**Introduction.**

This guide is not intended to be a source of “cut and paste” narratives and comments for you to simply “check the block” on an evaluation. Instead, these examples are intended to get you, the Rater and Senior Rater, to break your writer’s block and create unique narratives for your officer and strengthen their evaluation. **ENSURE THE NARRATIVE REFLECTS YOUR OFFICER;** what they did, who they are, how they the organization benefited from their service.

The guide goes through the rules for comments and narratives found in AR and DA PAM 623-3, and gives examples of narrative comments (individual sentences that can be combined to form a narrative) that support and or strengthen the applicable box check. Again, the comment examples in this guide are single part sentence pieces of a narrative and should not be considered complete narratives.

Due to the unique nature of the attributes and competencies, some narratives and statements might be a fit for more than one location.

It is **STRONGLY** recommended that you utilize the PDF-F version of the applicable evaluation forms (DA FORM 67-10-1 for O1-O3 and W1-CW2) for drafting an evaluation. This allows you or your SMEs to QA/QC your product before putting it into EES.

**Milsuite/Milbook:**

For more info, templates, etc., sign up for the milSuite, (<https://www.milsuite.mil>) and join the S1NET.

For guides with in depth examinations of performance measure definitions, go to: <https://www.milsuite.mil/book/docs/DOC-129783>

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**JUNIOR OFFICER PLATE (DA FORM 67-10-1)**

**NOTE:** 2LTs who have NOT completed BOLC, will not receive an OER until they complete BOLC (AC and ARNG; USAR officers can receive an OER before completing BOLC). The FROM date will be their commissioning date. All time until their BOLC graduation will be NONRATED on their first OER.

**OER PROFILING:**

**OERs: Rater and Senior Rater Profiles are CONSTRAINED,** meaningOfficers are only allowed to grant 49% of each rank they rate with either an “EXCELS” (as Rater) or “MOST QUALIFIED” (as Senior Rater). HOWEVER, if you have an immature profile, and have only just begun rating/senior rating Officers of a certain rank, you are allowed a ONE TIME option of giving one of the first two evaluations you make at a particular grade, an “EXCELS” (as Rater) or “MOST QUALIFIED” (as Senior Rater).

**OER (OER SUPPORT FORM) PART III:**

**Developing ‘Significant Duties and Responsibilities’ (blocks a., b., and c.):**

Refer to DA PAM 611-21 **(**<https://www.milsuite.mil/book/groups/smartbookdapam611-21>)and DA PAM 600-3 (Commissioned Officer Professional Development and Career Management), to assist in the development of PART III, block d. As a minimum, the duty description will include principal duties and significant additional duties.

1) Identify what Officer is supposed to do or be responsible for in duty position.

2) Write a succinct narrative (not bullet) format, using the PRESENT tense. Include:

-Number of personnel supervised,

-Amount of resources under the rated officer’s control,

-Scope of responsibilities.

3) Descriptions must be clear and concise with emphasis on specific functions required.

4) Note conditions unique to the assignment; e.g. RA officers assigned to FT support duties with RC units or USAR officers assigned to RA units

**OER NARRATIVES: Notes, Rules, and Instructions**

**Rater and Senior Rater Narratives:**

-Requires candor and courage; frank and accurate assessment.

-Quantify officer’s value relative to peers and do so in concert with rater/senior rater box check.

-Are short; tell a simple story about the quality of officer being evaluated.

-Are interesting and compelling.

-Are looked at by selection board members when they are looking for in-depth information about a rated officer’s performance and potential.

-Numbers; 1-10, write them out (e.g. one, two, ten). 11 or higher, write the number; e.g. 11, 15, 105. Exception, when a 1-10 is WITH an 11 or higher; e.g. “5 tool kits with 20 tools each.”

-Fashion the narrative to the officer; double check use of “he/his” vs. “she/hers.”

-Awards: Awards and/or special recognition received during the rating period may be cited in evaluation comments (for example, “received the Humanitarian Service Medal” or “named the Instructor of the Year”).

-Raters and SR CAN use the officer’s name in the narrative; e.g. “1LT Joe was ….”

**Rater and Rater Narratives:**

-Focus on **PERFORMANCE**; explaining what the rated officer did and how well he/she did it.

-Focus on specifics to quantify and qualify performance.

-Raters should advocate the rated officer to the SR.

-When there is no SR (due to lack of qualifications), rater’s narrative provides the input on both performance and potential.

**Senior Rater (SR) and SR Narrative (see** [**SR Rater Narrative**](#SRElementCom) **section for examples):**

-Focus on **POTENTIAL**, 3-5 years out (promotions, command, school, & assignments).

-Can amplify box checks by using the narrative to clearly send the appropriate message to selection boards.

-CANNOT mention Box Check.

-Additional information for when SR is also Rater can be found in DA PAM 623-3, pg. 26, “DA Form 67–10–1, part VI: block c—Senior Rater Narrative.”

**OER Narrative Prohibited Techniques, Inconsistencies, No-Go’s:**

-School/Course Comments: Bullets about how a Soldier did in a school or course are ONLY allowed if that school did not produce an AER/DA Form 1059.

-Narratives are not a laundry list of superlatives – more is not necessarily better.

-Brief, unqualified superlatives or phrases, particularly if they may be considered trite.

-Excessive use of technical acronyms, or phrases not commonly recognized.

-Techniques aimed at making specific words, phrases, or sentences stand out from the rest of the narrative; e.g. excessive use of capital letters; unnecessary quotation marks; repeated use of exclamation points; wide spacing between selected words, phrases, or sentences to include double spacing within a paragraph or between paragraphs.

-Inappropriate references to box checks; e.g “Would be TOP BLOCK if profile allowed” or “absolutely far exceeded the standard”.

-Trying to quantify (e.g. “top 2% of my captains”) with a small population.

-Stay in your lane/level; avoid comments like “Best 1LT in the Army” unless you’re the Army CoS.

-Stating “the best ever”; having 10 in the population, 50 in the profile.

-Using overused phrases and clichés that are counterproductive or overused; e.g. stellar, historic, “delivered a dazzling performance,” “hit the ground running,” consummate professional, and unlimited potential.

-Using specific selection board-type language. Examples of this include, “definitely a 6+ Soldier”.

-Don’t exaggerate; “If I could prove it, CPT X is an LTC disguised as a CPT.”

-Be mindful of what IS NOT said; it can have the same impact as what is said; e.g. NOT having numbers, or quantifiable points.

-Don’t say the same thing for all your people (Boards can easily detect repeated verbiage).

-Avoid using the same verbiage year to year for the same officer (modified cut and paste).

-Accurately and fairly assess all officers regardless of branch and functional area.

-No comments about marital status or spouse; to include spouse’s employment, education, or volunteer services. HOWEVER the following IS permitted - “CPT Doe continued his outstanding, selfless service, despite his wife’s severe illness” or “COL Doe’s intemperate public confrontations with his wife were detrimental to the status as an officer.”

**NEGATIVE COMMENTS: Rules and Instructions for including in a Narrative (see individual sections for example narrative comments)**

Negative comments are as important as positive comments. Raters and senior raters (SR) have a responsibility to fairly and accurately assess the rated officer. In order to preserve, promote, and ensure the quality of officers, raters and SR must have the moral courage to evaluate honestly.

Negative comments bottom line: If it happened, has been verified, and is accurate, it can and should be included (if the officer has not taken steps to correct the issue). Counseling is an important part of this process, to ensure that a rated officer has time to correct issues, problems or deficiencies during the period. These counseling then become supporting documents to reinforce the decision to add negative comments, or not.

