Most Frequently Seen Errors OER:

-Signatures more than 14 days prior to the THRU date & sent to HQDA before THRU date

-Missing statement from senior rater explaining lack of Soldier signature (if CAC doesn't work Soldier can ink sign and mail evaluation to HRC)

-Missing actual date after word PASS or PROFILE in APFT section

-Missing YES or NO after HT/WT

-Using the wrong reason for submission

-Extended annuals reflecting more than 12 months and missing nonrated codes

-Beginning date (FROM) overlaps with THRU date from previous report

-Incorrect or inaccurate SSN for the rated Soldier and/or senior rater

-Missing administrative information (i.e., Senior rater unit, ranks, etc.) Also: part III: block b-Position area of concentration (AOC) Code/Branch--Action required: For commissioned officers, the position area of concentration (AOC)/branch entry will contain, as a minimum, the first five characters of the position requirements code (such as 42B00); seven characters if an additional skill identifier (ASI) is needed; or nine characters if a language identification code is required; should be the same position code as on the ORB.

-OER contains negative comments but is not marked as referred (box checks in Part IId)

-Officer marked comments attached, but not physically attached, with referred OER

-Missing # of officers senior rated (in Part VIIa)

"Pooling", or elevating the rating chain beyond the senior rater's ability to know the officer, in an attempt to provide a box check selection protection (i.e. "Most Qualified") for a specific group runs counter to the intent of the Army's Evaluation Reporting System (ERS). Rating schemes based on "pooling" erode Soldiers' confidence in the fairness and equity of the ERS and ultimately in their leaders who are responsible for developing and per AR 623-3, Pooling is prohibited.

-Note establishing rating chains IAW AR 623-3 and counseling during the rated period helps to alleviate pooling concerns and can help manage the expectations of the rated Soldier and eliminate concerns where Soldiers feel they need IG assistance.

-Three major forcing functions contribute to strengthening the rating chain:

(1) The rater is the immediate supervisor to the rated Soldier.

(2) The senior rater is the immediate supervisor of the rater.

(3) Policy requires rating schemes for two-star level commands (or equivalent organizations) and below to be approved by the next higher level Commander.

Please DO NOT FORGET the following on OERs:

MSAF Completion date valid within 3 years. Also the SHARP, EO, and EEO statement such look as: "He fosters a climate of dignity and respect, and fully supports the EO, EEO, and the Commander's SHARP program."

Excerpt from, Army Regulation 623–3, <u>Personnel Evaluation: Evaluation Reporting System</u>, 31 March 2014

3–7. Rater:
The rater has immediate responsibility for counseling a rated Soldier and directing their **performance**.

(b) Part IV will be an assessment of a rated officer's **professionalism, performance, and adherence to the attributes and core leader competencies of the Army Leadership Requirements Model** (including the APFT, height and weight entries, and entry of compliance/noncompliance with AR 600-9), **focusing on what a leader is (attributes) and what a leader does (competencies)** during the rating period (see ADRP 6-22). Part IV contains the dimensions of the Army's leadership doctrine that define professionalism for the Army officer. Attributes are characteristics that are an inherent part of an individual's total core, physical, and intellectual aspects. Attributes shape how an individual behaves in his or her environment and are aligned to identity, presence, and intellectual capacity. **Core leader competencies** emphasize the roles, functions, and activities of what leaders do. Core leader competencies are complemented by attributes that distinguish high performing leaders of character. Core leader competencies apply across all levels of the organization, across leader positions, and throughout careers. The Army Values, empathy, warrior ethos, and discipline are critical attributes that define a leader's character and apply across all grades, positions, branches, and specialties. These attributes are critical to maintain public trust and confidence in the Army and the qualities of leadership and management needed to maintain an effective Officer Corps. The OER incorporates the Army Leadership Requirements Model to **emphasize and reinforce professionalism**.

1. **Performance** evaluations are assessments on how well the rated officer met duty requirements and adhered to the professional standards of the Officer Corps. **Performance** is evaluated by considering the results achieved, how they were achieved, and how well the officer complied with professional standards.

2. Raters will comment on how well the rated officer promoted a climate of dignity and respect and adhered to the requirements of the **SHARP Program**.

