this regulation and to submit their findings or recommendations. These will be filed in official files or otherwise disposed of as the executive agent deems appropriate.

(*b*) Direct the rendering of reports when circumstances warrant and other provisions of this regulation do not apply.

(*c*) Dispose of commander's inquiries conducted according to paragraph 6-3 and the subject evaluation as deemed appropriate.

(2) The CG, PERSCOM (for the Active Army), CNGB (for the Army National Guard) and CAR (for the U.S. Army Reserve) will clarify or grant exceptions to policies, as the need arises.

b. Commanders.

(1) The commanders at all levels will ensure that—

(*a*) A copy of this regulation is available to the rated noncommissioned officer (NCO) and rating officials.

(*b*) Rating chains correspond as nearly as practical to the chain of command and supervision within an organization, regardless of component or geographical location.

(*c*) For all except ARNGUS, rating chains are drawn up by name, given effective dates, published, and distributed to each rated NCO and each member of the rating chain. Any changes to rating chains will also be published and distributed. No changes may be retroactive.

(*d*) For ARNGUS (not on Active Guard Reserve (AGR) or Full-Time National Guard Duty (FTNGD)), official rating schemes are published by duty position and posted in the unit so all NCOs are familiar with who their rating officials are (rater, senior rater, and reviewer). The published rating schemes will include the effective date of the rating chain. The rating scheme for ARNGUS/AGR NCOs will be by name.

(*e*) Each rating official is fully qualified to meet his or her responsibilities.

(*f*) Rating officials give timely counseling to subordinates on professionalism and job performance, encouraging self-improvement when needed.

(*g*) Reports are prepared by the rating officials designated in the published rating scheme.

(*h*) Rated NCOs are provided a copy of their completed evaluation report (see para 3-16).

(*i*) NCOs receive assistance, if requested, in preparing and submitting appeals (see chap 6).

(*j*) Reports are carefully prepared with a true sense of fairness, and submitted in sufficient time to reach the U.S. Army Enlisted Records and Evaluation Center (USAEREC), CNGB, the appropriate State Adjutant General (AG), or AR-PERSCOM, via first class mail, no later than the established suspense dates. Suspense dates are as follows: Not later than 60 days for Active Army and AGR NCOs, or 90 days for ARNGUS/USAR and soldiers not on active duty or FTNGD, after the ending month of the report. (See app B for addresses.)

(k) The duties described in paragraph 6-3 are performed when a report rendered by a subordinate appears illegal, unjust, or otherwise in violation of this regulation.

(2) The commanders at all levels will request from CDR, PERSCOM, ATTN: TAPC-MSE, Alexandria, VA 22332-0442, the appropriate State AG, or OCAR, ATTN: DAAR-PE, 2400 Army Pentagon, Washington, DC 20310-2400, clarification of policies, exceptions to policies, or specific guidance when situations arise that—

(a) Are not clearly covered by this regulation.

(b) Would result in an injustice to an individual or the Army if specific guidance is not provided or an exception not granted.

(3) The commanders at all levels will charge the command sergeant major or sergeant major with the responsibility for quality control of Noncommissioned Officer Evaluation Reports (NCO-ERs), to include ensuring that reports are accurate and submitted on time. However, no one can direct a rater or senior rater to render or change bullet comments on a report felt to be accurate and just.

1-5. Manpower resources

Manpower Staffing Standards Systems (MS3) recognizes the evaluation function as being the functional responsibility of the Evaluation Work Center of the Personnel Service Battalion (PSB). Manpower officials will use the workload factors (obtained from MS3) to determine the manpower authorizations.

1-6. Levels of work

a. Most personnel work in the field is performed at three primary levels: unit, battalion, and installation (or some equivalent in the tactical force). The focus of the guidance in this regulation is on those levels.

(1) Unit and battalion-level work is clearly defined by where it is performed.

(2) Installation-level work is subdivided into work centers. This regulation identifies the work center required to perform the work for manpower purposes.

b. This regulation will address the following levels of work:

(1) Soldiers. Work beginning with input from a soldier.

(2) Unit. Work executed at unit level.

(3) Battalion. Work executed at battalion level.

(4) Command and staff (C&S). Work executed within the chain of command (other than battalion). The specific C&S work center covered by this regulation is plans and staff support (SS).

(5) Personnel support (PS). Work executed in a personnel support organization. The specific PS work centers covered by this regulation are evaluation (EVAL), enlisted records (ENRC), and in/out-processing (IOPR).

1-7. ARNGUS-AGR title 10 and title 32 NCOs

a. ARNGUS-AGR personnel on active duty UP section 12301(d), title 10, United States Code, are those with ARNGUS full-time NGB-controlled positions, while section 502(f), title 32, United States Code AGR soldiers are those with ARNGUS full-time state-controlled positions.

b. For the purpose of this regulation, reference to ARNGUS-AGR includes both title 10 and 32 NCOs, unless specifically stated otherwise.

c. Throughout this regulation, the policies and procedures governing the ARNGUS-AGR parallel those of the Active Army with the following exceptions:

(1) *Submission of completed NCO-ERs.* Submit completed NCO-ERs to the appropriate State Adjutant General (instead of USAEREC). For title 10 AGR NCOs, the servicing Personnel Service Battalion (PSB) will retain the original copy in the Military Personnel Records Jacket (MPRJ) and forward a copy to the appropriate Adjutant General, and career management file maintained at NGB (app B).

(2) *Filing of NCO-ERs in MPRJ.* Copies of all ARNGUS NCO-ERs are filed in the permanent section of the rated NCO's MPRJ.

(3) *Processing of NCO-ERs.* The servicing PSB will process NCO-ERs for title 10 NCOs, whereas the ARNGUS personnel officer will process NCO-ERs for title 32 NCOs.

(4) *Rating chains.* The rating chain for ARNGUS-AGR (title 32) NCOs will include an AGR individual, preferably the NCO's immediate supervisor, when it will not violate the chain of command. Where it is impractical to have an AGR in the rating chain, a memorandum of input will be provided to the rater by the AGR supervisor. The memorandum will be similar to the requirement established in table 3-5, note 1.

1-8. U.S. Army Reserve-Active Guard Reserve Program

a. The U.S. Army Reserve-Active Guard Reserve (USAR-AGR) Program provides a highly qualified corps of USAR NCOs to meet support requirements for USAR programs and projects. The participants are soldiers serving on active duty in an AGR status (10 USC 12301(d)). They are not programmed against the Active Army end strength. The USAR-AGR program is supervised by the U.S. Army Reserve Full-Time Support Management Division (FTSMD) through a centralized personnel management system.

b. Throughout this regulation, the policies and procedures governing USAR-AGR personnel parallel those of the Active Army, with the following exceptions:

- (1) Appeals based on administrative error will be adjudicated by Commander, AR-PERSCOM.
- (2) Completed NCO-ERs will be sent to AR-PERSCOM (see para 3-23).
- (3) A copy of the NCO-ER is filed in accordance with AR 600-8-104.

Section II

Overview of the Noncommissioned Officer Evaluation Reporting System

1-9. Overview

a. The Noncommissioned Officer Evaluation Reporting System (NCOERS) is designed to:

(1) Strengthen the ability of the NCO Corps to meet the professional challenges of the future through the indoctrination of Army values and basic NCO responsibilities. The continued use of Army values and NCO responsibilities as evaluation criteria provides and reinforces a professional focus for the rating chain's view of performance. Over time, this results in acceptance of the values and NCO responsibilities, better performance, and a stronger NCO Corps.

(2) Ensure the selection of the best qualified noncommissioned officers to serve in positions of increasing responsibility by providing rating chain view of performance/potential for use in centralized selection, assignment, and other Enlisted Personnel Management System (EPMS) decisions. The information in evaluation reports, the Army's needs, and the individual NCO's qualifications are used together as a basis for such personnel actions as school selection, promotion, assignment, military occupational specialty (MOS) classification, command sergeant major (CSM) designation, and qualitative management.

(3) Contribute to Army-wide improved performance and professional development by increased emphasis on performance counseling. Evaluation reports provide the NCO formal recognition for performance of duty, measurement of professional values and personal traits, and along with the NCO Counseling Checklist/Record (DA Form 2166-8-1) are the basis for performance counseling by rating officials. Senior/subordinate communication is necessary to maintain high professional standards and is key to an effective evaluation system.

b. To ensure that sound personnel management decisions can be made and that an NCO's potential can be fully developed, evaluation reports must be accurate and complete. Each report must be a thoughtful, fair appraisal of an NCO's ability and potential. Reports that are incomplete or fail to provide a realistic and objective evaluation make personnel management decisions difficult.

c. A single report should not, by itself, determine an NCO's career. An appraisal philosophy that recognizes continuous professional development and growth (rather than one that demands immediate, uncompromising perfection) best serves the Army and the NCO.

1-10. Principles of support

The Military Personnel System will—

a. Evaluate the performance and potential of noncommissioned officers (SGT through CSM), in peacetime and wartime.

b. Support the Army's personnel life-cycle function of professional development.

1-11. Standards of service

a. The enlisted evaluation process is—

(1) A wartime military personnel function.

(2) Resourced in the table of organization and equipment (TOE) Personnel Services Battalion (PSB).

(3) Deployed with the tactical force.

(4) The functional responsibility of the Personnel Services Branch (and its tactical counterpart).

b. Peacetime standards are—

(1) Evaluation reports will be prepared and forwarded to the Official Military Personnel File (OMPF) not later than 60 days (Active Army) and 90 days (ARNGUS-USAR) after the THRU date.

(2) Evaluation reports will be prepared on all noncommissioned officers from SGT through CSM.

(3) The rater will be senior to the rated noncommissioned officer; the senior rater will be senior to the rater; and the reviewer will be senior to the senior rater.

(4) Mandatory evaluations will normally cover a minimum of 90 days.

(5) Optional evaluations to complete OMPFs prior to promotion or selection consideration may be prepared.

(6) The rated noncommissioned officer will be provided a copy of the evaluation; the original will be forwarded to USAEREC (AC), State Adjutant General (ARNGUS), or AR-PERSCOM (USAR).

(7) Evaluation reports will be typed or computer printed.

(8) The PSB will intensively manage the NCO-ER processing system to ensure accurate and timely processing.

c. Information on wartime standards is given in paragraph 1-17. When needed, paragraph 1-17 contains guidance during periods of mobilization.

Section III Policy

1-12. 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. Changes will not be retroactive.

1-13. Rating chain performance and potential evaluations

a. Performance evaluations are assessments on how well the rated NCO met duty requirements and adhered to the professional standards of the NCO Corps. Performance is evaluated by observing action, demonstrated behavior, and results from the point of view of the values and NCO responsibilities identified in paragraph 3-10 and contained in the NCO-ER and NCO Counseling Checklist/Record. Consideration is given to the following:

- (1) The relative experience of the NCO.
- (2) The efforts made by the NCO.
- (3) The results that could be reasonably expected given the time and resources available.

b. Potential evaluations are performance-based assessments of the rated NCO's ability, compared with that of NCOs of the same grade, to perform in positions of greater responsibility and/or higher grade. Assessment of potential applies to all NCOs, regardless of their opportunity to be selected for higher positions or grades, and ignores such factors as impending retirement or release from active duty; this assessment is continually changing and is reserved for Headquarters, Department of the Army (HQDA).