SHARP, EO, EEO: Comments on the following items are **REQUIRED** when substantiated by Army or DoD investigation or inquiry:

 - Substantiated EO complaints.

- Substantiated findings of sexual harassment and/or sexual assault.

- Substantiated failure to report a sexual harassment and/or sexual assault.

- Substantiated failure to respond to a complaint or report of sexual harassment and/or sexual assault.

- Substantiated retaliation against a person making a complaint or report of sexual harassment and/or sexual assault.

References **CAN** be made to the following (if verified) in Part IV, V, VI or any OER enclosure when substantiated by a completed command or other official investigation (for example, CDR’s or Commandant’s Inquiry, AR 15–6 investigation, EO investigation, police report, and/or investigations by official military or civil authorities):

 - Cited for or received a DUI - AWOL - Arrested

 - Tested positive on urinalysis - Apprehended - Incarcerated

 - Criminal incident - Fraud - Desertion

 - Dropped from the rolls

 - Violated AR 600-20 (fraternization or similar regulatory noncompliance)

 - Senior rater may recommend/request discharge, separation or QMP

References **CANNOT** be made to the following (if verified) in Part IV, V, VI or any OER Enclosure:

 - Allegation

- Anything pending (might want to hold off and do an extended annual)

 - Letter of Reprimand - Letter of admonishment - Flag

 - Court martial - Reduction - Civil Trial

 - Incomplete investigation

- Reenlistment or letter of declination (same as bar)

- Article 15 (but you can include what the ART 15 was for, e.g. AWOL, negligence, etc.)

-Not meeting **UNIT** APFT standards

 -Participation in ASAP when voluntarily entered program (however comments can be made if rehabilitation progress shows the rated officer in a positive light and to the officer’s credit).

 -Voluntarily seeking mental health treatment (however comments can be made if rehabilitation progress shows the rated officer in a positive light and to the officer’s credit)

**Referred OERS:**

Referred or adverse reports will be referred to the rated officer by the senior rater for acknowledgment and an opportunity to comment before being submitted to HQDA (see DA Pam 623–3 for detailed instructions and process for handling referred OERs).

-A “FAIL” for the APFT in part IV, block a indicating noncompliance with the standards of AR 350–1; or a “NO” entry for the height and weight indicating noncompliance with the standards of AR 600–9.

-A rater performance evaluation of “Unsatisfactory” in part IV, (for DA Form 67–10–1 and DA Form 67–10–2).

-A rater performance evaluation of “Capable” in part IV (for DA Form 67–10–1 where the required explanation has derogatory information).

-A senior rater potential evaluation of “Not Qualified” or “Unsatisfactory” in part VI, block a.

-A senior rater potential evaluation of “Qualified” in part VI, block a where the required explanation has derogatory information.

-Any negative or derogatory comments contained in parts IV, parts V, or parts VI of the OER.

-A “Relief for Cause” OER submitted under the provisions of paragraph 3–54.

**NARRATIVE COMMENTS:**

**PART IV – PERFORMANCE EVALUATION, PROFESSIONALISM, ATTRIBUTES, AND COMPETENCIES (DA PAM 623-3, Table 2-4)**

Each attribute/competency is broke down by level of rater box check that comment supports (e.g.Excels, Proficient, Capable, or Unsatisfactory, as defined in DA PAM 623-3), strengthen a box check (e.g. when a profile doesn’t support a higher check), or weaken a box check (e.g. when a subordinate was borderline Proficient, but needs to be shown that they are the bottom of the box check).

APFT and HT/WT is broken down by comments for PASS (which are optional and can be added to blocks a. or d.), comments for PROFILE / BLANK, and comments for FAIL (to include examples of officer failing but showing improvement).

**APFT, PART IV, a.; Information, Notes, and Requirements.**

The APFT must be within 12 months of the “THRU” date, but **DOES NOT** have to be within the dates covered by the OER.

Comments for outstanding APFT score or other positive fitness bullets can go in block a. or can go in PRESENCE, d.

Comments are required in block a. for “Failed” APFT, “No” APFT, or “Profile” when it precludes performance of duty, and “No” for Army Weight Standards.

-Comments on “FAIL” entries may include the reason(s) for failure and/or note any progress toward meeting physical fitness standards (AR 350–1).

-Comments on “PROFILE” may include items the officer can’t do because of the profile, e.g. “Profile precludes officer from carrying personal protective equipment,” or “Officer’s profile limits the Soldier’s ability to lift heavy objects required by MOS.

-For pregnant officers, the comments will be “Exempt from APFT requirement in accordance with AR 40–501.”( For pregnant officers who have not taken the APFT within the last 12 months due to pregnancy, temporary profiles, and/or convalescent leave. **NO REFERENCE** to pregnancy will be made in the OER)

Permanent Profiles: APFT section will be left blank, and rater will comment why.

If no APFT taken due to temporary PROFILE, the “date” will be the date the profile was awarded and must be within 12 months of THRU.

If PROFILE, make a comment only if rated NCO’s ability to perform their duties is affected.

**HT/WT, PART IV, a. Information, Notes, and Requirements.**

If there is no unit weigh-in during the period covered by the OER, the rater will enter the officer’s height and weight as of the last record weigh-in, even if it’s before the “THRU” date of the OER (up to 12 months before THRU).

If a NO entry (failing HT/WT and or tape), comments on the reason for noncompliance. The progress or lack of progress in a weight control program will be indicated. E.g: “Officer fails body composition tape test, per AR 600-9.”

-Medical conditions may be cited for noncompliance, however medical waivers for WT control standards are not permitted, and you cannot .

 -Note any progress or lack of progress in the weight control program.

 -For pregnant officers, this entry will be blank. Input the following in block a.; “Exempt from weight control standards of AR 600–9.” (**NO REFERENCE** to pregnancy will be made in the OER)

**APFT and HT/WT PASS COMMENTS: (comments are in a NARRATIVE format and can be used in block a. or block d., however are optional)**

1LT X maintains an excellent fitness level and sets the standard for his Soldiers, with a score of 275 on his last APFT.

CPT X continues to set the standard within the BN, surpassing the BN APFT goal of 210, with a score of 250.

1LT X is in outstanding physical health, receiving an impact AAM for continuously scoring above 290 on the APFT.

Displayed sound health, strength and endurance during periods of stress or adverse situations, and always maintained focus on the mission.

Absolute example of physical fitness, 1LT X scores a 295 on the APFT.

**APFT and HT/WT PROFILE / BLANK COMMENTS: (these should NOT be considered negative)**

Exempt from weight control standards of AR 600–9.

Despite profile, 2LT X has no physical limitations preventing her from accomplishing her mission.

Profile precludes officer from carrying personal protective equipment.

Officer’s profile currently limits the Soldier’s ability to lift heavy objects required by MOS.

**APFT and HT/WT FAILURE COMMENTS (to include comments showing improvement):**

-CPT X failed all events of the APFT.

-2LT X failed sit-ups and run events of the APFT.

-Officer failed run, however showed marked improvement from APFT taken 20160201.

-CPT X failed body composition for the 3rd month; has gone from 26% to 28% during that period.

-This is the second time the officer is on weight control program within the last 12 months.

-Officer fails body composition tape test, per AR 600-9.

-2LT X failed the sit-up event, however has shown incredible improvement and will undoubtedly pass the coming APFT.

**OVERALL PERFORMANCE, PART IV, b. (comments should support/reinforce the box check).**

**EXCELS (performance exceeds majority of officers in grade):**

1LT X’s performance during this rating period was phenomenal.

CPT X is #1 of the 5 CPTs I currently rate.