3. Potential evaluations are **performance-based assessments** of the rated officer's ability, compared to that of their contemporaries.

(c) For LTCs and below (DA Form 67-10-1 and DA Form 67-10 -2), **part IV will be an assessment of the rated officer's <u>performance</u> during the rating period.** This performance is evaluated in terms of the majority of officers in the population. If the performance assessment is consistent with the majority of officers in that grade the rater will place an "X" in the "PROFICIENT" box. If the rated officer's performance exceeds that of the majority of officers in the rater's population, the rater will place an "X" in the "EXCELS" box. (The intent is for the rater to use this box to identify the upper third of officers for each rank).

1. **Part IV, block b (DA Form 67-10-1)** and part IV, **block e (DA Form 67-10-2)** will be **an assessment of the rated officer's overall performance** when compared with all other officers of the same rank the rater has previously rated or currently has in their population.

3–9. Senior rater

1. In part VI, block a, the senior rater will assess the rated officer's **potential** compared to all officers of the same rank. This assessment should be based on officers the senior rater has previously senior rated and those in their current senior rater population.

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

Additional OER Information:

System Facts

- **Purpose of Evaluations**: Identify our Army's best performers and those with the greatest potential
  - Selection and Separation Boards and assignment managers are the audience
  - Requires candor and courage; frank and accurate assessment
  - Leaders must guard against "word inflation"…words matter most
  - Allows for field impact on selection of future leaders

- **Both OER and NCOER are assessment tools …do not counsel on assessments**
  - OER is a forced distribution system
    - Senior Rater top box restricted to <50%
    - Rater left most box restricted to <50%
  - OER Rater narrative focus on performance
  - OER SR narrative focus on quantifiable potential
  - NCOER SR bullets focus on excellence, performance & quantifiable potential

- **Selection & Promotion system is based on Army requirements**
  - Use the top box and quantified narratives to identify your best
  - Cannot predict selection board results on Top Box/Most Qualified or Highly Qualified labels as selection boards decide based on a series of reports (the Whole File Concept)

Developing a Rating Philosophy

- **Mission: Identify your best**

- **Counseling – ensure counseling is accomplished. Those that can improve will**

- **Decide how to assess (particularly) Excels based on performance and Most Qualified Based upon Potential**

- **Write well – quantify and qualify in narrative; correspond comments with box check as the system allows. Use the narrative to paint the picture**

- **Plan ahead, think series of reports (number of times you will rate an officer)**

Evaluation Narrative

- Selection boards should understand what input the Rating Chain is providing without having to guess

- Raters focus on specifics to quantify and qualify performance

- Senior raters need to amplify their potential box checks by using the narrative to clearly send the appropriate message to selection boards. Focus on potential (3 to 5 years; command, assignment, schooling and promotion)

- Cannot mention Box Check in the narrative

- Be careful with your narrative:
    - *What is not said can have the same impact as what is said*
    - *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*
    - Don't be afraid of Referred Reports

Rater Narrative (Exclusive)

Rater overall assessment of rated officer's <u>performance</u> compared to officers in same grade
- Limited to <u>Company and Field Grade forms</u>

e. This Officer's Overall Performance is Rated as: (Select one box representing Rated Officer's overall performance compared to others of the same grade whom you have rated in your career. Managed at less than 50% in EXCELS.) I currently rate __9__ Army Officers in this grade.

EXCELS		PROFICIENT	CAPABLE	UNSATISFACTORY
X	OR	☐	☐	☐

Comments: MAJ Smith's performance is clearly the best of the 9 majors I currently rate, and his performance ranks within the top 1% of majors with whom I've worked or encountered in over 20 years of service.

Use of exclusive narrative should be used to amplify box checks and in instances where small or immature profiles exist; or on a proficient indication following an excels (if warranted)

Excels Defined:
Results far surpass expectations. The officer readily (fluently/naturally/effortlessly) demonstrates a high level of the all attributes and competencies. Recognizes and exploits new resources; creates opportunities. Demonstrates initiative and adaptability even in highly unusual or difficult situations. Emulated; sought after as expert with influence beyond unit. Actions have significant, enduring, and positive impact on mission, the unit and beyond. Innovative approaches to problems produce significant gains in quality and efficiency.