1-14. Changes to an Noncommissioned Officer Evaluation Report

Except to comply with this regulation, no person may require changes be made to an Noncommissioned Officer Evaluation Report (NCO-ER). However, members of the rating chain and the PSB will point out obvious inconsistencies or errors to the appropriate rating officials. After needed corrections are made, the original form will be sent to USAEREC, NGB, State Adjutant General, or AR-PERSCOM, depending upon the rated NCO's status.

1-15. Commander's Inquiry

When it is brought to the attention of a commander that a report rendered by a subordinate or by a member of a subordinate command may be illegal, unjust, or otherwise in violation of this regulation, that commander will conduct an inquiry into the matter. The commander will confine the inquiry to matters relating to the clarity of the report, the facts contained in the report, the compliance of the report with this regulation, and the conduct of the rated NCO and members of the rating chain. The commander does not have the authority to direct that an evaluation be changed; he or she may not use command influence to alter the honest evaluation of a NCO by a rating official. However, he or she may provide results of a Commander's Inquiry to the rating chain. The procedures used by the commander to process an inquiry are described in chapter 6.

1-16. Access to reports

Access to reports at HQDA is limited to individuals responsible for maintaining the file or authorized to use it for personnel management purposes. Access to reports at the local level is limited to those persons having command, administrative, or rating official responsibility for the report.

1-17. Mobilization

Definitions of the categories of mobilization are found in Joint Publication 1-02. Policy changes in table 1-1 are not automatic at different stages of mobilization. Implementing instructions will be released by HQDA.

**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 II d 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 nonconcurrency 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 II*d* 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 II*a*, *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 II*a* 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 Ij 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 Ila, 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 Ila, 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:

- (1) Bullet comments (see para 3-10) are mandatory.
- (2) The senior rater must address marginal ratings given in part Va and fair or poor ratings in part Vc.
- (3) Bullet comments should focus on potential, but may address performance, and/or the evaluation rendered by rater. If the senior rater meets the minimum time qualifications for evaluation, he or she must make bullet comments.

3-14. Reviewer nonconcurrency actions

When the reviewer disagrees with the rater and/or senior rater and marks the “nonconcur” block in part IIe of the NCO-ER, an explanation enclosure is required. The bullet comment rules governing the completion of the DA Form 2166-8 itself do not apply. The enclosure rules of paragraph 3-24 apply (see fig 3-8). The reviewer is required to notify the rater, senior rater, and rated NCO of nonconcurrency before the report is forwarded.

Section IV

Restrictions Applying to DA Form 2166-8

3-15. Each report must stand alone

a. Each report will be an independent evaluation of the rated NCO for a specific rating period. It will not refer to prior or subsequent reports. It will not remark on performance or incidents occurring before or after the rating period. The determination of whether an incident occurred during the period covered must be based on the date of the actual incident or performance. It will not be based on the date of any subsequent acts, such as the date of its discovery, a confession, or finding of guilt, or the completion of an investigation.

b. Exceptions to this policy are granted only in the following situations:

(1) Relief-for-Cause Reports based on information pertaining to a previous reporting period. (Example: A rating official may relieve an NCO found to be involved in some illegal activity during a previous reporting period; he or she may refer to the prior rating period to explain the reasons for relief.)

(2) The most recent APFT performance or profile data occurred prior to the beginning date of the report. This exception is allowed only to permit the rated NCO to comply with the requirements of paragraph 3-11.

3-16. Narrative gimmicks prohibited

A thorough evaluation of the NCO is required. The following techniques will, therefore, not be used:

a. Generic bullets to support a “no” entry under values or a “needs improvement” entry under responsibilities. They frequently need to be interpreted by the selection board and personnel manager. If not correctly interpreted, the best interests of the Army and the rated NCO are not served.

b. Any technique aimed at making specific words, phrases, or bullets stand out from the rest of the bullets, including, but not limited to, the following:

- (1) Handwritten comments.
- (2) More than one bullet per line.
- (3) Single spacing between bullets.
- (4) Excessive use of capital letters.
- (5) Underlining.
- (6) Italic, dashes, and similar techniques.
- (7) Exaggerated margins.

3-17. No references made to unproven derogatory information

a. No reference will be made to an incomplete investigation (formal or informal) concerning an NCO.

b. References will be made only to actions or investigations that have been processed to completion, adjudicated, and had final action taken before submitting the NCO-ER to USAEREC; State AG; or CDR, AR-PERSCOM. If the rated NCO is absolved, comments about the incident will not be included in the NCO-ER.

c. This restriction is intended to prevent unverified derogatory information from being included in evaluation reports. It will also prevent information that would be unjustly prejudicial from being permanently included in an NCO’s OMPF, such as—

- (1) Charges that are later dropped.
- (2) Charges or incidents of which the rated NCO may later be absolved.

d. Any verified derogatory information (information that is already proven factual by a preponderance of the evidence) may be entered on an NCO-ER. This is true whether the NCO is under investigation, flagged, or awaiting trial. While the fact that an NCO is under investigation or trial may not be mentioned in an NCO-ER until the investigation or trial is completed, this does not preclude the rating chain’s use of verified derogatory information. For example, when an interim report with verified derogatory information is made available to a commander, the verified information may be included in an NCO-ER.

3-18. Prohibited comments

a. The use of inappropriate or arbitrary remarks or comments that draw attention to differences relating to race, color, religion, gender, age, or national origin is prohibited. A subjective evaluation must not reflect a rating official's personal bias or prejudice (see AR 600-20, chap 6).

b. No mention will be made of any punitive or administrative action taken (or planned) against a rated NCO. This does not preclude mentioning the rated NCO's underlying misconduct that served as the basis for the action. For example, when an Article 15 is imposed, regardless of the filing decision, rating officials may not comment on the fact that an Article 15 was given to the rated NCO. This does not preclude mentioning the rated NCO's underlying misconduct, which served as the basis for the Article 15. No remarks on this report will be made on performance or incidents occurring before or after the current rating period except those mentioned in 3-15b above.

3-19. Comments about marital status and spouse

a. No evaluation comments, favorable or unfavorable, will be based solely on an NCO's marital status. For example, "MSG Doe and his wife make a fine team," or "As a bachelor, SFC Doe can quickly react to his unit's contingency missions," are not permitted.

b. Evaluation comments will not be made about the employment, educational, or volunteer activities of an NCO's spouse. For example, "Mr. Doe's participation in post activities is limited by his civilian employment," or "Mrs. Doe has made a significant contribution to soldier morale by her caring sponsorship of the hospital volunteer staff," are not permitted.

c. There are limited circumstances, involving actual and demonstrable effect on the rated NCO's performance or conduct, when comments containing reference to a spouse may be made. These comments must be focused on the rated NCO's actions, not those of the spouse. For example, "SSG Doe continued outstanding, selfless service, despite her husband's severe illness," or "SGM Doe's intemperate public confrontations with his wife were detrimental to his status as a noncommissioned officer," are permitted.

3-20. Classified information

Normally, reports will not contain classified information as defined in AR 380-5. Exceptional cases requiring classification will contain downgrading instructions under AR 380-5. In addition, each section, part, bullet, or similar portion will be marked to show the level of classification of the information in it. Unclassified sections will be marked unclassified (DOD 5200.1-R). The NCO-ER must be marked so that doubt is eliminated as to which parts contain or reveal classified information.

3-21. Prisoners of war

Evaluation reports will not be rendered on NCOs for periods during which they are prisoners of war. The effect, if any, of an individual's status as a prisoner of war on other personnel actions, favorable or unfavorable (such as letters of commendation or reprimand), and on actions under the Uniform Code of Military Justice will be governed by the laws and regulations pertaining to the particular action.

3-22. Participation in the Alcohol and Drug Abuse Prevention and Control Program

An NCO who voluntarily enters the Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) for an alcohol or drug abuse problem that has not been detected by his or her chain of command should not be penalized by mention of ADAPCP participation in his or her NCO-ER. To do so would discourage voluntary entry in the ADAPCP upon self-recognition of the need for help. However, in those cases where alcohol and drug abuse has resulted in substandard performance and/or disciplinary problems, subsequent voluntary entry in ADAPCP does not preclude rating officials from recording substandard performance or disciplinary problems on the NCO-ER. However, rating officials cannot use information derived from ADAPCP records in their evaluations. Once an NCO has been identified in an NCO-ER as having an alcohol or drug abuse problem based on information obtained independently of the ADAPCP—

a. His or her voluntary entry into the ADAPCP or successful rehabilitation should be mentioned as a factor to the rated NCO's credit.

b. The rating chain should note status of rehabilitation progress or outcome in the NCO-ER or in later reports.

3-23. Preparation and forwarding

a. Preparation. DA Form 2166-8 will be typed, or printed, using a laser or dot matrix printer, in either pica (10 pitch) or elite (12 pitch) typeface or 12 point font size for computers. The most commonly accepted fonts for electronically generated forms are Courier, CG Times, or Times New Roman. Bolding, italic, and compressed typeface or spacing will not be used. A clear original is required so that legible copies of the report can be given to both the rated NCO and the microfiche files at Enlisted Records and Evaluation Center (EREC). The only electronically generated DA Form 2166-8 series forms that are authorized are the forms designed and distributed by the U.S. Army Publishing Agency. Evaluation reports will be printed on one sheet of good quality standard paper, front and back, head to foot. Evaluation reports submitted on poor quality and tissue thin paper will be returned. All box marks may be

either all typewritten or all handwritten in black ink. Signatures in part II will be handwritten in black ink; facsimile signatures are not authorized. Authorized abbreviations may be used; however, avoid acronyms.

b. Copies.

(1) Each rated NCO will be given a copy of his/her NCO-ER by the PSB once it has been completed and processed locally. This copy may be either a carbon or machine-reproduced copy of the original NCO-ER.

(2) Rated NCOs who fail to receive a copy of the NCO-ER after the close of the reporting period should request a copy from their servicing PSB.

(3) If an original NCO-ER failed to reach USAEREC, CNGB, State AG, or CDR, AR-PERSCOM, a true copy of the DA Form 2166-8 must be submitted. When this happens, the PSB will enter in part Vc of the NCO-ER the statement "true copy" or "corrected copy" and the signature block of the PSB officer. The PSB/RC personnel officer will sign above the signature block and forward the report to USAEREC, CNGB, State AG or CDR, AR-PERSCOM, for filing.

(4) For ARNGUS soldiers, paper copies in MPRJ and state files may be photostatic copies. Originals may be returned to the soldier in this case. When ARNGUS enlisted military personnel records are filed on PERMS (Personnel Electronic Records Maintenance System), paper copies will be maintained in state, command, or local career management individual files (CMIF) such as AGR management files.

c. Forwarding. The servicing PSB will provide the rated NCO a copy of the report when it is completed. Confidentiality will be ensured. If the rated NCO departs the organization before receiving a copy of the completed report, the PSB will send a copy to his or her forwarding address. The PSB will retain an additional copy in suspense for 120 days for use if the rated noncommissioned officer does not receive the mailed copy. The PSB will ensure that—

(1) Reports are complete and administratively correct.