Her performance ranks within the top 3 of the 25 CPTs I’ve worked with in 23 years of service.

1LT X far surpasses his peers and is easily among the finest Platoon Leaders that I have known in 11 years of service.

1LT X’s actions will have significant, enduring, and positive impact on mission, the unit and beyond.

1LT X’s exceptional command presence and resilience lends itself to consistent mission accomplishment, good order and discipline, and a positive climate.

Outstanding performance, accomplished all assigned missions beyond the leadership's expectations and is the best Staff Officer in the Battalion.

Always ensured section Soldiers and NCOs were trained, resilient, and formed into a cohesive element capable of deploying to meet the needs of the California Army National Guard.

These qualities became extraordinarily important for his Platoon during the mobilization and its highly stressful environment.

1LT X’s outstanding attitude and thirst for knowledge exceeds those around him which contributes to his overall exceptional character.

**PROFICIENT (performance is consistent with majority of officers in grade):**

1LT X is an exceptional Officer adding value to the MP Corps; currently enrolled in the Military Police Captain's Career Course (MPCCC).

1LT X performs in the middle third of the LTs I currently rate.

CPT X performs within the top half (third) of the CPTs I rate.

His performance is within the top (15-30%) of the CPTs I’ve worked with in 20 years of service.

2LT X’s performance has been superb.

She ranks 5th out of the 10 LTs I currently rate.

He is among the best officers I have worked with.

CPT X's performance as a Company Commander has been superb.

1LT X ranks high among the Platoon Leaders that I have worked with and known over the last 12 years.

X demonstrated superior leadership and understanding of all aspects of command.

Additionally, CPT X has highly advanced organizational skills and leadership ability.

1LT X excels with interpersonal relationships, has an exceptional attitude, and is tactically sound.

1LT X performed flawlessly in the execution of an overseas detention and area security mission at Guantanamo Bay, Cuba.

Exceptional performance during this limited rating period by CPT X.

1LT X’s execution of mission command significantly contributed to her subordinates’ leadership development and the overall improvement of the section.

He is a dedicated officer who could be relied upon to complete even the most complicated tasks.

CPT X’s greatest attribute is his persistence and execution of the mission, regardless of time constraints and obstacles.

He successfully managed the training and readiness of the detachment in (TOWN) with limited supervision.

He has completed all assigned tasks to standard in a timely manner, and he is able to manage complex assignments.

A critical thinker who works well with others.

**CAPABLE (performance is below the majority of officers in grade; requires further development):**

-CPT X’s performance over this rating period has been commensurate with his grade and time in service.

-Despite being put on ADOS orders, 2LT X continues to struggle with the technical and tactical aspects of his positon.

**UNSATISFACTORY (performance has not met the standards required of an Army Officer):**

-2LT X was incarcerated for most of the rating period, preventing observation of his performance.

-CPT X’s performance over this rating period has not been commensurate with his grade and time in service.

-1LT X’s multiple AWOLS during rating period limited the opportunities to assess the officer’s performance.

**CHARACTER, PART IV, c.: (Include comments addressing Rated officer’s performance as it relates to adherence to Army Values, Empathy, Warrior Ethos/Service Ethos, and Discipline. Fully supports SHARP, EO, and EEO)**

**SHARP COMMENTS (these go in PART IV, block c. CHARACTER)**

He always advocated and fully supported the SHARP, EO, and EEO programs and continually fostered a climate of dignity and respect.

She ensured the fair, respectful treatment of assigned personnel and supported the SHARP program.

1LT X established a workplace and overall command climate that fosters dignity and respect for all members of the group; totally adhered to Army SHARP, EO, and EEO policy.

Fostered a climate of respect and adherence to SHARP, EO and EEO policies.

CPT X strongly supports the Army SHARP program.

CPT X emulated the Army values and fully adhered to SHARP, EO, and EEO by means of open and constant communications which resulted in maintaining a positive work environment.

2LT X created a positive work environment centered around dignity and respect to all Soldiers and NCOs which resulted in zero SHARP related incidents in his team.

**SHARP BULLETS for FAILING TO MEET SHARP (PART IV, block c. CHARACTER; must accompany a “DID NOT MEET STANDARD” check block)**

-1LT X failed to report a SHARP incident.

-CPT X fostered an environment of permissiveness toward inappropriate behavior.

-2LT X routinely looked the other way when inappropriate comments were made in her platoon.

-She allowed individuals in her platoon too be singled out and degraded based on their race (sexuality/gender).

**CHARACTER, PART IV, c. (continued):**

**EXCELS (performance exceeds majority of officers in grade):**

1LT X’s exceptional command presence and resilience lends itself to consistent mission accomplishment, good order and discipline, and a positive climate.

1LT X’s outstanding attitude and thirst for knowledge exceeds those around him which contributes to his overall exceptional character.

A dependable Staff Officer that embodies the spirit of the Army profession, identifying with and taking care of Soldiers always.

Demonstrating the spirit of the profession of arms, 1LT X shows commitment to the mission, to never accept defeat, to persevere through difficulties, and sets the example, instilling this behavior in his subordinates and others.

1LT X is the model of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage; promoting the associated principles, standards, and qualities in those within his command.

Instilled in the soldiers the mindset of doing what is right regardless of the circumstances or consequences.

**PROFICIENT (performance is consistent with majority of officers in grade):**

Completed every task assigned regardless of complexity.

1LT X embodies the Army Values in everything he does.

He readily enforced discipline when others failed to adhere to Army Values, policy or other standard practices; he does not shy away from taking the hard right.

CPT X embodies the Army Values in all that he does.

Attentive to other’s views and concerns, 1LT X takes personal action to improve the situation of Soldiers, family members, and local community.

CPT X is able to quickly adapt to situations based on subordinate stress levels, breaking into training, coaching, or counseling mode when needed

Setting the standard, 2LT X consistently demonstrates the Army Values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage.

Demonstrating the spirit of the profession of arms, 1LT X shows commitment to the mission, to never accept defeat, to persevere through difficulties, and to always support fellow Soldiers.

1LT X tactfully instills discipline and the Warrior Ethos in his subordinates to the highest standards.

He absolutely exemplifies the Warrior Ethos through actions his action, regardless of situation or stress level.

He uses sound, informed judgment and upholds high ethical standards when planning, preparing, and executing operations.

1LT X constantly demonstrates the spirit of the profession of arms, making his positon and responsibilities as a leader in the Army National Guard as a priority in his life.

1LT X has an exceptional amount of emotional intelligence and a strong background in social work which lends itself to empathy.

1LT X has natural leadership abilities and possesses good charisma.

He selflessly worked whenever needed to ensure the success of his platoon and the detachment

**CAPABLE (performance is below the majority of officers in grade; requires further development):**

-CPT X demonstrated loyalty to the 1SG, but not the officers under his command; allowing the 1SG to dictate priorities and speak with disrespect to the platoon leaders, and reprimanded the LTs when they corrected the 1SG.

-Due to occasional lapses in judgement, she inconsistently demonstrated (Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage).

-CPT X’s words and actions communicate lack of understanding and or indifference to the issues faced by his subordinates.

-He often seems unapproachable and disinterested in personally caring for Soldiers.

-2LT X inconsistently demonstrates the spirit of the profession of arms, not making service as a leader in the National Guard as a priority in his life, even downplaying the importance of this sentiment.

-CPT X has to be reminded as to the role of an officer in the Army; he continually fosters a permissive environment causing his Soldiers to be less than disciplined.

**UNSATISFACTORY (performance has not met the standards required of an Army Officer):**

-His inconsistent demonstration of (Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage) were more than an occasional lapse in judgment.