Rater Narrative (Strong)

Rater overall assessment of rated officer's <u>performance</u> compared to officers in same grade
- Limited to <u>Company and Field Grade forms</u>

e. This Officer's Overall Performance is Rated as: (Select one box representing Rated Officer's overall performance compared to others of the same grade whom you have rated in your career. Managed at less than 50% in EXCELS.) I currently rate __9__ Army Officers in this grade.

EXCELS	PROFICIENT	CAPABLE	UNSATISFACTORY
☐	X	☐	☐

Comments: MAJ Smith performs within the top third of the majors I currently rate, and his performance ranks within the top 10% of majors with whom I've worked or encountered in over 20 years of service.

Proficient:
Consistently produces quality results with measurable and lasting improvement in unit performance. Consistently demonstrates a high level of performance for each attribute and competency. Proactive in challenging situations. Habitually makes effective use of time and resources; improves position procedures and products. Positive impact extends beyond position expectations.

Rater Narrative

Rater overall assessment of rated officer's performance compared to officers in same grade

- Limited to Company and Field Grade forms

e. This Officer's Overall Performance is Rated as: (Select one box representing Rated Officer's overall performance compared to others of the same grade whom you have rated in your career. Managed at less than 50% in EXCELS.) I currently rate __9__ Army Officers in this grade.			

EXCELS	PROFICIENT	CAPABLE	UNSATISFACTORY
☐	☐	**X**	☐

Comments: MAJ Smith's performance over this rating period has been commensurate with his grade and time in service. 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:

Meets requirements of position and additional duties. Capable of demonstrating Soldier attributes and competencies and frequently applies them; Actively learning to apply them at a higher level or in more situations. Aptitude, commitment, competence meets expectations. Actions have a positive impact on unit or mission but may be limited in scope of impact or duration.

Senior Rater Narrative (Exclusive)

PART VI - SENIOR RATER	
a. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)	b. I currently senior rate __27__ Army Officers in this grade.
	c. COMMENTS ON POTENTIAL:
☒ **MOST QUALIFIED** (limited to 49%) ☐ **HIGHLY QUALIFIED** ☐ **QUALIFIED** ☐ **NOT QUALIFIED**	MAJ Smith is my #1 major of the 27 I currently senior rate, and one of the best officers that I've seen in over 25 years of service—top 1%. Already shows Battalion Command potential, a must-promote BZ to LTC and Battalion Command. Send to SSC at the earliest opportunity—a future senior leader in the Corps and the Army.
	d. List 3 future **SUCCESSIVE** assignments for which this Officer is best suited: BN Commander, CMTC OC, TSC G4

Use of exclusive narrative should be used to amplify box checks and in instances where small or immature profiles exist; or on a HIGHLY QUALIFIED indication following a MOST QUALIFIED (if warranted)

MOST QUALIFIED: Strong potential for BZ and CMD; potential ahead of peers

Senior Rater Narrative (Strong)

PART VI - SENIOR RATER

a. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)	b. I currently senior rate **27** Army Officers in this grade.
☐ MOST QUALIFIED (limited to 49%) ☒ HIGHLY QUALIFIED ☐ QUALIFIED ☐ NOT QUALIFIED	c. COMMENTS ON POTENTIAL: MAJ Smith is my #4 major of the 27 I currently senior rate, and one of the best officers that I've seen in over 25 years of service— easily top 10%. Already shows Battalion Command potential; promote to LTC and select for Battalion Command followed by SSC. d. List 3 future **SUCCESSIVE** assignments for which this Officer is best suited: BN Commander, CMTC OC, TSC G4

HIGHLY QUALIFIED: Strong potential for promotion with peers

Senior Rater Narrative

PART VI - SENIOR RATER

a. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)	b. I currently senior rate **27** Army Officers in this grade.
☐ MOST QUALIFIED (limited to 49%) ☐ HIGHLY QUALIFIED ☒ QUALIFIED ☐ NOT QUALIFIED	c. COMMENTS ON POTENTIAL: MAJ Smith has clearly demonstrated the potential to continue to serve at this grade. Bob possesses outstanding writing skills that would support developing instructional manuals. Consider for promotion. d. List 3 future **SUCCESSIVE** assignments for which this Officer is best suited: Brigade Staff, Division Staff, IMCOM