(2) For active Army NCOs the original report is placed unfolded in an envelope and forwarded via first-class mail to Commander, USAEREC, ATTN: PCRE-RE, 8899 East 56th Street, Indianapolis, IN 46249-5301. (This report is exempt from reports control under AR 335-15, chap 5.) Registered or certified mail will only be used when reports contain classified information.

(3) Reports must be forwarded to reach EREC not later than 60 days after the THRU date of the report. However, the centralized selection, promotion and school boards schedule must be closely monitored to ensure that eligible reports, both mandatory and optional, are forwarded to EREC in sufficient time to be included in an NCO's board file.

(4) Reports for ARNGUS NCOs not in active Federal service will be forwarded to State Adjutants General based on appendix B.

(5) Reports for ARNGUS title 10 AGR NCOs will be processed as described in paragraph (2) above and paragraph 3-34h, but will be mailed to Chief, NGB, ATTN: NGB-ARZ-SEC, 111 South George Mason Drive, Arlington, VA 22204-1382, with a copy to the soldier's State Adjutant General.

(6) Reports for USAR NCOs will be processed as described in paragraph (2) above and paragraph 3-36h, but will be mailed to Commander, AR-PERSCOM, ATTN: ARPC-PSV-EE, 1 Reserve Way, St. Louis, MO 63132-5200.

3-24. Enclosures

a. The only enclosures that may be attached to the completed NCO-ER areas are as follows:

(1) Comments by the reviewer when nonconcurrency box in part IIe is marked (see paras 2-13c and 3-14).

(2) Statement from person who directed relief-for-cause if other than rating official (see para 3-30c(2)).

(3) Thirty-day waiver approval for Relief-for-Cause Report (see para 3-32c(4)).

b. When an authorized enclosure is used, it will not exceed one page and will be prepared based on AR 25-50 on 8 1/2 by 11-inch bond paper and will include the following (see fig 3-7):

(1) The rated NCO's full name, SSN, and rank.

(2) The period of the report.

(3) Signature of the originator.

(4) Reason for the enclosure, that is, reviewer nonconcurrency, 30-day relief waiver, or relieving official's statement.

c. Awards, memoranda of relief addressed to the NCO, memoranda of commendation or appreciation, medical documents, publications, statements by persons outside the rating chain (other than that required in paragraph a(2) above), and any other favorable or unfavorable communications are not authorized enclosures.

3-25. Performance as counsel or as a member of a court-martial

No reference will be made to the rated NCO's performance of duty as a member of a court-martial, or the zeal with which the NCO represented, as counsel, any accused before a court-martial or administrative board proceeding.

3-26. Performance as equal opportunity noncommissioned officer

An NCO serving as an equal opportunity NCO, either as a principal or additional duty, will not be given an unfavorable rating:

- a. Because of his or her enthusiasm and zeal for implementing the Army's Equal Opportunity Program.
- b. In retaliation for criticism of command policies and practices related to that program.

Section V

Types of Reports (Active Army, ARNGUS-AGR, and USAR-AGR)

3-27. Authorized reports

Only those reports authorized by this regulation will be submitted. Reports in paragraphs 3-29, 3-30, 3-31, and 3-32 are mandatory reports and take precedence over optional reports in paragraphs 3-33, 3-34, and 3-35. The event requiring a report determines the type of report.

3-28. Starting the initial reporting period

The first report received by an Active Army, ARNGUS/USAR AGR NCO will be determined by the date of the event requiring a report (for example, change of rater, annual). The beginning month will be the month of the effective date of promotion to sergeant, reversion to NCO status (after serving as a commissioned or warrant officer for 12 months or more), reentry on active duty (after a break in service of 12 months or more), or the date of the memorandum from the Army Board for Correction of Military Records (ABCMR), which approves reinstatement in an NCO grade.

3-29. Annual

- a. A report will be submitted 12 months after the most recent of the following events:
 - (1) Ending month of last report.
 - (2) Effective date of promotion to sergeant.
 - (3) Reversion to NCO status after serving as a commissioned or warrant officer for 12 months or more.
 - (4) Reentry on active duty in a rank of sergeant or above after a break in enlisted service of 12 months or more.
- b. The 90-day rater minimum qualification period must be met. In cases when it is not, the annual report period will be extended until the minimum rater qualification period is met.
- c. An annual report will not be signed prior to the first day of the month following the ending month of the report.
- d. An annual report will not be submitted when the provisions for the Change-of-Rater Report apply.
- e. The senior rater will complete both the rater and senior rater portions of the NCO-ER, provided that minimum rater qualifications are met, under the following circumstances:
 - (1) The rater dies, is relieved, reduced, or absent without leave.
 - (2) Rater is declared an unsatisfactory participant based on AR 135-91, paragraph 4-9b (for ARNGUS and USAR not on active duty or FTNGD).
 - (3) Rater is declared missing or incapacitated (to such an extent that the reviewer, on the advice of medical authorities, believes the rater is unable to submit an accurate evaluation) after the report period but before the report is signed.

3-30. Change-of-Rater

- a. A report will be submitted whenever the designated rater is changed as long as the minimum rater qualifications are met. The minimum rating period is 90 rated days. Rater changes include:
 - (1) Rater or rated NCO is reassigned.
 - (2) Rater or rated NCO departs on extended TDY or SD (see para 3-31).
 - (3) Rater or rated NCO is released from active duty or full-time National Guard duty early based on AR 635-200 or AR 135-178, or normal expiration term of service (ETS), except for discharge and immediate reenlistment.
 - (4) Rated NCO is reduced to CPL/SPC or below. Part Ic will contain the 'reduced' rank and part Id will reflect the effective date of the reduction. Reduction to another NCO grade (for example, SFC to SG) does not require a report, unless the actual rater changes.
 - (5) When paragraph 3-29e applies. The senior rater will complete both the rater and senior rater portions of the reports on each of the rater's subordinates (provided senior rater meets minimum rater qualifications) and will enter a brief explanation of the reason for the report in part Ve (for example, "rater deceased" or "rater relieved"). When both the rater and senior rater are unable to render an evaluation because of any combination of these factors, a report will not be submitted. The period will be shown as nonrated on the next report. Code "Q" will be used to explain nonrated period.
- b. A Change-of-Rater Report is mandatory when the rated NCO is separated from active duty. As an exception, retirement reports of less than one year will be rendered at the option of the rater or senior rater or when requested by the rated NCO.
- c. The Change-of-Rater Report may not be signed before the date the change occurs. In the event of PCS, ETS, or retirement, the report may be completed and signed up to 10 days prior to the date of departure in order to facilitate

orderly outprocessing. However, when this is done, the rating period ends as of the rater's signature date (that is, a report cannot be signed before the rating period ends).

3-31. Temporary duty, special duty, or compassionate reassignment

a. When an NCO departs on temporary duty (TDY) or special duty (SD) under one of the following conditions, change of rater reports for both the NCO and their eligible subordinates will be submitted, provided rater qualifications are met, prior to departure:

- (1) To attend a resident course of instruction or training scheduled for 90 calendar days or more at a service school.
- (2) To attend a civilian academic or training institution on a full-time basis for a period of 90 calendar days or more.
- (3) To perform duties not related to his or her primary functions in his or her parent unit under a different immediate supervisor for 90 days or more. In cases where it cannot be determined if the TDY or SD will last for 90 days, a report will be submitted. A report is not authorized if the NCO will still be responsible to or be receiving instructions from rating officials in the parent organization.

b. An NCO on TDY or SD other than (1) and (2) above who is not responsible to rating officials in his or her parent organization will be rated by the TDY or SD supervisor according to table 3-5. The TDY or SD supervisor will ensure that a rating scheme is published (see para 1-4b).

c. An NCO on TDY or SD who remains responsible to rating officials in his or her parent organization will continue to be rated for that period, regardless of its length, by the normal rating officials. Memorandum input from officials at TDY or SD location is optional (see table 3-5, note 1).

d. An NCO attached to an organization pending compassionate reassignment remains responsible to his or her parent unit and will not receive an evaluation report from the attached organization. Memorandum input from the supervising officials of the attached organization is mandatory (see table 3-5, note 1).

3-32. Relief-for-Cause

a. A report is required when an NCO is relieved for cause regardless of the rating period involved. Relief-for-cause is defined as the removal of an NCO from a rateable assignment based on a decision by a member of the NCO's chain of command or supervisory chain. A relief-for-cause occurs when the NCO's personal or professional characteristics, conduct, behavior, or performance of duty warrants removal in the best interest of the U.S. Army (see AR 600-20, para 2-15). If, for whatever reasons, the relief does not occur on the date the NCO is removed from his or her duty position or responsibilities, the suspended period of time between the removal and the relief will be nonrated time included in the period of the relief report. The published rating chain at the time of the relief will render the report; no other report will be due during this nonrated period. When an NCO is suspended from duties pending investigation, every effort should be made to retain the established rating chain until the investigation is resolved.

b. If relief-for-cause is contemplated on the basis of an informal AR 15-6 investigation, the referral procedures contained in that regulation must be complied with before the act of initiating or directing the relief. This does not preclude a temporary suspension from assigned duties pending application of the procedural safeguards contained in AR 15-6. A relief-for-cause should be the final action after all investigations have been completed and a determination made.

c. The following specific instructions apply to completing a relief report:

- (1) The rating official directing the relief will clearly explain the reason for relief in part IV, if the relieving official is the rater; if the relieving official is the senior rater, in part Ve.

- (2) If the relief is directed by an official other than the rater or senior rater, the official directing the relief will describe the reasons for the relief in an enclosure (not to exceed one page) to the report.

- (3) Regardless of who directs the relief, the rater will enter the bullet, "The rated NCO has been notified of the reason for the relief" in part IVf.

- (4) The minimum rater and senior rater qualifications and the minimum rating period are 30 rated days. The fundamental purpose of this restriction is to allow the rated NCO a sufficient period to react to performance counseling during each rating period. Authority to waive this 30-day minimum rating period and rater and senior rater qualification period in cases of misconduct is granted to a general officer in the chain of command or an officer having general courts-martial jurisdiction over the relieved NCO. The waiver approval will be in memorandum format and attached as an enclosure to the report (see para 3-24).

- (5) The date of relief determines the "THRU" date of the report (see para 3-7d(7)(b)). Relief-for-Cause Reports may be signed at anytime during the closing or following month of the report.

- (6) When the rater is relieved, or when the rated NCO and the rater are concurrently relieved, the senior rater will complete the rater and senior rater portions of the report for each of the rater's subordinates. Enter "rater relieved" in part Ve, and do not identify the relieved rater in part IIa. (Refer to paragraph 2-15c.)

- (7) When computation of rated months outlined in table 3-2 results in zero (0) rated months, as an exception to normal policy, DA Form 2166-8, part I, item j, will reflect one rated month.

d. Cases where the rated NCO has been suspended from duties pending an investigation should be resolved by the chain of command as expeditiously as possible to reduce the amount of nonrated time.

3-33. Complete-the-Record Report

a. At the option of the rater, a Complete-the-Record Report may be submitted on an NCO who is about to be considered by a DA centralized board for promotion, school, or CSM selection, provided the following conditions are met:

(1) The rated NCO must be in the zone of consideration (primary or secondary) for a centralized promotion board or in the zone of consideration for a school or CSM selection board.