-Failed to consistently adhere to rules, regulations, or standard operating procedures; absolutely did not set an example for his Soldiers.

-CPT X lacks the personal discipline to lead Soldiers and demonstrated with his arrest and conviction for being drunk in public.

-1LT X demonstrates a lack of understanding of Army Fraternization Policy, having been seen off-duty with and with perception of having a relationship with a member of his platoon.

**PRESENCE PART IV, d.: (Military and professional bearing, Fitness, Confidence, Resilience).**

**EXCELS (performance exceeds majority of officers in grade):**

1LT X’s exceptional command presence and resilience lends itself to consistent mission accomplishment, good order and discipline, and a positive climate.

1LT X maintains an excellent fitness level and sets the standard for his Soldiers, with a score of 275 on his last APFT.

CPT X is the model of the professional image of authority; his commanding presence, adherence to standards through appearance, demeanor, actions, and words; absolutely energizes his subordinates.

1LT X utilizes the skills and training as a Master Resilience Training, to directly assist subordinates with their own personal resilience issues, making the unit stronger and more resilient as a whole.

1LT X quickly recovers from setbacks, and is able to refocus on mission objectives in the midst of shock, injuries, and stress.

1LT X models the composure, outward calm, and control over his emotions that you want to see in a leader during adverse conditions.

1LT X is in outstanding physical health, receiving an impact AAM for continuously scoring above 290 on the APFT.

Displayed sound health, strength and endurance during periods of stress or adverse situations, and always maintained focus on the mission.

Absolute example of physical fitness, 1LT X scores a 295 on the APFT.

**PROFICIENT (performance is consistent with majority of officers in grade):**

1LT X sets the standard among his peers in professional appearance and military bearing.

A very confident leader, using experience and training to lead Soldiers within the section.

She maintains organizational focus despite adversity.

1LT X is able to learn from adverse situations and grows in resilience.

He manages his personal stress, and remains supportive of others in order to get them through.

2LT X possesses a commanding presence.

1LT X projects a professional image of authority, demonstrating adherence to standards in deed and word.

1LT X absolutely believes in physical health and fitness; going beyond merely being prepared for the APFT.

Her physical strength and endurance supports emotional health, allowing her to maintain her conceptual abilities under prolonged periods of stress.

1LT X’s energetic attitude conveys importance of fitness to his subordinates, encouraging them to be better.

CPT X displays confidence and enthusiasm while projecting a positive command presence that permeates throughout his unit as evidenced by his company’s APFT average of 275, the best in the brigade.

1LT X displays confidence and commitment when leading others.

(First name) possesses the ability to handle stressful situations and maintain a professional military bearing when faced with adversity.

2LT X is proactive in challenging situations.

Unmistakable command presence, combined with humility, allowed him to serve in roles of higher authority and responsibility than officers senior to him in grade.

Outspoken advocate of resolving issues through open candid communication and constructive criticism.

CPT X was well prepared for all planning and training meetings; she is a very dedicated officer.

He quickly recovers from setbacks, shock, injuries, adversity, and stress while maintaining a mission and organizational focus.

He consistently passes the APFT with a score of 270 or higher.

CPT X continues to set the standard within the BN, surpassing the BN APFT goal of 210, with a score of 250.

1LT X maintained positive communication with her superiors and completed all assigned tasks.

1LT X maintains a high degree of physical fitness and exhibits a good military presence, respectful attitude, and bearing.

1LT X’s composure, confidence, and mission-focus never fails, even under stress.

2LT X effectively manages his own emotions and remains in control of them when situations become adverse.

1LT X takes the time to prepare for detention and area security missions in a deployed environment which builds in her a resounding confidence when leading.

CPT X worked tirelessly to provide the commander relevant and timely threat update briefs during the San Bernardino shooting in December 2015.

**CAPABLE (performance is below the majority of officers in grade; requires further development):**

-2LT X was counseled twice for failing to maintain grooming standards for hair and nail polish colors.

-She becomes hostile when counseled in regards to corrective criticism and feedback.

-CPT X consistently complains about time the unit spends in the field.

-He recovers slowly from the stress of adversity.

-1LT X inconsistently projects a professional image of authority; she needs to work on her command presence.

-CPT X occasionally allows his professional standards to lapse in regards to his personal appearance, demeanor, actions, and words.

-2LT X’s calm composure withers quickly when subjected to stress or adversity.

-1LT X displays a less than professional image of himself and the unit.

-She is slow to recover from setbacks.

-His emotional health and conceptual abilities wither quickly under prolonged stress.

**UNSATISFACTORY (performance has not met the standards required of an Army Officer):**

-He consistently fails to inspire Soldiers due to his less than military appearance.

-CPT X has openly discussed the shortcomings of the BN in an unprofessional and inappropriate manner; routinely seen joking with subordinates about what he sees as the shortcomings of superior officers.

-He allows setbacks to derail his motivation.

-Her poor attitude and lack of respect for subordinate Soldiers rubbed off on subordinates and created a poor work environment.

-She disrespected a senior Commissioned Officer by failing to maintain military bearing when notified of counseling session.

-He routinely fails to project a professional image of authority; completely lacks a command presence.

-Loses all bearing at the first challenge or issue to appear in a plan; absolutely cannot react to stress.

-CPT X has failed last two APFTs and is not responding to the remedial program.

-CPT X does not present the image or bearing of a United States officer.

-Her physical health, strength, and endurance is not sufficient to complete most assigned missions.

**INTELLECT PART IV, e.: (Mental agility, Sound judgment, Innovation, Interpersonal tact, Expertise)**

**EXCELS (performance exceeds majority of officers in grade):**

1LT X wrote and published an article on counseling in the professional publication, Army Magazine.

CPT X single-handedly coordinated over $25 million of construction and renovating work for the installation, improving the overall environment of post.

2LT X anticipates issues and initiated necessary moment in order to solve problems before they arise.

CPT X models a flexible mindset and anticipates changing conditions in the operational environment; engaging multiple approaches when assessing, conceptualizing, and evaluating every course of action.

1LT X is able to analyze a situation and introduce new ideas when opportunities exist, approaching challenging circumstances with creativity and intellect.

CPT X demonstrated expert-level proficiency with technical aspects of her job this period, setting the example within the BN and leading her company to a #1 rating.

Despite his junior rank, 1LT X demonstrates understanding of the joint, cultural and geopolitical environment, conveying his knowledge of technical, technological, and tactical systems to subordinates and peers.

Displayed mental agility and Flexibility of mind; breaks habitual thought patterns in regards to leading the process during OPORD development exercises, managing staff sections and acquiring required information to create all BN OPORDs during period.

1LT X is highly proficient in interacting with others, effectively adjusting behaviors when interacting with superiors, peers, and subordinates.

Able to shift easily between tasks and responsibilities; from operations officer, to Emergency Operations during SB 50 event.

He developed a database program for security concerns that was implemented by BDE and is now the state.

2LT X analyzed and recognized flaws in his platoon physical training strategy; modifying it into a successful program that moved the platoon from an 80% pass rate to 95% pass rate

He was selected over more senior 1LTs and CPTs to fill the assistant S3 position.

CPT X spends considerable time and effort passing his vast experience on to others to ensure they learn from his experience.

**PROFICIENT (performance is consistent with majority of officers in grade):**

CPT X consistently sought out answers to complex problems by reaching out to outside intelligence agencies and brigades.

1LT X maintains self-awareness of others’ perceptions and changes behaviors during interactions accordingly; he cares and is able to work with anyone.

He understands the character and motives of others, and modifies personal behavior accordingly

Actively engages subordinates, and learns quickly.