1 MOST QUALIFIED: Strong potential for BZ and CMD; potential ahead of peers
2 HIGHLY QUALIFIED: Strong potential for promotion with peers
3 QUALIFIED: Capable of success at the next level; promote if able
4 NOT QUALIFIED: Not recommended for promotion

Quantified and Qualified, Descriptive Strong vs. Exclusive

O-3 Broadening Experiences

Functional	Institutional	Academia & Civilian Enterprise	JIIM

•ASCC
   •OPS/Plans Officer
   •WFF Chief
•CTC
   •OC-T
•AC/RC
   •OC-T
•TRADOC
   •SGL
   •Training/Ops officer
•INSCOM
   •G2 Watch Officer
	•CIG Action Officer
	•SA/CSA/ASA/DCS
	   •ADC
	   •Special Assistant
	•HRC
	   •Assignment Officer
	   •HQs
	•TRADOC
	   •Ops Officer
	   •Analyst
	•CAC
	   •Doctrine Dev
	   •Project Officer
	   •Officer
	   •Action Officer
	•ASCCs
	   •OPS/Plans Officer
	•USAREC
	   •Staff
	   •Company CMD
		•Fellowships
		•ACS
		•Training with Industry
		•APMS
		•USMA Faculty/Staff
		   •TAC
		   •Instructor
			•JCS Intern
			•PEOC Watch Officer
			•OSD
			   •Watch Officer
			•Transition Team

O-4 Broadening Experiences

Functional	Institutional	Academia & Civilian Enterprise	JIIM

•ASCC
   •OPS/Plans Officer
   •WFF Chief
•ASA/DCS
   •Asst XO
   •ADC
   •Division Chief (BR/FA Specific)
•USACE
   •DCO
•ARCIC WFF Chief/Manager
•AMC
   •COCOM LNO
   •OCLL LNO
•CTC
   •Senior OC-T
   •JRTC Village Stability Director
•AC/RC OC-T
•DA/ASA/DCS
   •Division Chief
   •Director.
•AWG (Forward Ops Chief)
•TRADOC
   •CAC WFF Chief/SME
	•CIG Action Officer
	•SA/CSA/ASA/DCS
	   •Asst XO
	   •ADC
	   •Special Assistant
	   •Strategic Plans Officer
	   •AOC Action Officer
	   •Speech writer
	•DA Staff Asst XO
	•HRC Branch Chief
	•AWC Staff
	•CGSC Faculty
	•Recruiting Command HQs (BDE XO, S3)
	•TRADOC HQs (LNO, ARCIC Chief, DIV Chief)
	•CAC
	   •DIV Chief
	   •Doctrine Dev
	   •CDID Project Officer
	   •Exercise Officer
	   •Action Officer
	•ASCCs
	   •OPS/Plans Officer
	•Cadet Command HQs
	•USAREC HQs
	•1st Army/5th Army Staff
	•FORSCOM HQs
		•Fellowships
		•PMS/APMS
		•USMA Faculty/Staff
		   •Directorate
		   •BTO
		•Training With Industry
			•AIDE TO PRES/VP
			•COCOM/Joint Staff Asst XO
			•COCOM HQs Commandant
			•UN Staff Officer
			•DCE Region OPS Officer
			•DOS Defense Trade Analyst
			•OSD
			   •Analyst
			   •Planner
			   •Emergency Ops officer Assistant
			   •Watch Officer
			•COCOM/Joint Staff
			   •Analyst
			   •OPS/PLANS/JOC
			   •WFF Chief
			   •Chiefs/Liaisons
			   •IA Liaisons
			   •Watch Officer
			•NORTHCOM Regional Support Chief
			•State IG
			•OCLL Liaison
			•Sister Service Faculty
			•TRADOC Sister Service LNO
			•Transition Team
			•Military Observer
			•Allied Program Manager
			•NGB Staff
			•CGSC IA Fellow