(2) The rated NCO must have been under the same rater for at least 90 rated days as of the ending month established in the message announcing the zones of consideration.

(3) The rated NCO must not have received a previous report for the current duty position.

b. Complete-the-Record Reports are optional. Therefore, the absence of such a report from the Official Military Personnel File (OMPF) at the time of the board's review will not be a basis to request standby reconsideration unless the absence is due to administrative error or a delay in processing at the Enlisted Records Evaluation Center (EREC).

c. Complete-the-Record Reports will not be signed prior to the first day of the month following the ending month.

d. This paragraph is also applicable to the ARNGUS and USAR Command Sergeant Major Programs and ARNGUS and USAR promotion boards centralized at State or MUSARC headquarters, NGB, and AR-PERSCOM.

3-34. Senior Rater Option

a. When a change in senior rater occurs, the senior rater may direct that a report be made on any NCO for whom he or she is the senior rater. This applies only if the following conditions are met:

(1) The senior rater has served in that position for at least 60 rated days. In cases where a General Officer is serving as both rater and senior rater the minimum rater requirement will also be 60 rated days versus the normal 90-day requirement.

(2) The rater meets the minimum requirements to give a report.

(3) The rated NCO has not received a report in the preceding 90 rated days.

b. In instances where an evaluation report would become due within 60 calendar days after the change in senior rater, the senior rater will submit a Senior Rater Option Report to prevent an NCO-ER being submitted later without a senior rater evaluation, provided the requirements of paragraphs 3-34a(1)-(3) are met.

3-35. Sixty-Day Option

When one of the conditions described in paragraphs 3-29 through 3-31 occurs but there are fewer than 90 rated days but more than 59 rated days in the rating period, a report may be submitted at the option of the rater. However, the following conditions must be met:

a. The rated NCO must be serving in an overseas designated short tour for a period of 14 months or less. (See appendix B, AR 614-30 for all others tour identification by area.)

b. The senior rater must meet the minimum time-in-position requirements to evaluate (60 rated days) and must approve or disapprove submission of the report. When the senior rater disapproves the submission of the report, he or she will state the basis for the disapproval and return the report to the rater. The rater will inform the rated NCO that the report has been disapproved and will destroy the report.

Section VI

Processing Responsibilities

3-36. Personnel Service Battalion or Reserve Component personnel officer responsibilities

The Personnel Service Battalion (PSB) or Reserve Component (RC) personnel officer will—

a. Follow procedures in tables 3-6, 3-8, and 3-9.

b. Review the submitted report for completeness and administrative accuracy. Return reports that contain errors to the rating officials, advising them to correct the report.

c. Ensure that the rated NCO's signature or a statement explaining its absence has been entered in part II (see para 2-11d).

d. Enter the number of enclosures (may be handwritten) and ensure that they meet the requirements of paragraph 3-24.

e. Complete part I (k through o).

(1) If the NCO departs the installation or RC command before the report is completed, the gaining PSB or RC command must be notified, in writing, to update the NCO's DA Form 2A with the ending month and type of report. In this case, enter the date of written notification in part II of the report.

(2) In no case will the report be hand carried by the rated NCO or forwarded to the gaining PSB or RC command

for completion. The PSB or RC personnel officer who initiates the report will complete and forward it to the appropriate office.

f. Provide a copy of the completed report including any authorized enclosures to the rated NCO.

(1) A signed copy of the report may be given to the rated NCO, forwarded to him or her in a sealed envelope through the distribution center, or sent by first-class mail.

(2) The NCO's copy of a Relief-for-Cause Report or report that the NCO refuses to sign will be sent by certified mail when it cannot be given directly to the NCO.

g. For all grades in the Reserve Component (RC), including ARNGUS-AGR and USAR-AGR, make a copy of the report and file it in the permanent section of the rated NCO's Military Personnel Records Jacket (MPRJ).

h. Forward originals of all completed reports by first-class mail in sufficient time to reach the below addresses not later than 60 days (for active Army) and 90 days (for ARNGUS/USAR—not on active duty or FTNGD) after the ending month of the report. Reports must be forwarded intact (separated reports will not be accepted for processing):

(1) *Active Army*. CDR, USAEREC, ATTN: PCRE-RE, 8899 East 56th Street, Indianapolis, IN 46249-5301.

(2) *Army National Guard of the United States (including ARNGUS-AGR)*.

(a) For AGR title 10 NCOs, the original NCO-ER or a photostatic copy will be filed in the permanent section of the NCO's MPRJ and maintained by the servicing PSB. A copy of the NCO-ER will be forwarded by the PSB to the appropriate State Adjutant General with a copy sent to Chief, National Guard Bureau, ATTN: NGB-ARZ-SEC, 111 South George Mason Dr., Arlington, VA 22204-1382.

(b) All other ARNGUS NCOs, including ARNGUS-AGR title 32 NCOs, will have their NCO-ERs forwarded to the appropriate State Adjutant General.

(3) *U.S. Army Reserve, including USAR-AGR*. CDR, AR-PERSCOM, ATTN: ARPC-PSV-EE, 1 Reserve Way, St. Louis, MO 63132-5200.

i. Assist NCOs, if requested, in preparing and submitting appeals (see para 6-6).

3-37. USAEREC/CNGB/State Adjutant General/AR-PERSCOM Program Responsibilities

The USAEREC/CNGB/State Adjutant General/AR-PERSCOM will—

a. Record and process all NCO-ERs received.

b. Edit all reports for administrative errors.

c. File each accepted NCO-ER in the OMPF.

d. Administer and process appeals of NCO-ERs in compliance with chapter 6.

Table 3-1
Reports by code and type

Report code: 1

Type of report: First (Does not apply to Active Army, see chaps 4 and 5.)

Report code: 2

Type of report: Annual

Report code: 3

Type of report: Change of Rater

Report code: 4

Type of report: Complete the Record

Report code: 5

Type of report: Relief for Cause

Report code: 6

Type of report: Release from AT/ADT/ADSW/AGR/EAD/TTAD (See chaps 4 and 5.)

Report code: 7

Type of report: 60-day Rater Option

Report code: 8

Type of report: Senior Rater Option

Table 3–2
Computation of rated months

Step	Work center	Action required
1	ALL	Identify the beginning month. The beginning month is always the month following the ending month of the last report (para 3-7d(7)(a)), except for an NCO's first report, which begins on the effective date of promotion to sergeant or reentry on active duty after a break in service.
2	ALL	Identify the ending month. The ending month is always the month of the event that generated the report (para 3-7d(7)(b)), regardless of when the event occurs during the month for example, 1st day or 28th day. If a change of rater occurs during the first 15 days of the month, do not change the ending month to the preceding month.
3	ALL	Total the number of calendar months in the report period.
4	ALL	Compute the number of nonrated months using table 3-4. If more than one nonrated period exists during the entire period covered by a report, all nonrated days are added together before converting to nonrated months.
5	ALL	Subtract nonrated months, if any, from total calendar months.
6	ALL	The net remainder is the number of rated months in the period. Enter this result in block I of the NCO-ER.

Notes:

For example:

- a. An NCO previously received a report ending in June 01 and subsequently has a change of rater on 2 October 01. Complete the NCO-ER as follows:

Part Ih. Period of report: From 2001 07 through 2001 10 (4 months).

Part Ii. Rated months: 3 months.

Part Ij. Nonrated codes: Q.

- b. An NCO previously received a report ending in July 01 and departs on permanent change of station (PCS) on 18 October 01. An NCO-ER is not required because the period covered is less than 90 rated days.

Table 3–3
Reasons and definitions for nonrated periods

Reason code: A

Definition: AWOL/desertion/unsatisfactory participant based on AR 135-91.

Reason code: B

Definition: Break in active enlisted service of 12 months or less (see para 3-7c).

Reason code: C

Definition: Confinement in a military or civilian detention facility; assignment to military personnel control facility; or assignment to correctional training facility.

Reason code: D

Definition: Temporary disability retirement list (TDRL) status (see para 3-7c).

Reason code: I

Definition: In transit between duty stations, including leave, and temporary duty (TDY).

Reason code: M

Definition: Missing in action.

Reason code: P

Definition: Patient (including convalescent leave).

Reason code: Q

Definition: Lack of rater qualification.

Reason code: R

Definition: New Recruiter Program (see AR 601-1).

Reason code: S

Definition: Student at a military service or civilian school (see para 3-31).

Definition: TDY or special duty (SD) other than to attend school or compassionate reassignment (see para 3-29).

Reason code: W

Definition: Prisoner of war.

Table 3-3
Reasons and definitions for nonrated periods —Continued

Reason code: X

Definition: Inactive National Guard or Standby Reserve (Inactive List). Periods of ING service based on NGR 614-1, or inactive Reserve service per AR 140-10, paragraph 8-3.

Reason code: Z

Definition: None of the above. This code will also be used when there is a nonrated period of less than 12 months resulting from reduction to a rank below SG (see para 3-7c) or when a previous command did not render an NCO-ER.

Table 3-4
Computation of nonrated months

Total nonrated days: 15 days or less

Nonrated months: 0

Total nonrated days: 16 days to 45 days

Nonrated months: 1

Total nonrated days: 46 days to 75 days

Nonrated months: 2

Total nonrated days: 76 days to 105 days

Nonrated months: 3

Total nonrated days: 106 days to 135 days

Nonrated months: 4

Total nonrated days: 136 days to 165 days

Nonrated months: 5

Table 3-5
TDY, SD, or compassionate attachment supervisor's reports (other than TDY or SD to attend school)

Period	Responsible to	Evaluation	Disposition
TDY, SD:			
Regardless of length	Parent unit	Memorandum input to rater (optional)	Note 1
Less than 90 days	TDY/SD unit	Memorandum input to rater (optional)	Notes 1, 3
More than 90 days	TDY/SD unit	DA Form 2166-8	Notes 2, 3
Compassionate attachment:			
Regardless of length	Parent unit	Memorandum input (mandatory)	Note 1

Notes:

¹ Memorandum input describing duties and manner of performance is prepared by the TDY, SD, or compassionate reassignment supervisor and sent to the rated NCO's Personnel Services Battalion (PSB) or Reserve Component (RC) personnel officer. The PSB or RC personnel officer will forward copies to the rated NCO and the normal rater. The normal rater will consider the information when preparing the rated NCO's next NCO-ER. The memorandum input will not be enclosed with the NCO-ER when it is forwarded to USAEREC (Active Army), CNGB (ARNGUS title 10 AGR), State Adjutant General (ARNGUS/AGR), or AR-PERSCOM.

² A Change-of-Rater Report prepared by the TDY or SD supervisor is forwarded to USAEREC, the State Adjutant General, or AR-PERSCOM through the rated NCO's PSB or RC personnel officer. The PSB or RC personnel officer will annotate the rated NCO's records, give the rated NCO a copy, and send the NCO-ER to USAEREC, CNGB, the appropriate State Adjutant General, or AR-PERSCOM.

³ Periods of TDY or SD to attend school are exempt from the above requirements. The period of attendance, whether or not the NCO receives an AER as described in AR 623-1, paragraph 1, will be included in the nonrated months recorded in the next NCO-ER (reason code S).