1LT X demonstrates open-mindedness that allows him to recognize changing conditions and considers second- and third-order effects when making decisions.

1LT X excels with interpersonal relationships, has an exceptional attitude, and is tactically sound.

1LT X exercises sound judgment and innovative management to meet mission requirements.

Her ability to identify problems and develop simple and effective solutions are testament to her mental agility.

1LT X excelled as a Platoon Leader and Assistant Officer In-Charge; demonstrating his ability to multi-task and achieve excellent results.

He earned credibility with subordinates, peers and superiors with his exemplary performance during times of heighted stress and in positions of great responsibility.

1LT X is exceptionally intelligent, asks questions, and seems genuinely interested in the profession of arms.

She spends much of her free time at the post library and volunteering with the International Committee of the Red Cross.

She has a good degree of interpersonal tact and shows humility and an honest interest in mentorship and growth.

**CAPABLE (performance is below the majority of officers in grade; requires further development):**

-While his tactical competence is acceptable, CPT X needs to improve his level of technical competence to the level of his current grade.

-CPT X is slow to adapt to changing situations, often relying on the experience of others in order to make adjustments and accomplish the mission.

-She hesitates to adjust her approach and refuses to make educated guesses when expediency is required.

-Has a habit of relying on traditional methods when faced with challenging circumstances, even if those methods have proven to be ineffective in the past.

-CPT X at times resents himself inappropriately and lacking in tact.

-Often doesn’t introduce her ideas for fear of criticism or failure.

-CPT X isn’t good at looking beyond what is in front of him; attending to immediate conditions and surface outcomes when making decisions instead of thinking about second and third order effects.

-Has issues seeing things from another’s point of view.

**UNSATISFACTORY (performance has not met the standards required of an Army Officer):**

-2LT X’s displays a level of technical incompetence that is in no way commiserate to his grade.

-He consistently assigns ulterior motives to others’ actions; misses cues regarding others perceptions, character and motives.

-Fails to adapt to situations as they change; refusing to change initial plan even when it is clear the plan no longer fits the circumstances.

-Becomes openly agitated and argumentative when someone recommends a new process; he continues to rely and demand things be done the way “they always have been done.”

**LEADS PART IV, f.: (Leads others, Builds trust, Extends influence beyond the chain of command, Leads by example, Communicates)**

**EXCELS (performance exceeds majority of officers in grade):**

She extended influence beyond the normal chain of command and planned valuable training with MI units at the Western Army Reserve Intelligence Support Center (WARISC) and augment Operation Ulchi Freedom (UFG16).

Extended influence to international partners, having a professional article written and published in November 2016, adapted and translated for use by the Israeli Defense Forces.

1LT X demonstrates the full range of required influence techniques enabling him to speak, lead and motivate every person in his unit.

1LT X is a dedicated officer that finds and creates opportunities to succeed and accomplish the mission; absolutely enables the unit to excel.

Uses initiative and adaptive leadership to accomplish the mission in the most unusual or difficult situations

Working through the professional forums, 1LT X sought out, proactively built and maintains alliances with leaders across the Army in order to benefit the battalion.

1LT X works with the Alameda County Sheriff’s office, as well as other outside agencies, in order to build positive relationships established that have enhanced unit training.

Though development of professionalism and leadership classes, that he then teaches directly to his PLT, 1LT X makes candid, open communication a clear priority in his platoon.

Developed the new battalion standard BLUE 2 Situation Report(SITREP), steam-lining reporting between subordinate units and the BN during operations.

Totally conscious of safety in all training and unit activities, resulting in zero safety incidents this period.

**PROFICIENT (performance is consistent with majority of officers in grade):**

CPT X built a rapport within the S2 section and battalion staff.

Subordinates, peers, and superiors learn what to be, know and do from 1LT X.

She brings the best out in others, and sets the environment for optimal teamwork.

He is able to continually assesses and monitor the mission and its accomplishment, while not neglecting or sacrificing Soldier welfare.

1LT X absolutely has the commitment to do what needs to be done for unit members.

Actively leads as opportunities present themselves.

1LT X sets the example in communicating with subordinates; disseminating information in a timely manner and requiring brief backs to ensure the message was heard and understood.

She used her leadership to improve section morale and performance.

1LT X has no hesitation in addressing problems that undermine trust.

She assesses and manages risk appropriately.

He engages his subordinates in activities that builds unit cohesion, sharing information as soon as he gets it to ensure trust within his unit.

1LT X displays respect to superiors, peers, and subordinates alike.

1LT X personally led her Platoon during numerous successful detainee movement operations at Guantanamo Bay, Cuba.

She also successfully completed a rotation as the Access Control Points, Battle Positions, and Observation Posts Platoon Leader while deployed.

**CAPABLE (performance is below the majority of officers in grade; requires further development):**

-CPT X continues to struggle at completing subordinate evaluations on time.

-1LT X has limited communication skills that need improvement in order to lead Soldiers.

-She inconsistently demonstrates influence techniques, shutting off many subordinates and peers with her abrasive attitude.

-While capable, 2LT X needs to learn to delegate tasks to the NCOs of her platoon.

-Accomplishes most goals, but does so at the expense of Soldier moral.

-Routinely demonstrates a lack of trust of subordinate leaders, however has been making efforts to improve.

-Passively acts on opportunities to build trusting relationships outside the organization due to discomfort with working outside of her comfort area.

-Information dissemination within the company is inconsistent or untimely, effecting trust and mission accomplishment.

-CPT X routinely misunderstands or fails to perceive nonverbal cues, often making interactions between superiors, peers and subordinates, awkward.

-2LT X’s ideas are not well organized, often causing confusion with his squad leaders.

-1LT X is working on his technical competence; currently his written orders are not easily understandable.

**UNSATISFACTORY (performance has not met the standards required of an Army Officer):**

-She failed to complete required subordinate evaluations in a timely manner.

-Routinely demonstrated a level of apathy and laziness that deterred subordinates from trying harder.

-Demonstrated lack of concern for morale, physical condition, and safety of subordinates; only concerned with

-CPT X routinely hesitates to act when risk factors escalate.

-Has demonstrated an adverseness to necessary risk that has led to missed deadlines and failed missions.

-2LT X displays respect differently to some without justification.

-CPT X has failed to follow through on intentions, undermining the trust his subordinates have in his word.

-Routinely misses opportunities to build trusting relationships outside the organization.

**DEVELOPS PART IV, g.: (Creates a positive command/workplace environment, Fosters esprit de corps, Prepares self, Develops others, Stewards the profession)**

**EXCELS (performance exceeds majority of officers in grade):**

Constantly looks for opportunities to learn more about the MP profession and leadership techniques, actively seeking out mentorship within as well as outside of the battalion.

Directed the creation of position SOPs within the Operations Section, promoting section leader buy-in and ownership.

Absolute professional and squared away for duty; current on all applicable skills, knowledge, and mental toughness by engaging in engages in continual self-development.

1LT X improved the efficiency of every process within his lane, as well as several company level processes that have streamlined orders productions, school requests, and order of merit lists.

Using his extensive experience, 1LT X works well after normal duty hours, provides coaching, counseling and mentoring to subordinates and peers.

1LT X encourages innovative, critical, and creative thought; allowing subordinate leaders to learn through trial and error in order to become better leaders.

1LT X is constantly seeking feedback from superiors, peers, and subordinates on missions, products and instruction; he strives to be the best he can be.

CPT X is a steadfast believer in challenging training; creating tough, realistic scenarios during Annual Training in order to development the knowledge, capabilities and readiness of his team.