O-5 Broadening Experiences

Functional	Institutional	Academia & Civilian Enterprise	JIIM

•ASCC
  •OPS/Plans Officer
  •WFF Chief
•ASA/DCS
  •Asst XO
  •ADC
  •Division Chief (BR/ FA Specific)
•USACE
  •DCO
•ARCIC WFF Chief/Manager
•AMC
  •COCOM LNO
  •OCLL LNO
•CTC
  •Senior OC-T
  •JRTC Village Stability Director
•AC/RC OC-T
•DA/ASA/DCS
  •Division Chief
  •Director.
•AWG (Forward Ops Chief)
•TRADOC
  •CAC WFF Chief/SME
	•CIG Action Officer
	•SA/CSA/ASA/DCS
	  •Asst XO
	  •ADC
	  •Special Assistant
	  •Strategic Plans Officer
	  •Speech writer
	•DA Staff Asst XO
	•HRC Branch Chief
	•AWC Staff
	•CGSC Faculty
	•Recruiting Command HQs (BDE XO, S3)
	•TRADOC HQs (LNO, ARCIC Chief, DIV Chief)
	•CAC
	  •DIV Chief
	  •Doctrine Dev
	•ASCCs
	  •OPS/Plans Officer
	•Cadet Command HQs
	•USAREC HQs
	•1st Army/5th Army
	•IMCOM
	•CSA Strategic Studies Group
	•Army Strategic Planner
	•FORSCOM HQs
		•Fellowships
		•PMS/APMS
		•USMA Faculty/Staff
		  •RTO
		  •Instructor
		  •HQs/Staff
		•AWC Faculty
		•CGSC Faculty
			•AIDE TO PRES/VP
			•COCOM/Joint Staff Asst XO
			•COCOM HQs Commandant
			•JCS Regional COCOM Desk Chief
			•OSD
			  •Analyst
			  •Planner
			  •Strategist
			  •Desk Chief
			  •POL-MIL Planner
			  •Military Assistant
			  •Speechwriter
			•COCOM/Joint Staff
			  •Division Chief
			  •TNG/Readiness
			  •OPS/PLANS/JOC
			  •WFF Chief
			  •Chiefs/Liaisons
			  •IA Liaisons
			•NORTHCOM Regional Support Chief
			•State IG
			•OCLL Liaison
			•Sister Service Faculty
			•TRADOC Sister Service LNO
			•Transition Team
			•Military Observer
			•Allied Program Manager
			•NGB Staff

O-6 Broadening Experiences

Functional	Institutional	Academia & Civilian Enterprise	JIIM

•ASCC
  •Division Chief
  •Red Team
  •OPS
  •Plans
  •IG
•ASA/DCS
  •XO
  •Mil Assistant
  •Division Chief (BR/ FA Specific)
•USACE
  •DCO
•TRADOC Capabilities Mgr
•AMC
  •Command Directors
  •PM
  •COS
  •XO
•CTC COG
•DA/ASA/DCS
  •Division Chief
  •Director.
	•HRC CIG Chief
	•SA/CSA/ASA/DCS
	  •XO
	  •Mil Assistant
	  •Division Chief (BR/ FA Specific)
	
	•DA Staff XO
	•HRC DIV Chief
	•CAC Director
	•AWC Director
	•CGSC Faculty
	•Recruiting Command HQs
	•TRADOC HQs
	•CAC Director
	  •CAL
	  •COIN
	  •DTAC
	  •SAMS
	•ASCCs
	  •Division Chief
	•Cadet Command HQs
	•USAREC HQs
	•1st Army/5th Army
	•IMCOM
	•CSA Strategic Studies Group
	•Army Strategic Planner
	•FORSCOM HQs
		•SSC Fellowships
		•PMS
		•USMA Faculty/Staff
		•AWC Faculty
		•CGSC Faculty
		•SAMS Faculty
			•AIDE TO VP
			•COCOM/Joint Staff XO
			•JCS Regional COCOM Desk Chief
			•OSD
			  •Analyst
			  •Planner
			  •Strategist
			  •Desk Chief
			  •POL-MIL Planner
			  •Military Assistant
			•COCOM/Joint Staff
			  •Division Chief
			  •TNG/Readiness
			  •OPS/PLANS
			  •IG
			  •Special OPS
			  Chiefs/Liaisons
			  •IA Liaisons
			•DOS Desk Chief
			•AWC Director Joint Multi-national studies
			•CAC Joint Allied Studies
			•Defense Coordination Officer
			•State IG
			•OCLL Director/Liaison
			•ALSA Director
			•Sister Service Faculty
			•Allied PM Foreign Mil Sales
			•DISA DIV Chief