**Table 3-6
Initiating evaluations**

Step	Work center	Action required
1	BN S1	Initiate an NCO-ER when an event of personnel status change requires the submission of an NCO-ER.
2	EVAL	Notify commanders/BN S-1 of optional Complete-the-Record (para 3-33) Reports for NCOs being considered by HQDA selection Board.
3	BN S1	<p>Provide administrative data as indicated below by preparing a shell of DA Form 2166-8.</p> <p>Part I, Administrative Data (see para 3-7).</p> <p>Part Ia and b—enter name and SSN.</p> <p>Part 1c—enter the three letter abbreviation for the NCO's rank (not pay grade) as of the THRU date of the report. If the rated NCO is frocked to 1SG, SGM, or CSM, enter the rank held prior to the frocking action. However, in addition to the NCO's rank, enter the appropriate frocked rank in parentheses immediately following the rank entry.</p> <p>Part 1d—enter the rated NCO's date of rank for the rank held as of the THRU date of the report. If the rated NCO is frocked enter the date of rank for the rank held prior to the frocking action.</p> <p>Part 1e—enter up to nine digits of the Primary MOS code.</p> <p>Part 1f—enter unit, organization, station, zip code or APO, and major command. Authorized abbreviations (AR 310-50) may be used. TDY/SD unit information may be entered in parentheses after the required parent unit data if space permits.</p> <p>Part 1g—enter code and reason for submission of report as designated in table 3-1.</p> <p>Part 1h—the From date is always the month following the ending month of the last report. (See para 3-7 for exceptions.) The THRU date is always the month of the event that generates the report, regardless of when the event occurs during that month. Enter the same THRU date in the header of page two of the NCO-ER. For the rated NCO departing on transition leave, the THRU date is the month in which transition leave begins.</p> <p>Part 1i—enter the number of rated months. Compute the number of rated months as shown in table 3-2.</p> <p>Part 1j—enter the codes for the nonrated periods, leave blank.</p> <p>Part 1k—enter the number of authorized enclosures, if any, that are being attached and forwarded with the completed NCO-ER.</p> <p>Part 1n—enter code for the rated NCO's major command (MACOM). Use command codes in para 2-4, AR 680-29. 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 System Manual, SIDPERS-USAR Users Manual, part I, attachment 4, Data Reference Guide).</p> <p>Part 1o—enter the 4-character alphanumeric PSB code. See AR 680-29, appendix D for use of PSB codes.</p> <p>Part II, Authentication (see para 3-8).</p> <p>Part II a, b, and d—enter the rater's, senior rater's, and reviewer's name, SSN, rank, primary MOS code or branch, organization and duty assignment.</p>

Table 3-7
Evaluation report administrative control requirements-unit

Step	Work center	Action required
1	BN S1	Forward NCO-ER shell or memorandum with information outlined in table 3-6 to the unit and/or rater in accordance with local procedures.
2	BN S1	Notify unit, rating chain, and rated NCO: (1) That the NCO-ER has been initiated. (2) Of the date the NCO-ER was forwarded to the unit and/or rater. (3) Of the suspense date for returning the completed report to ensure reports arrive at HQDA within 60 days after the THRU date of the report.
3	BN S1/UNIT	Ensure the rating officials meet established suspense to ensure the completed NCO-ER is forwarded to PSB so as to arrive at HQDA within 60 days of the THRU date of report.
4	BN S1/UNIT	Ensure the completed report has been prepared in accordance with the administrative instructions contained in section III, this chapter.
5	BN S1	<p>Thoroughly review completed NCO-ER for administrative accuracy before forwarding in accordance with locally established procedures.</p> <p>a. Part I, Administrative Data (see para 3-7).</p> <ol style="list-style-type: none"> (1) Name and SSN. (2) Grade and date of rank. (3) Primary military occupational specialty code. (4) Unit, organization, station, zip code or APO, and major command. (5) Code and reason for submission of NCO-ER. (6) From date-begins the month following the THRU date of the last report. (7) THRU date-ends with the month of the event causing the report. (8) Number of rated months-nonrated months are not included in the rated months. (9) Codes for nonrated periods. (10) Two-character command code and four-character PSB code. <p>b. Part II, Authentication (see para 3-8).</p> <ol style="list-style-type: none"> (1) Ensure rating officials are correctly identified and that entries are complete. (2) Check for rated NCO's signature. If rated NCO declines to sign because inaccuracies cannot be resolved, or is unavailable for signature, enter statement identified in para 3-8. (3) Check signature date of each rating official and rated NCO. Dates must be in appropriate sequence, that is, rater, senior rater, rated NCO, and reviewer. All rating officials must sign on or after the THRU date. (See para 3-30 for exception.) <p>c. Part III, Duty Description (see para 3-9).</p> <ol style="list-style-type: none"> (1) Principal duty title and duty MOSC. (2) Daily duties and scope. (3) Areas of special emphasis. (4) Appointed duties. (5) Counseling dates, if left blank a statement must be entered in the senior rater comments identifying why (see para 3-9). <p>d. Part IV, Army values/NCO responsibilities (see para 3-10).</p> <ol style="list-style-type: none"> (1) Ensure all Army values blocks are checked. Comments are mandatory for all "NO" entries. (2) Ensure all NCO responsibilities are checked. Comments are mandatory for all "excellence" or "needs improvement" entries. (3) Ensure entries pertaining to APFT and height/weight are present in part IVc. Mandatory comments are required for APFT entries of "fail" or "profile", and height/weight entry of "NO." Mandatory comments are also required for APFT and/or height/weight entries left blank. <p>e. Part V, Overall Performance and Potential (see para 3-13).</p> <ol style="list-style-type: none"> (1) Overall potential for promotion and/or service in positions of greater responsibility-box check. (2) Rater lists at least 2 positions in which the rated NCO could best serve the Army at his/her current or next higher grade. (3) Senior rater overall performance-box check. (4) Senior rater overall potential for promotion and/or service in positions of greater responsibility-box check. (5) Senior rater bullet comments are mandatory.

Table 3-7
Evaluation report administrative control requirements-unit—Continued

Step	Work center	Action required
6	BN S1	If the report is a relief-for-cause NCO-ER (see para 3-32) ensure the following is evident: a. Comment in part IVf identifying that the rated NCO has been notified of the reason for relief. b. An enclosure is provided identifying the reason for relief, if relief is directed by someone other than the rater or senior rater. A waiver in memorandum format is attached if the report is for less than 30 days. Waiver must be approved by a general officer in the chain of command or an officer having general courts-martial jurisdiction over the relieved NCO.
7	BN S1	If the NCO-ER is a Complete-the-Record (see para 3-33), verify the following: a. That the rated NCO is in the zone of consideration for a DA announced promotion or selection board. b. That the THRU date on the NCO-ER is the same as the THRU date contained in the DA announcement message. c. That there are at least 90 rated days as of the THRU date. d. That the rater has been in the rating chain for 90 rated days or more. e. That NCO has not received an NCO-ER in the current position.
8	BN S1	Ensure only those enclosures authorized by para 3-24 are attached.
9	BN S1	Forward completed report and all authorized enclosures to the servicing PSB in accordance with locally established procedures.

Table 3-8
Evaluation report administrative control requirements—PSB-ACTIVE ARMY

Step	Work center	Action required
1	EVAL/BN S1	Assist the rating officials as necessary in preparation of the NCO-ER.
2	EVAL/BN S1	When a completed NCO-ER is received from a unit, check for administrative accuracy and complete administrative processing: a. Verify that entries made by rating officials in parts II through V, DA Form 2166-8, are in accordance with this regulation. b. Ensure only those enclosures authorized by this regulation (see para 3-24) are included with the report. c. Notify rating officials of any discrepancies and advise them of corrective action.
3	EVAL	Provide the rated NCO a copy of the completed report prior to forwarding to HQDA. a. Part Ik, enter the number of enclosures attached to the report. b. Part II, if the rated NCO copy is to be given to the rated NCO, "x" box 1 and enter the date; if the copy is to be forwarded to the rated NCO, "x" box 2 and enter the date. 1. If the NCO was released from active duty, enter "REFRAD" above the date. 2. If the NCO was discharged, enter "DISCHARGE" above the date. 3. Part Im, enter initials in this box after the NCO-ER is completed and ready to be forwarded to HQDA. The PSB responsible for servicing the rated NCO's unit is the controlling office and has final responsibility for completion and forwarding.
4	EVAL	If the rated NCO departs the command before receiving a copy of the completed report: a. Prepare a memorandum to the rated NCO's gaining commander showing the date the NCO-ER was forwarded to USAEREC, the beginning and ending months and years of the NCO-ER, and the type of NCO-ER. The gaining commander will be requested to forward the memorandum to the unit's servicing PSB for update of the rated NCO's PQR. b. Mail a copy of the completed NCO-ER to the rated NCO at the address provided by him or her, or to the gaining command address provided on the PCS orders.
5	EVAL	Submit SIDPERS transaction to update last NCO-ER.
6	EVAL	Mail completed NCO-ER to Commander, U.S. Army Enlisted Records and Evaluation Center, ATTN: PCRE-RE, 8899 East 56th Street, Indianapolis, IN 46249-5301. Use first class mail in a flat envelope; cardboard backing prevents damage. NCO-ERs containing classified information will be mailed in accordance with the provisions of AR 380-5.

Table 3–9
Evaluation report administrative control requirements-in/out-processing

Step	Work center	Action required
1	OUTPROCESS	Upon receipt of notification of an NCO's impending separation, file in suspense pending transfer of records to the transition point (see AR 635-10).
2	OUTPROCESS	When the NCO's records are processed for transfer activity, take the following actions: a. If the NCO is a SGT or above, verify that an NCO-ER was completed, is being processed, or is not required. b. If an NCO-ER is not required, print the following comment at the bottom of the Form AAA-347, Enlisted Records Brief (ERB): "An NCO-ER was not required at PCS/separation. The last NCO-ER end date in section A, item A23, is correct." c. If an NCO-ER is required and entry was not made in section A, item A23 of the ERB, take the following action: 1. Contact the personnel records specialist and verify whether or not the NCO-ER has been completed. 2. If the NCO-ER was completed, make appropriate entries on the ERB. 3. If the NCO-ER has not been completed, obtain period of NCO-ER from memorandum provided by the Personnel Records Officer and print the following comment at the bottom of the ERB: "An NCO-ER for the period (period of report) is being prepared and will be completed on or about (date)."
3	INPROCESS	Upon inprocessing, identify if an NCO-ER was required. If required, identify if the NCO-ER was completed. If not completed, notify evaluations section at the PSB.
4	EVAL	Upon receipt of information from the inprocessing clerk that an NCO-ER is pending on an incoming NCO, obtain NCO's name and new unit of assignment and establish a 30-day suspense.
5	EVAL	Upon receipt of correspondence from the losing PSB regarding completion of an NCO-ER, take the following actions: a. Check suspense file for pending NCO-ER on incoming NCO. b. If the file reflects an outstanding suspense, clear it. c. If the file does not reflect an outstanding suspense, forward correspondence to inprocessing clerk.
6	EVAL	Upon expiration of the 30-day suspense on a pending NCO-ER (see step 4 above), take the following actions: a. Obtain the NCO's MPRJ. b. Prepare a memorandum to the NCO's losing PSB requesting information on completion of NCO-ER. If the losing PSB cannot be determined, send the memorandum to the headquarters that issued the reassignment orders (see fig 3-20). c. Return the NCO's MPRJ to file. d. Establish a 30-day suspense for reply to memorandum. e. If an answer is not received within 30 days, send a follow-up memorandum. If a response is not received from the second memorandum within 30 days, direct that a report be prepared as soon as rater qualifications are met, if an annual report is due. f. Upon receipt of reply from the losing PSB regarding the completion of an NCO-ER, clear the suspense. g. Upon receipt of a copy of the completed NCO-ER from the losing PSB, submit ERPT SID-PERS transaction to update the ERB.