**PROFICIENT (performance is consistent with majority of officers in grade):**

Maintains mentor relationships with staff and peers.

1LT X is a steadfast believer in efficiency; carefully manages the resources of time, equipment, people, and money.

CPT X issued calm and clear instructions, is an effective supervisor, ensured expectations were understood, and gave subordinates appropriate latitude to learn and lead.

Provides support and assistance to anyone who asks without requesting or expecting anything in return.

She integrates information from multiple sources; analyzing, prioritizing, and utilizing the new information to improve her processes.

1LT X promotes expectations and attitudes conducive to a positive work environment through counseling and constant feedback.

She demonstrates optimism and encourages others to develop and achieve their goals.

CPT X demonstrates a willingness to motivate and help others grow through feedback, constructive criticism, and counseling.

He provides coaching, counseling and mentoring to all members of his platoon.

2LT X builds team skills and processes to improve individuals and the organization by using the experience and skills of the NCOs within his platoon, getting their buy-in.

CPT X supports the personal growth and development of his subordinates, allowing Soldiers in his company to attend college courses and self-improvement testing during duty hours.

Displayed good stewardship of the Army’s resources in both word and deed.

His actions show a commitment to the professional strengths of the Army, and the country.

1LT X was a good assessor of effectively utilizing Soldier's strength or weaknesses.

1LT X has exceptional counseling skills and her background in social work naturally lends itself to exceptional mentorship.

1LT X truly takes an exceptional interest in the welfare of her Soldiers and can successfully apply her training and experience to her Platoon's benefit.

Developed an environment that fostered positive teamwork and cooperation.

His positive attitude and actions contributed to a psychologically healthy climate within the company.

**CAPABLE (performance is below the majority of officers in grade; requires further development):**

-Often demonstrates an unwillingness to take actions to develop or improve self, due to fear of constructive criticism.

-Needs to develop the resilience and ability to take and learn from constructive criticism.

-CPT X consistently demonstrates negative expectations and attitudes not conducive to a productive work environment.

-CPT X Focuses primarily on task accomplishment, fostering an expectation of zero-defects, and then hold honest mistakes against subordinates.

-Reluctant to seek feedback from others.

-1LT X demonstrated a limited understanding of supervising, managing, monitoring, and controlling priorities of work, and required some additional development in this area.

-1LT X displays a reluctance to accept responsibility for her own learning, instead waiting for others to teach her.

-2LT X totally focuses on the task at hand without consideration of the big picture of improving organizational effectiveness.

-CPT X demonstrated hasty prioritization and planning, that lead to incomplete guidance and direction to his subordinates; the mission was accomplished, but is was badly done.

-Has displayed a disinterest in motivating and assisting in the growth of others, choosing to let the unit push information to her Soldiers.

-Is leaving the platoon in roughly the same condition as when he took over.

**UNSATISFACTORY (performance has not met the standards required of an Army Officer):**

-Fails to make applicable changes to person and personal processes when given constructive criticism.

-CPT X failed to improve his subordinates and prepare them for follow-on assignments, as well as failed to take steps to leave the organization in equal or better condition as when the period started.

**ACHIEVES PART IV, h.: (Gets results)**

**EXCELS (performance exceeds majority of officers in grade):**

Completed every task assigned regardless of complexity.

1LT X’s accomplishments and initiative absolutely enabled the unit to excel.

Served as the acting battalion S3/Operations Officer during November, January, February, and March drills; taking the initiative in the absence of orders, directing staff sections, allowing the development of the initial plan and enabled the battalion to meet required timelines.

**PROFICIENT (performance is consistent with majority of officers in grade):**

Served as the Utah CBRNE Response Task Force LNO during Operation Darkhorse in November 2015.

Developed AAR reporting template that standardized information across the battalion and ensured compliance with Army Regulations.

CPT X’s performance was in keeping with his peers; he kept the unit out of trouble and on the correct path.

He provided support to the BDE S2 during Super Bowl 50 security mission.

She consistently presented appropriate and useful monthly reports on security clearances, weather effects, and threat assessments.

1LT X was responsible for the build-up and training of a mobilizing Platoon which alone is an exceptional task, but she has continued to succeed while deployed in the multitude of assignments she has been given.

CPT X ensured to plan for expected setbacks and then enacted appropriate contingencies when the need arose.

She actively monitors, coordinates and regulates subordinate actions, allowing them to accomplish the work and complete the mission.

I can trust 1LT X to successfully complete any task.

Gets the job done by making corrections to the original orders as needed, and using the optimal application of manpower available.

**CAPABLE (performance is below the majority of officers in grade; requires further development):**

-His hasty prioritization and planning lead to incomplete guidance and direction, resulting in the several missed suspense items.

-She demonstrated a limited understanding of supervising, managing, monitoring, and controlling priorities of work during the period; requires development in this area.

**UNSATISFACTORY (performance has not met the standards required of an Army Officer):**

-Efforts as commander often do not have any effect on unit readiness or moral.

-Actions and decisions routinely have negative impacts on the platton.

**SENIOR RATER OVERALL POTENTIAL PART V: NARRATIVE format.**

**Per DA PAM 623-3,** Senior Raters (SR) comment on the rated officer’s POTENTIAL, and comments are mandatory. Bullet comments are prohibited. Simply stating concurrence with the rater’s evaluation does not fulfill the intent of this paragraph.

Potential is evaluated in terms of the majority of the grade population:

 -**MOST QUALIFIED**: Potential exceeds that of a majority of officers in SR’s population.

-**HIGHLY QUALIFIED**: Potential is consistent with a majority of officers in SR’s population.

-**QUALIFIED**: Potential is adequate but below the majority of officers in SR’s population. This can be used on referred reports where the officer isn’t failing but is below average.

-**NOT QUALIFIED**: Potential is below the majority of officers in the senior rater’s population for that grade and the senior rater does not believe the rated officer should be retained,

Comments in the senior rater box include comments when:

-When the senior rater has not been in the position the minimum number of days necessary to evaluate the rated officer, he or she will enter the following statement in part V, block b: “I am unable to evaluate the rated officer because I have not been the senior rater for the required number of days.”

-In these cases, all other entries in part V, blocks a, b, and c will be left blank. Use the Wizard application to automatically enter the appropriate statement in part V, block c, if he or she is unable to evaluate the rated officer.

-Anything unusual about the DA Form 67-10-1 will also be noted here (for example, APFT and height and weight data or explanatory comments, if not included; lack of rated officer’s signature; signatures are out of sequence on the report).

-On any **substantiated** SHARP, EO, and/or EEO complaints resulting from an AR 15–6 investigation or other official investigation by military or civil authorities, the senior rater will annotate a separate comment**.** This occurs if the rated officer: (1) committed an act of sexual harassment or sexual assault; (2) failed to report a sexual harassment or assault; (3) failed to respond to a complaint or report of sexual harassment or sexual assault; (4) retaliated against a person making a complaint or report of sexual harassment or sexual assault.

-Addressing the lack of a rated officer’s signature on the OER. Use the Wizard application to enter appropriate statement. A report stating that the officer cannot sign due to CAC issues is unacceptable and such reports will not be processed. The report will not be delayed because it lacks the rated officer’s signature.

-If the senior rater’s evaluation is based on infrequent observation of the rated NCO.

**POTENTIAL block c.**

Senior Rater narrative comments should primarily focus on the rated officer’s potential for performance, command/responsibility, promotion, schooling (military and civilian), broadening assignments, successive duty assignments and level of assignments, and/or retention, when applicable; however can also make some statement on performance as observed by the SR (e.g. top performing 1LT in the company).