NOTE: DA PAM 600–3, dated 1 February 2010 is a helpful tool for SR's establishment of Part VI d. "list 3 future SUCCESSIVE assignments for which this Officer is best suited." Branch specific in conjunction with broadening experiences.
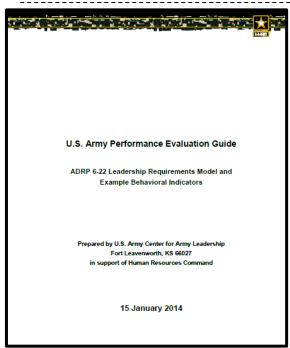
This is the latest doctrinal information until the next DA PAM 600-3 is published.

DA PAM 600–3 • 1 February 2010
1–1. Purpose
This pamphlet serves primarily as a professional development guide for all officers. It does not prescribe the path of assignments or educational requirements that will guarantee success, but rather describes the full spectrum of developmental opportunities an officer can expect for a successful career. This document also serves as a mentoring tool for leaders at all levels and is an important personnel management guide for assignment officers, proponents, and HQDA selection board members. Its focus is the development and career management of all officers of the United States Army.

U.S. Army Performance Evaluation Guide

ADRP 6-22 Leadership Requirements Model and Example Behavioral Indicators

Prepared by U.S. Army Center for Army Leadership
Fort Leavenworth, KS 66027
in support of Human Resources Command

15 January 2014

ATTRIBUTES

CHARACTER	PRESENCE	INTELLECT
* Army Values	* Military and professional bearing	* Mental agility
* Empathy	* Fitness	* Sound judgment
* Warrior Ethos/Service Ethos	* Confidence	* Innovation
* Discipline	* Resilience	* Interpersonal tact
		* Expertise

LEADS	DEVELOPS	ACHIEVES
* Leads others	* Creates a positive environment/ Fosters esprit de corps	* Gets results
* Builds trust	* Prepares self	
* Extends influence beyond the chain of command	* Develops others	
* Leads by example	* Stewards the profession	
* Communicates		

COMPETENCIES

Army Leadership Requirements Model

Quick Checks on Leadership Competencies

Leads Others: This leader gains commitment to do what needs to be done from unit members.

Builds trust: This leader brings the best out in others, sets the conditions for teamwork.

Extends Influence Beyond Chain of Command: Beneficial work is accomplished outside the unit through positive relationships established by this leader.

Leads by Example: Co-workers learn what to be, know and do from this leader.

Communicates: Understanding in the unit is improved from this leader's sharing of information and willingness to engage in candid dialogue.

Creates a Positive Environment: Positive teamwork/cooperation and a psychologically healthy climate exists from actions and attitudes of this leader.

Prepares Self: This leader is squared away for duty (skills, knowledge, total fitness, mental toughness) and engages in continual self-development.

Develops Others: This leader proactively supports the development of others' knowledge, capabilities and readiness to learn.

Stewards of the Profession: Good stewardship applied to resources within this leader's reach. Actions show commitment to the professional strengths of the Army.

Gets Results: Gets the job done with appropriate adjustments and optimal application of manpower available to this leader.

Four Categories Differentiating Performance

Excels	Proficient	Capable	Unsatisfactory
Readily demonstrates a high level of the competency. Shows initiative and adaptability even in the most unusual and difficult situations. Actions have significant, enduring, and positive impacts on mission, the unit and beyond.	Consistently demonstrates a high level of the competency. Proactive in applying it in challenging situations. Actions have a positive impact on unit and mission.	Capable of demonstrating the competency and frequently applies it. Actively learning to apply it at a higher level or in more situations. Actions have a positive impact on unit or mission but may be limited in scope of impact or duration.	Inconsistently demonstrates or fails to demonstrate the competency. Unwilling or unable to take actions to develop or improve. Efforts often do not have any effect or may have negative impacts.