Table 3–10
Conditions requiring preparation and submission of Noncommissioned Officer Evaluation Report (DA Form 2166-8)

Rule	When individual is serving as a SGT or above and	Then an NCO-ER is prepared
1	meets minimum rating period requirements (90 days) and has not had a previous NCO-ER for any reason in the last 12 months	with ending period as the 12th month after the ending month of the last NCO-ER (Annual Report) (see para 3-29).
2	meets minimum rating period requirements (90 days), has a change of rater, and has not had a previous NCO-ER for any reason in the last 3 months	and submitted upon change of rater and at ETS (except upon discharge and immediate reenlistment) with ending period the same month as change of rater or ETS. This includes personnel released from active duty due to administrative discharge and those reduced to SPC and below (Change-of-Rater Report) (see para 3-30).
3	dies	no report is required.
4	has not had a previous NCO-ER for current duty assignment, is being considered by a HQDA Centralized Promotion/Selection Board, and in the opinion of the rater, the NCO's performance of duty merits updating and meets minimum rating period requirements (90 rated days)	with ending period established in HQDA message that announced the Board (Complete-the-Record Report) (see para 3-33).
5	has an approved voluntary retirement and it has been less than twelve months since the last evaluation as of the month transition leave begins or the month that retirement is effective if transition leave is not taken	no report is required, unless requested by the rater, senior rater, or NCO (see para 3-30b).
6	is scheduled for TDY or special duty other than as a student for a period of more than 3 months and meets minimum rating period requirements (90 days)	upon departure of the NCO and by the TDY or special duty unit until upon completion of TDY or special duty (Change-of-Rater Report) (see paras 3-30 and 3-31).
7	individual's rater dies, is declared missing, is suspended, relieved, AWOL, receives an administrative discharge, or becomes incapacitated	as of the month of the incident or incapacitation (Change-of-Rater Report) (see para 3-32).
8	the NCO is released early from a specific assignment through inefficiency and the rated period is 30 days or more	as of the month of relief (Relief-for-Cause Report) (see para 3-32).
9	the NCO is released early from a specific assignment through misconduct and the rated period is 30 days or more	as of the month of relief. (Relief-for-Cause-Report) (see para 3-32).
10	the NCO is released early from a specific assignment through misconduct and the rated period is less than 30 days	within 30 days of the event, if first General Officer or Officer exercising General Courts-Martial Convening Authority approves a request for waiver of the 30 day minimum requirement (Relief-for-Cause Report) (see para 3-32).
11	the NCO is reduced or receives an administrative discharge	as of the month of the incident (change-of-rater) (see para 3-30).

NCO EVALUATION REPORT						<i>SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX C.</i>			
+						+			
For use of this form, see AR 623-205; the proponent agency is ODCSPER									
PART I - ADMINISTRATIVE DATA									
a. NAME (Last, First, Middle Initial) 3-7d(1)				b. SSN 3-7d(1)		c. RANK 3-7d(2)	d. DATE OF RANK 3-7d(3)	e. PMOSC 3-7d(4)	
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND 3-7d(5)						g. REASON FOR SUBMISSION 3-7d(6)			
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	3-7d(8)	3-7d(9)	3-7d(10)	2. Forwarded to NCO	3-7d(11)	3-7d(12)	3-7d(13)	3-7d(14)
3-7d(7)	3-7d(7)								
PART II - AUTHENTICATION									
a. NAME OF RATER (Last, First, Middle Initial) 3-8c(1)				SSN		SIGNATURE			
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT 3-8c(5)								DATE	
b. NAME OF SENIOR RATER (Last, First, Middle Initial) 3-8c(1)				SSN		SIGNATURE			
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT 3-8c(5)								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 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 3-8c(2)		DATE	
d. NAME OF REVIEWER (Last, First, Middle Initial) 3-8c(1)				SSN		SIGNATURE			
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT 3-8c(5)								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 3-9b(1)					b. DUTY MOSC 3-9b(2)				
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars)									
The rater completes and verifies with the rated NCO; address the most important daily/routine duties and responsibilities.									
3-9b(3)									
d. AREAS OF SPECIAL EMPHASIS									
3-9b(4)									
e. APPOINTED DUTIES									
3-9b(5)									
f. COUNSELING DATES		3-9b(6)		INITIAL		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.						X	
		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									
o bullet comments are mandatory to address "NO" ratings and are optional for "YES" ratings									
3-10c									

DA FORM 2166-8, OCT 2001

REPLACES DA FORM 2166-7, SEP 87, WHICH IS OBSOLETE

USAPA V1.01

Figure 3-1. Sample DA Form 2166-8 (front side)

RATED NCO'S NAME (Last, First, Middle Initial) + 3-7d(1)		SSN 3-7d(1)	THRU DATE 3-7d(7) +
PART IV (Rater) - VALUES/NCO RESPONSIBILITIES			
Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Bullet examples of "SUCCESS" are optional.			
<p>b. COMPETENCE</p> <ul style="list-style-type: none"> 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 <p>EXCELLENCE SUCCESS NEEDS IMPROVEMENT (Exceeds std) (Meets std) (Some) (Much)</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>o bullet comments are mandatory to address 'excellence' or 'needs improvement' ratings</p> <p>o bullet comments are optional but 'recommended' for 'success' ratings</p> <p style="text-align: center;">3-10f</p>		
<p>c. PHYSICAL FITNESS & MILITARY BEARING</p> <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 soldier <p>EXCELLENCE SUCCESS NEEDS IMPROVEMENT (Exceeds std) (Meets std) (Some) (Much)</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>APFT</p>	<p>HEIGHT/WEIGHT</p>	<p>o bullet comments are mandatory to address APFT failure and/or 'NO' entry for height/weight</p> <p>o bullet comment is mandatory to address 'profile' entry</p> <p>o no bullet comment if body fat standards are met 3-10f</p>
<p>d. LEADERSHIP</p> <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 SUCCESS NEEDS IMPROVEMENT (Exceeds std) (Meets std) (Some) (Much)</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>o mandatory and optional comments are the same as Part IVb above</p> <p style="text-align: center;">3-10f</p>		
<p>e. TRAINING</p> <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 SUCCESS NEEDS IMPROVEMENT (Exceeds std) (Meets std) (Some) (Much)</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>o mandatory and optional comments are the same as Part IVb above</p> <p style="text-align: center;">3-10f</p>		
<p>f. RESPONSIBILITY & ACCOUNTABILITY</p> <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 SUCCESS NEEDS IMPROVEMENT (Exceeds std) (Meets std) (Some) (Much)</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>o mandatory and optional comments are the same as Part IVb above</p> <p style="text-align: center;">3-10f</p>		
PART V - OVERALL PERFORMANCE AND POTENTIAL			
<p>a. RATER. Overall potential for promotion and/or service in positions of greater responsibility.</p> <p style="text-align: center;">3-13a</p> <p>AMONG THE BEST FULLY CAPABLE MARGINAL</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>e. SENIOR RATER BULLET COMMENTS</p> <p>o bullet comments are mandatory</p> <p>o comments 'must' address potential, but may also address performance and/or evaluation rendered by rater</p>		
<p>b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.</p> <p style="text-align: center;">3-13b</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>o ratings of 'marginal', 'fair', or 'poor' in Part V must be addressed</p> <p>o if senior rater lacks qualification to render evaluation, enter "senior rater does not meet minimum qualifications"</p> <p style="text-align: center;">3-13d</p>		
<p>c. SENIOR RATER. Overall performance</p> <p style="text-align: center;">3-13c</p> <p>+ <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p style="text-align: center; font-size: x-small;">1 2 3 4 5 Successful Fair Poor</p>	<p>d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.</p> <p style="text-align: center;">3-13c</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p style="text-align: center; font-size: x-small;">1 2 3 4 5 Superior Fair Poor</p>		

Figure 3-2. Sample DA Form 2166-8 (back side)

NCO COUNSELING CHECKLIST/RECORD

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

NAME OF RATED NCO	RANK	DUTY POSITION	UNIT
Completed by the rater for each rated NCO	3-4c(1)		

PURPOSE: The primary purpose of counseling is to improve performance and to professionally develop the rated NCO. The best counseling is always looking forward. It does not dwell on the past and on what was done, rather on the future and what can be done better. Counseling at the end of the rating period is too late since there is no time to improve before evaluation.

RULES:

1. Face-to-face performance counseling is mandatory for all Noncommissioned Officers.
2. This form is for use along with a working copy of the NCO-ER for conducting NCO performance counseling and recording counseling content and dates. Its use is mandatory for counseling all NCOs, CPL through CSM.
3. Active Component. Initial counseling must be conducted within the first 30 days of each rating period, and at least quarterly thereafter. Reserve Components. (ARNG, USAR). Counseling must be conducted at least semiannually. There is no mandatory counseling at the end of the rating period.

CHECKLIST - FIRST COUNSELING SESSION AT THE BEGINNING OF THE RATING PERIOD

PREPARATION

1. Schedule counseling session, notify rated NCO.
2. Get copy of last duty description used for rated NCO's duty position, a blank copy of the NCO-ER, and the names of the new rating chain.
3. Update duty description (see page 2).
4. Fill out rating chain and duty description on working copy of NCO-ER. Parts II and III.
5. Read each of the values/responsibilities in Part IV of NCO-ER and the expanded definitions and examples on page 3 and 4 of this form.
6. Think how each value and responsibility in Part IV of NCO-ER applies to the rated NCO and his/her duty position.
Note: Leadership and training may be more difficult to apply than the other values/responsibilities when the rated NCO has no subordinates. Leadership is simply influencing others in the accomplishment of the mission and that can include peers and superiors. It also can be applied directly to additional duties and other areas of Army community life. Individual training is the responsibility of all NCOs whether or not there are subordinates. Every NCO knows something that can be taught to others and should be involved in some way in a training program.
7. Decide what you consider necessary for success (a meets standards rating) for each value/responsibility. Use the examples listed on pages 3 and 4 of this form as a guide in developing your own standards for success. Some may apply exactly, but you may have to change them or develop new ones that apply to your situation. Be specific so the rated NCO will know what is expected.
8. Make notes in blank spaces in Part IV of NCO-ER to help when counseling.
9. Record rated NCO's name, rank, duty position, and unit date on this form.
10. Write key points to be made during the counseling session on this form.
11. Review Developmental Counseling in FM 22-100, appendix C.