**Narrative Examples:**

Example:

1LT X is #2 of the 20 Lieutenants I senior rated. He is an asset for the future and will progress further in his military career. Keep assigning him to demanding position and select him for the

Military Police Captains Career Course now. Promote ahead of peers to Captain and select him for the next Company Command.

Example:

CPT X continues to demonstrate the potential to serve in positions of increased trust, responsibility and authority. CPT X should be placed in demanding operational assignments to broaden her base of experience and prepare her for future command and staff positions. Promote now, and track for Resident Senior Service College.

Example:

1LT X is an intelligent and creative Officer with the potential to progress in rank as a leader. 1LT X is ready for positions of increased responsibilities; he will excel as a Staff Officer followed by Company Command if given the opportunity. Select for Military Police Captains Career Course and promote to captain when eligible.

Example:

1LT X has a great deal of potential and is ready now for positions of increased responsibility. 1LT X's consistent performance exceeds the majority of officers with her rank and experience. 1LT X's exceptionally positive attitude and natural leadership ability suit the Army Officer Corps well.

Example:

CPT XXXXX is in the top 5% of all the captains I senior rate and the #1 logistician in the battalion. CPT XXXXX’s outstanding work ethic and logistical expertise have led to the success of countless training operations, support taskings, and the overall success of this battalion. CPT XXXXX possesses unlimited potential. Promote below the zone to MAJ and send to ILE. She has the skillset to be an outstanding Battalion Commander.

Example:

Superb! CPT XXXXX’s performance in an extremely difficult and challenging assignment has been absolutely outstanding. CPT XXXXX’s rare skills and abilities clearly separate her from her peers and make her the right choice for the difficult jobs that require innovative planning, meticulous execution, and extra effort. Absolutely incredible potential. Promote ahead of peers and assign to tough positions of maximum responsibility. A truly superior officer.

**ELEMENT IDEAS (the comments are in sentence format to keep them separate; remember that this should be a NARRATIVE).** Elements broke down by level of SR box check that comment supports (e.g. Most Qualified, Highly Qualified, Qualified, or Not Qualified). Ideally, SR want to have no more than 4 lines.

**OBSERVED PERFORMANCE COMMENT: SR’s should limit comments on performance. These comments should lead the narrative, and should connect with the SR box check. Remember, “# of #” is often better than “% of #”.**

**Most Qualified**:

1LT X is #1 of the 25 Lieutenants I currently senior rate.

1LT X is my #1 lieutenant of the 8 I currently senior rate, and one of the best officers that I’ve seen in over 25 years of service—top 1%.

CPT X is the best CPT I senior rate out of 5 CPTs.

1LT X's consistent performance exceeds the majority of officers with her rank and experience.

1LT X is one of the most knowledgeable and professional officers that I’ve worked with in 33 years of service.

A trusted leader and advisor whose critical thinking and analytical skills are already at a tactical level- will excel at the operation level.

1LT X absolutely sets the standard in organization and technical expertise, assign as BN S4 now.

Personally selected to lead a forward deployed Personnel Service and Support Mission.

**Highly Qualified**:

Outstanding performance; 2LT X epitomizes what it means to be an officer.

One of my best 1LTs…

A grounded leader who shares in his Soldiers’ sacrifices and challenges.

2LT X is within the top 20% of officers I’ve senior rated in 21 years.

Definitely on par with other officers in her grade.

CPT X’s rare skills and abilities clearly separate him from his peers and make him the right choice for the difficult jobs that require innovative planning, meticulous execution, and extra effort.

CPT X’s performance was absolutely superb! His performance in an extremely difficult and challenging assignment has been absolutely outstanding.

**Qualified**:

2LT X is a good officer, whose performance will benefit from additional time and experience at her current grade.

**Not Qualified**:

CPT X had issues performing at a level required for his rank.

**PERFORMANCE / COMMAND / RESPONSIBILITY POTENTIAL: Tells the officer’s aptitude for greater responsibility and possibility of command (avoid jargon and hyperbole; e.g. “unlimited potential”).**

**Most Qualified**:

Ready for company command, now.

A trusted leader and advisor whose critical thinking and analytical skills are already at a tactical level- will excel at the operation level.

Must command a company now.

Already shows Company Command potential, a must-promote BZ to CPT and Company Command.

CPT X has defined what it means to be a staff officer; select for command of a deploying company where they will benefit his immense tactical and technical competence.

CPT X absolutely has what it takes and demonstrated battalion command potential now.

1LT is a must select for company command-he will distinguish himself as a commander and is my #1 choice for command of a Combat Support MP Company.

Will absolutely be a successful commander-select for command now.

Future Battalion S3.

CPT X will absolutely be a future BN CDR.

Select for next available company command; is the leader we want in front of Soldiers.

Assign to positions where he will continue to lead Soldiers.

**Highly Qualified**:

1LT X has a great deal of potential and is ready now for positions of increased responsibility.

A grounded leader who shares in his Soldiers’ sacrifices and challenges.

Ready for command when position comes available; promote with peers.

Tremendous potential for service at higher levels of responsibility.

Definitely promote when eligible.

Select for positions of higher responsibility when available.

If selected for command, would be a success.

Select for company command if available.

2LT X has superior performance this period.

**Qualified**:

(If the SR only uses performance and doesn’t mention anything about potential…)

CPT X will benefit from some additional time, mentorship, and guidance at his current level of responsibility.

Consider for company command in the next 2 years.

Select for command if needed.

Performed duties as assigned.

**Not Qualified**:

Not ready for command at this time.

Lacks the potential for command.

**PROMOTION STATUS / POTENTIAL: This is where SR’s get a vote on a promotion board.**

**Most Qualified**:

Move into an A-S3 CPT position, and Unit Vacancy Promote to CPT now.

Select for promotion ahead of peers and select for company command.

BZ promote to MAJ as soon as possible.

Promote now and sent to MPCCC; is absolutely the future BN S3

Clearly ahead of his peers, select for company command and promote now.

**Highly Qualified**:

Promote with peers.

1LT X has a strong potential for promotion,

Promoted when eligible, select for command now.

1LT X has excellent command potential, promote with peers and select when opportunity becomes available.

Ready for promotion, promote with peer group.

**Qualified**:

Promote with or after peers, select for command if needed.

Continue to develop as a 1LT – reassess in 1 year.

Groom for next level of responsibility-should be there in 1-2 years.

**Not Qualified**:

Not ready for promotion at this time.

This officer needs a great deal more time at current grade before promotion should be considered.

**SCHOOL ASSIGNMENT: Tell potential board IF and WHEN to send the officer to military or civilian education opportunities.**

**Most Qualified**:

Send to CCC now, and promote immediately – future BN S3.

Promote and send to ILE immediately.

Every effort needs to be made to allow this officer to complete Master’s degree.

**Highly Qualified**:

Already selected to attend MP CCC.

Submit for distance learning ILE now.

Currently attending phase 3 MPCCC-has completed phases 1 and 2.

Send to captain’s career course as soon as possible.

**Qualified**:

Send to captain’s career course if additional slots are available.

**Not Qualified**:

Do not sent to next level military education at this time.

**RETENTION POTENTIAL**

**Most Qualified**:

**Highly Qualified**:

**Qualified**:

**Not Qualified**:

**OTHER COMMENTS: SR makes comments on anything out of place on the DA FORM 67-10-1** **(e.g. APFT and height and weight data or explanatory comments, if not included; lack of rated officer’s signature; signatures are out of sequence on the report; changes in an evaluation resulting from rated officer comments; and that multiple referral attempts have been made to the rated officer).**

-As senior rater, I had limited observations of the rated officer during the evaluation period.

-Multiple attempts have been made to get officer to sign.

-Rated officer refused to sign after being given 20 days.

-Rated officer deployed to Afghanistan and has been unable to sign due to connectivity issues.

-Motor vehicle accident resulted in officer missing unit APFT.

-Officer was found negligent in failing to report a sexual harassment claim from a subordinate.

**SUCCESSIVE ASSIGNMENTS, PART V, d.: These will be FUTURE assignments, up to 3 (2 minimum), within 3-5 years (no successive assignments are required if rater marks “UNSATISFACTORY” and the SR marks “NOT QUALIFIED”):**

XO, Plans Officer, Company Commander

Company Commander, S4, BDE A-S4

Law & Order Officer, XO, Company Commander

Company Commander, BN S4, BDE Force Protection Officer

BN A-S3, BN S3, BDE A-S3

XO, Assistant S3, CO

BN S1, BDE A-S3, BN S3

2nd Command, BN A-S3, BN XO

**NOTE:** **NOT** recommending/including a “Commander” position in any of the successive assignments for a 2LT or 1LT says a lot. Similarly, not recommending a CPT for one of the “big” staff positions, ending in either BN S3 or XO, could also be saying a lot.

**EFFECTIVE WORDS:**

**Sample words:**

**Communication/**

**People Skills**

Address

Advertise

Arbitrate

Arrange

Articulate

Author

Clarify

Collaborate

Communicate

Compose

Condense

Confer

Consult

Contact

Convey

Convince

Correspond

Debate

Define

Develop

Direct

Discuss

Draft

Edit

Elicit

Enlist

Explain

Express

Formulate

Furnish

Incorporate

Influence

Interact

Interpret

Interview

Involve

Join

Judge

Lecture

Listen

Market

Mediate

Moderate

Negotiate

Observe

Outline

Participate

Persuade

Present

Promote

Propose

Publicize

Reconcile

Recruit

Refer

Reinforce

Report

Resolve

Respond

Solicit

Specify

Speak

Suggest

Summarize

Synthesize

Translate

Write

**Creative Skills**

Act

Adapt

Begin

Combine

Compose

Conceptualize

Condense

Create

Customize

Design

Develop

Direct

Display

Draw

Entertain

Establish

Fashion

Formulate

Found

Illustrate

Initiate

Institute

Integrate

Introduce

Invent

Model

Modify

Originate

Perform

Photograph

Plan

Revise

Revitalize

Shape

Solve

**Data/Financial**

**Skills**

Administer

Adjust

Allocate

Analyze

Appraise

Assess

Audit

Balance

Budget

Calculate

Compute

Conserve

Correct

Determine

Develop

Estimate

Forecast

Manage

Market

Measure

Net

Plan

Prepare

Program

Project

Qualify

Reconcile

Reduce

Research

Retrieve

**Helping Skills**

Adapt

Advocate

Aid

Answer

Arrange

Assess

Assist

Clarify

Coach

Collaborate

Contribute

Cooperate

Counsel

Demonstrate

Diagnose

Educate

Encourage

Ensure

Expedite

Facilitate

Familiarize

Further

Guide

Help

Insure

Intervene

Motivate

Prevent

Provide

Refer

Rehabilitate

Represent

Resolve

Simplify

Supply

Support

Volunteer

**Management/**

**Leadership Skills**

Administer

Analyze

Appoint

Approve

Assign

Attain

Authorize

Chair

Consider

Consolidate

Contract

Control

Convert

Coordinate

Decide

Delegate

Develop

Direct

Eliminate

Emphasize

Enforce

Enhance

Establish

Execute

Generate

Handle

Head

Hire

Host

Improve

Incorporate

Increase

Initiate

Inspect

Institute

Lead

Manage

Merge

Motivate

Navigate

Organize

Originate

Overhaul

Oversee

Plan

Preside

Prioritize

Produce

Recommend

Reorganize

Replace

Restore

Review

Schedule

Secure

Select

Streamline

Strengthen

Supervise

Terminate

**Organizational**

**Skills**

Approve

Arrange

Catalogue

Categorize

Chart

Classify

Code

Collect

Compile

Correct

Correspond

Distribute

Execute

File

Generate

Incorporate

Inspect

Log

Maintain

Monitor

Obtain

Operate

Order

Organize

Prepare

Process

Provide

Purchase

Record

Register

Reserve

Respond

Review

Route

Schedule

Submit

Supply

Standardize

Systematize

Update

Validate

Verify

**Research Skills**

Analyze

Clarify

Collect

Compare

Conduct

Critique

Detect

Determine

Diagnose

Evaluate

Examine

Experiment

Explore

Extract

Formulate

Gather

Inspect

Interview

Invent

Investigate

Locate

Measure

Organize

Research

Review

Search

Solve

Summarize

Survey

Systematize

Test

**Teaching Skills**

Adapt

Advise

Clarify

Coach

Communicate

Conduct

Coordinate

Critique

Develop

Enable

Encourage

Evaluate

Explain

Facilitate

Focus

Guide

Individualize

Inform

Instill

Instruct

Motivate

Persuade

Simulate

Stimulate

Teach

Test

Train

Transmit

Tutor

**Technical Skills**

Adapt

Apply

Assemble

Build

Calculate

Compute

Conserve

Construct

Convert

Debug

Design

Determine

Develop

Engineer

Fabricate

Fortify

Install

Maintain

Operate

Overhaul

Print

Program

Rectify

Regulate

Remodel

Repair

Replace

Restore

Solve

Specialize

Standardize

Study

Upgrade

Utilize

**More Skills Verbs**

Assemble

Attach

Balance

Build

Bundle

Calibrate

Care for

Clean

Code

Collate

Collect

Conduct

Conserve

Construct

Control

Design

Diagram

Dictate

Direct

Dismantle

Document

Draw

Duplicate

Edit

Execute

Fix

Format

Gather

Grade

Grid

Harvest

Highlight

Implement

Inspect

Instruct

Interview

Lift

Line

Load/reload

Locate

Log

Make

Manage

Measure

Mix

Mount

Operate

Organize

Package

Perform

Plant

Portion

Position

Prepare

Press

Process

Program

Proofread

Propagate

Prove

Provide

Prune

Raise

Recheck

Refill

Regulate

Renovate

Repair

Replace

Reproduce

Retrieve

Route

Save

Search

Secure

Select

Separate

Sharpen

Simplify

Simulate

Sketch

Sort

Splice

Stratify

Sterilize

Tape

Terminate

Transfer

Transplant

Treat

Trim

Troubleshoot

Verify

Wash

Write

**Managerial**

**Proficiency**

Achieve,

Administer,

Analyze,

Appoint,

Approve,

Assign,

Attain,

Authorize,

Chair,

Conceive,

Consider,

Consolidate,

Contract,

Control,

Convert,

Coordinate,

Decide,

Delegate,

Develop,

Direct,

Eliminate,

Emphasize,

Encourage,

Enforce,

Enhance,

Establish,

Evaluate,

Execute,

Improve,

Generate,

Handle,

Head,

Hire,

Host,

Implement,

Improve,

Incorporate,

Increase,

Initiate,

Inspect,

Inspire,

Institute,

Launch,

Lead,

Manage,

Merge,

Motivate.

Navigate,

Organize,

Originate,

Overhaul,

Oversee,

Plan,

Preside,

Prioritize,

Produce,

Recommend, Reevaluate,

Reject,

Reorganize,

Replace,

Report,

Restore,

Review,

Schedule,

Secure,

Select,

Streamline,

Strengthen,

Supervise,

Terminate,

Unite.