COUNSELING

1. Make sure rated NCO knows rating chain.
2. Show rated NCO the draft duty description on your working copy of the NCO-ER. Explain all parts. If rated NCO performed in position before, ask for any ideas to make duty description better.
3. Discuss the meaning of each value/responsibility in Part IV of NCO-ER. Use the trigger words on the NCO-ER, and the expanded definitions on pages 3 and 4 of this form to help.
4. Explain how each value/responsibility applies to the specific duty position by showing or telling your standards for success (a meets standards rating). Use examples on pages 3 and 4 of this form as a start point. Be specific so the rated NCO really knows what's expected.
5. When possible, give specific examples of excellence that could apply. This gives the rated NCO something special to strive for. Remember that only a few achieve real excellence and that real excellence always includes specific results and often includes accomplishments of subordinates.
6. Give rated NCO opportunity to ask questions and make suggestions.

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.

CHECKLIST - LATER COUNSELING SESSIONS DURING THE RATING PERIOD

PREPARATION

1. Schedule counseling session, notify rated NCO, and tell him/her to come prepared to discuss what has been accomplished in each value/responsibility area.
2. Look at working copy of NCO-ER you used during last counseling session.
3. Read and update duty description. Especially note the area of special emphasis; the priorities may have changed.
4. Read again, each of the values/responsibilities in Part IV of NCO-ER and the expanded definitions and examples on pages 3 and 4 of this form; then think again, about your standards for success.
5. Look over the notes you wrote down on page 2 of this form about the last counseling session.

6. Think about what the rated NCO has done so far during this rating period (specifically, observed action, demonstrated behavior, and results).
7. For each value/responsibility area, answer three questions: First, what has happened in response to any discussion you had during the last counseling session? Second, what has been done well?; and Third, what could be done better?
8. Make notes in blank spaces in Part IV of NCO-ER to help focus when counseling. (Use new NCO-ER if old one is full from last counseling session.)
9. Write key points to be made during the counseling session on this form.
10. Review Developmental Counseling in FM 22-100, appendix C.

DA FORM 2166-8-1, OCT 2001

REPLACES DA FORM 2166-7-1, SEP 87, WHICH IS OBSOLETE.

USAPA V1.01

Figure 3-3. Sample DA Form 2166-8-1 (page 1)

COUNSELING

- 1. Go over each part of the duty description with rated NCO. Discuss any changes, especially to the area of special emphasis.
- 2. Tell rated NCO how he / she is doing. Use your success standards as a guide for the discussion (the examples on pages 3 and 4 may help). First, for each value/responsibility, 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

Conducted within the first 30 days of the rating period or effective date of lateral appointment to corporal, or promotion to sergeant.

3-4c(1)

DATE

RATED NCO'S INITIALS

LATER

Later counseling sessions will be conducted at least quarterly (every 3 months).

3-4c(2)

DATE

RATED NCO'S INITIALS

LATER

3-4c(2)

DATE

RATED NCO'S INITIALS

LATER

3-4c(2)

DATE

RATED NCO'S INITIALS

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 and 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 most 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 and 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 applied at any time during the rating period (examples are preparation for deployment, combined arms drills training for FTX, preparation for 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.** This portion should include those duties that are appointed and are not normally associated with the duty description.

Figure 3-4. Sample DA Form 2166-8-1 (page 2)

VALUES/NCO RESPONSIBILITIES (PART IV of NCO-ER)

VALUES: Values tell us what we need to be, every day, in every action we take. Army values form the identity of America's Army, the solid rock upon which everything else stands. They are the glue that binds us together as members of a noble profession. They make the whole much greater than the sum of the parts. They are nonnegotiable: they apply to everyone all the time and in every situation. Part IVa of the NCO-ER includes these values. They are: Loyalty - Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the soldier.

Duty - Fulfills their obligations. Respect - Treats people as they should be treated. Selfless-Service - Puts the welfare of the nation, the Army, and subordinates before their own. Honor - Lives up to all the Army values. Integrity - Does what's right - legally and morally. Personal Courage - Faces fear, danger, or adversity (physical and moral).

Examples of standards for "YES" ratings:

- Put the Army, the mission and subordinates first before own personal interest.
- Meet challenges without compromising integrity.
- Personal conduct, both on and off duty, reflects favorably on NCO corps.
- Obey lawful orders and do what is right without orders.
- Choose the hard right over the easy wrong.
- Exhibit pride in unit, be a team player.
- Demonstrate respect for all soldiers regardless of race, creed, color, sex, or national origin.

COMPETENCE: The knowledge, skills and abilities necessary to be expert in the current duty assignment and to perform adequately in other assignments within the MOS when required. Competence is both technical and tactical and includes reading, writing, speaking and basic mathematics. It also includes sound judgment, ability to weigh alternatives, form objective opinions and make good judgments.

Closely allied with competence is the constant desire to be better, to listen and learn more and do each task completely to the best of one's ability. Learn, grow, set standards, and achieve them, create and innovate, take prudent risks, never settle for less than best. Committed to excellence.

Examples of standards for "Success/Meets Standards" rating:

- Master the knowledge, skills and abilities required for performance in your duty position.
- Accomplish completely and promptly those tasks assigned or required by duty position.
- Constantly seek ways to learn, grow and improve.
- Formulate and develop new ideas.

Examples of "Excellence":

- Picked as SSG to be a platoon sergeant over twelve other SSGs.
- Maintained SIDPERS rating of 98% for six months.
- Selected best truck master in annual battalion competition.
- Designated Installation Drill Sergeant of Quarter.
- Exceeded recruiting objectives two consecutive quarters.
- Awarded Expert Infantryman Badge (EIB).

PHYSICAL FITNESS AND MILITARY BEARING: Physical fitness is the physical and mental ability to accomplish the mission - combat readiness. Total fitness includes weight control, diet and nutrition, smoking cessation, control of substance abuse, stress management, and physical training. It covers strength, endurance, stamina, flexibility, speed, agility, coordination and balance. NCOs are responsible for their own physical fitness and that of their

subordinates. Military Bearing consists of posture, dress, overall appearance, and manner of physical movement. Bearing also includes an outward display of inner-feelings, fears, and overall confidence and enthusiasm. An inherent NCO responsibility is concern with the military bearing of the individual soldier, to include on-the-spot corrections.

Examples of standards for "Success/Meets Standards" rating:

- Maintain weight within Army limits for age and sex.
- Obtain passing score in APFT and participate in a regular exercise program.
- Maintain personal appearance and exhibit enthusiasm to the point of setting an example for junior enlisted soldiers.
- Monitor and encourage improvement in the physical and military bearing of subordinates.

Examples of "Excellence":

- Received Physical Fitness Badge for 292 score on APFT.
- Selected soldier of the month/quarter/year.
- Three of the last four soldiers of the month were from his/her platoon.
- As Master Fitness Trainer, established battalion physical fitness program.
- His entire squad was commended for scoring above 270 on APFT.

Figure 3-5. Sample DA Form 2166-8-1 (page 3)

<p>LEADERSHIP: Influencing others to accomplish the mission. It consists of applying leadership attributes (Beliefs, Values, Ethics, Character, Knowledge, and Skills). It includes setting tough, but achievable standards and demanding that they be met; Caring deeply and sincerely for subordinates and their families and welcoming the opportunity to serve them; Conducting counseling;</p>	<p>Setting the example by word and act/deed; Can be summarized by BE (Committed to the professional Army ethic and professional traits); KNOW (The factors of leadership, yourself, human nature, your job, and your unit); DO (Provide direction, implement, and motivate). Instill the spirit to achieve and win: Inspire and develop excellence. A soldier cared for today, leads tomorrow.</p>
<p>Examples of standards for "Success/Meets Standards" rating:</p> <ul style="list-style-type: none"> • Motivate subordinates to perform to the best of their ability as individuals and together as a disciplined cohesive team to accomplish the mission. • Demonstrate that you care deeply and sincerely for soldiers and welcome the opportunity to serve them. • Instill the spirit to achieve and win; Inspire and develop excellence through counseling. • Set the example: BE, KNOW, DO. 	<p>Examples of "Excellence":</p> <ul style="list-style-type: none"> • Motivated entire squad to qualify expert with assigned weapon. • Won last three platoon squad inspections. • Selected for membership in Sergeant Morales Club. • Inspired mechanics to maintain operational readiness rating of 95% for two consecutive quarters. • Led his squad through map orienteering course to win the battalion competition. • Counseled two marginal soldiers ultimately selected for promotion.
<p>TRAINING: Preparing individuals, units and combined arms teams for duty performance; The teaching of skills and knowledge. NCOs contribute to team training, are often responsible for unit training (Squads, Crews, Sections), but individual training is the most important, exclusive responsibility of the NCO Corps. Quality training bonds units: Leads directly to good discipline; Concentrates on wartime missions; Is tough and demanding</p>	<p>without being reckless; Is performance oriented; Sticks to Army doctrine to standardize what is taught to fight, survive, and win, as small units when wartime actions dictate. "Good training means learning from mistakes and allowing plenty of room for professional growth. Sharing knowledge and experience is the greatest legacy one can leave subordinates."</p>
<p>Examples of standards for "Success/Meets Standards" rating:</p> <ul style="list-style-type: none"> • Make sure soldiers:- <ul style="list-style-type: none"> a. Can do identified common tasks. b. Are prepared for Commander's Evaluation. c. Develop and practice skills for duty position. d. Train as a squad/crew/section. • Identify and recommend subordinates for professional development courses. • Participate in unit training program. • Share knowledge and experience with subordinates. 	<p>Examples of "Excellence":</p> <ul style="list-style-type: none"> • Taught five common tasks resulting in 100% GO on Annual CTT for all soldiers in directorate. • Trained best howitzer section of the year in battalion. • Coached subordinates to win consecutive soldier of month competitions. • Established company Expert Field Medical Badge program resulting in 85% of all eligible soldiers receiving EFMB. • Distinguished 1 tank and qualified 3 tanks in platoon on first run of tank table VIII. • Trained platoon to fire honor battery during annual service practice.
<p>RESPONSIBILITY AND ACCOUNTABILITY: The proper care, maintenance, use, handling, and conservation of personnel, equipment, supplies, property, and funds. Maintenance of weapons, vehicles, equipment, conservation of supplies, and funds is a special NCO responsibility because of its links to the success of all missions, especially those on the battlefield. It includes inspecting soldier's equipment often, using manual or checklist; holding soldiers responsible for repairs and losses; learning how to use and maintain all the equipment soldiers use; being among the first to operate new equipment; keeping up-to-date component</p>	<p>lists; setting aside time for inventories; and knowing the readiness status of weapons, vehicles, and other equipment. It includes knowing where each soldier is during duty hours; why he/she is going on sick call, where he/she lives, and his/her family situation; it involves reducing accidental manpower and monetary losses by providing a safe and healthful environment; it includes creating a climate which encourages young soldiers to learn and grow, and, to report serious problems without fear of repercussions. Also, NCOs must accept responsibility for their own actions and for those of their subordinates.</p>
<p>Examples of standards for "Success/Meets Standards" rating:</p> <ul style="list-style-type: none"> • Make sure your weapons, equipment, and vehicles are serviceable, maintained and ready for accomplishing the mission. • Stop waste of supplies and limited funds. • Be aware of those things that impact on soldier readiness e.g., family affairs, CTT, PQR, special duty, medical conditions, etc. • Be responsible for your actions and those of your subordinates. 	<p>Examples of "Excellence":</p> <ul style="list-style-type: none"> • His/her emphasis on safety resulted in four tractor trailer drivers logging 10,000 miles accident free. • Received commendation from CG for organizing post special olympics program. • Won the installation award for Quarters of the Month. • His/her constant instruction on maintenance resulted in six of eight mechanics earning master mechanic badges. • Commended for no Bradley's on deadline report for six months. • His/her learn and grow climate resulted in best platoon ARTEP results in the battalion.

Figure 3-6. Sample DA Form 2166-8-1 (page 4)

Chapter 4

Army National Guard of the United States

Section I

Managing ARNGUS Evaluations

4-1. Overview

This chapter governs Army National Guard of the United States (ARNGUS) NCOs, in the grade of corporal and above, when not in active Federal service or full-time National Guard duty (FTNGD). It does not apply to personnel assigned to the Active Army or to participants in the ARNGUS-AGR programs.

4-2. Purpose

This chapter provides policies and procedures unique to the ARNGUS. In addition to this chapter, all other provisions of this regulation, except chapter 5 (USAR) apply to ARNGUS NCOs, unless otherwise indicated.

Section II

Submission of Reports

4-3. Minimum rating period

The minimum authorized period for an NCO-ER is 90 rated days, except Relief-for-Cause Reports (see para 4-7).

4-4. Continuity of rating periods

- a.* Once the first report has been submitted, NCO-ERs will show a continuous record for each month and year.
- b.* NCO-ERs will not normally be prepared for NCOs who are within 4 months of a mandatory separation or retirement date unless an annual report is normally due or a report is requested by the rater or rated NCO.

Section III

Types of Reports

4-5. First reports

The first NCO-ER is submitted on sergeants or above who have not been previously evaluated in the NCO-ER System. For ARNGUS prepare the first report for whichever of the following occurs first:

- a.* Immediate reenlistment or extension.
- b.* Transfer to the IRR.
- c.* Transfer to another ARNGUS unit.
- d.* Transfer to another Reserve Component.
- e.* Required for board action.
- f.* Change of rater.
- g.* Annual reporting month.

4-6. Annual reports

- a.* Annual reports will be prepared annually as of the last day of the month in table 4-1.
- b.* Annual reports must meet the 90-day minimum rating period and rater qualifications. The report period will be extended until these minimums are met.
- c.* If another report has been submitted during the 3-month period preceding the end of the annual reporting month, an annual report will not be prepared. Add those months not included in the last report to the next report, regardless of the purpose of that report. For example, if an NCO receives a Change of Rater Report two months before the end of the annual rating period, the next report will include 14 months and be rendered on the schedule in table 4-1.
- d.* Annual reports will not be signed prior to the first day of the month following the ending month of the report (see para 3-8c).

Table 4-1
Schedule for regular evaluation reports (ARNGUS)

Grade: MSG/1SG and SGM/CSM

Prepare as of last day of reporting month: August

Grade: SFC

Prepare as of last day of reporting month: September

Grade: SSG

Prepare as of last day of reporting month: October

Grade: Grade: SGT

Prepare as of last day of reporting month: November

4-7. Relief-for-Cause Reports

A report is required if an NCO is relieved for cause. The policy and guidance in paragraph 3-11 apply to all ARNGUS NCOs except that the minimum rating period is 90 rated days.

4-8. Change-of-Rater Reports

Change-of-Rater Reports are optional for ARNGUS NCOs whose duties change significantly with the change-of-rater and the NCO remains in the same unit. They are also optional for ARNGUS NCOs whose rater transfers within the unit. A Change-of-Rater Report is required when an ARNGUS NCO or the rater:

- a. Transfers to another unit;
- b. Transfers to the IRR or another component; or
- c. When directed by the chain of command in conjunction with a change-of-rater or change-of-duty assignment.

4-9. Reports for NCOs in the Inactive National Guard

NCO-ERs will normally not be submitted for members of the Inactive National Guard (ING). However, the NCO-ER will be completed for sergeants and above who return to unit status to complete annual training (AT) of more than 11 days and return to the ING upon completion of the AT period. A copy of the completed NCO-ER will be forwarded to the State Personnel Officer not later than 30 days after the ending date of the report. A copy will be given to the rated NCO and the original will be filed in the NCO's MPRJ.

4-10. Restrictions

Paragraph 1-13 and chapter 3, section III, apply to the ARNGUS.

Section IV

Rating Chain Qualifications and Responsibilities

4-11. Rater qualifications

- a. The rater must be:
 - (1) The immediate supervisor of the rated NCO for a minimum period of—
 - (a) Ninety rated days for all cases except Relief-for-Cause Reports involving misconduct.
 - (b) For Relief-for-Cause Reports involving misconduct, the 90-day period may be waived by a general officer in the chain of command or an officer having general court-martial jurisdiction over the relieved NCO, including the State Adjutant General.
 - (c) For NCOs on a Key Personnel Upgrade Program (KPUP) or similar tour of less than 16 days the supervisor will provide the normal rater with a memorandum (see table 3-5 for guidelines) providing input for the NCO's next evaluation.
 - (2) A sergeant or higher, if military and senior to the rated NCO by either pay grade or date of rank. Where pay grade is the same, seniority is determined by date of rank.
 - b. Commanders may appoint civilian employees of DOD, GS-6 and above, as raters when a first-line military supervisor is not available and when the civilian supervisor is in the best position to accurately evaluate the NCO's performance. The civilian rater must be officially designated on the published rating scheme established by the local commander. (See also para 2-4b for requirement when military technicians are designated as raters.)
 - 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.

4-12. Other rating chain qualifications and program responsibilities

With the exception of paragraph 2-4, the rest of chapter 2 applies to the ARNGUS. Paragraph 2-4e applies to an ARNGUS CSM serving as an NCO Academy Commandant. The State CSM will be rated by the State Adjutant General.

Chapter 5 U.S. Army Reserve

Section I Managing USAR Evaluations

5-1. Overview

This chapter applies to U.S. Army Reserve (USAR) NCOs, in the grade of corporal and above. It does not apply to personnel assigned to the Active Army or to participants in the USAR-AGR Program.

5-2. Purpose

This chapter provides policies and procedures unique to the USAR. In addition to this chapter, all other provisions of this regulation apply to USAR NCOs, unless otherwise indicated.

Section II Submission of reports

5-3. Minimum rating period

The minimum authorized period for an NCO-ER is 90 rated days, except for IRR or IMA NCOs (see para 5-12c).

5-4. Continuity of rating periods

a. Once the first report has been submitted, NCO-ERs will show a continuous record for each month and year, except for reports rendered on IRR or IMA NCOs (see para 5-10).

b. NCO-ERs will not normally be prepared for NCOs who are within 4 months of a mandatory removal or retirement date unless an annual report is normally due or a report is requested by the rater or rated NCO.

Section III Types of Reports

5-5. First reports

The first NCO-ER is submitted on sergeants and above who have not been previously evaluated in the NCO-ER System. Prepare the first report for whichever of the following occurs first:

- a.* Required for board action.
- b.* Change of rater.
- c.* Annual reporting month.

5-6. Annual reports

a. Annual reports for USAR NCOs assigned to TPUs will be prepared based on paragraph 3-29. IRR and IMA NCOs will have annual reports prepared annually as of the last day of the month in table 5-1, except as specified in paragraph 5-10.

b. Annual reports must meet the 90-day minimum rating period and rater qualifications. The report period will be extended until these minimums are met.

c. For IRR and IMA NCOs, if another report has been submitted during the 3-month period preceding the end of the annual reporting month, an annual report will not be prepared.

d. Annual reports will not be signed prior to the first day of the month following the ending month of the report (see para 3-29c).

Table 5-1
Schedule for regular evaluation reports (USAR)

Grade: MSG/1SG and SGM/CSM

Prepare as of last day of reporting month: August

Grade: SFC

Prepare as of last day of reporting month: September

Grade: SSG

Prepare as of last day of reporting month: October

Grade: SGT

Prepare as of last day of reporting month: November

5-7. Relief-for-Cause Reports

A report is required if an NCO is relieved for cause.

- a. The policy and guidance in paragraph 3-32 apply to all USAR NCOs except that the minimum rating period is 90 rated days.
- b. For Relief-for-Cause Reports involving misconduct, the provisions of paragraph 5-12a(1)(b) apply.

5-8. Change-of-Rater Reports

A report will be submitted on USAR NCOs whenever the designated rater is changed as long as minimum rater qualifications are met (see para 5-12). Rater changes include:

- a. Rater or rated NCO are reassigned; transferred to another unit; transferred to the IRR, IMA, or transferred to another Reserve Component.
- b. Rater or rated NCO is discharged or normal expiration of term of service (ETS), except discharge for immediate reenlistment.
- c. Rated NCO is reduced to CPL/SPC or below. Reduction to another NCO grade (for example, SFC to SG) does not require a report, unless the actual rater changes.
- d. Rater dies, is relieved, reduced, absent without leave (AWOL), declared an unsatisfactory participant based on AR 135-91, paragraph 4-9b, for USAR not on active duty, declared missing, or becomes incapacitated to such an extent that the reviewer, on the advice of medical authorities, believes the rater is unable to submit an accurate evaluation. The senior rater will complete both rater and senior rater portions of the reports on each of the rater's subordinates (provided senior rater meets minimum rater qualifications) and will enter a brief explanation of the reason for the report in part Ve (for example, "rater deceased" or "rater relieved"). When both the rater and senior rater are unable to evaluate because of any combination of these factors, a report will not be submitted. The period will be shown as nonrated on the next report. Code "Q" will be used to explain nonrated periods.
- e. A Change-of-Rater Report will be submitted when requested by the rater or rated NCO upon approved retirement.
- f. A Change-of-Rater Report may not be signed before the date the change occurs. However, in the event of PCS, the report may be completed and signed up to 10 days prior to the date of departure in order to facilitate orderly outprocessing.

5-9. Counseling IRR and IMA NCOs

Performance counseling for IRR and IMA NCOs (CPL and above) serving on tours of duty described in paragraph 5-10b will be accomplished:

- a. Not later than 1200 on the NCO's first duty day, the NCO will meet with the rater. The rater will conduct the first counseling session in accordance with paragraph 3-4c. The rater will ensure the NCO understands the duty requirements and responsibilities during the tour of duty that will form the basis for the evaluation report. The rated NCO must be given the opportunity to express his or her expectations of achievements during the tour of duty.
- b. At a midway point during the tour of duty, the rater will again schedule and conduct a counseling session with the NCO.
- c. The counseling checklist will be maintained in accordance with paragraph 3-4.

5-10. Reports for IRR, IMA, and AMEDD NCOs in career management field (CMF) 91

Prepare the NCO-ER in triplicate. Send the original and a copy to CDR, AR-PERSCOM, ATTN: ARPC-PSV-EE, 1 Reserve Way, St. Louis, MO 63132-5200. Give the other copy to the rated NCO. Reports must be forwarded not later than 90 days after the ending date of the report.

- a. NCO-ERs, submitted according to table 5-1, will be completed as follows:
 - (1) For IRR and IMA NCOs, SGT and above, attached or assigned to Active Army or Reserve Component