Revised Officer Evaluation Reports
1 APR 14 Implementation

OVERVIEW MOD 1
Senior Leader focus for Evaluation Review:
- Re-establish the company grade box check
- Reduce the frequency of reports

38th CSA Guidance:
- Establish and enforce rater accountability
- Strengthen relationship to leadership doctrine (ADRP 6-22) and reinforce counseling via support form
- Tied to Leader Development Strategy
- Address the “one size may not fit all” assessment of different skills and competencies at different grades
- Eliminate pooling

SECARMD guidance:
- Ensure responsibilities are clearly defined and vested with appropriate individuals
- Assess the usefulness of Academic Evaluation Reports
- Identify clear standards to assist raters with drafting evaluation reports

OER remains the primary tool documenting officer performance and potential

Informed By:
- SA Guidance
- 38th CSA reshaping and approval
- Other Services and Industry review
- Officer Selection Board AARs
- Profession of Arms Forum
- OPMS CoCs and GOSCs
- Army White Paper, The Profession of Arms
- OEMA & CSI Officer Corps Strategy Series
- Army Leader Development Strategy
- ADRP 6-22
OER CHANGES

- Discourage creation of large senior rater populations (pooling)
  - Limits the use of Intermediate Raters
- Supplementary Review by an Army Officer for non-Army Rating Chains
- Assess performance based on leadership attributes and competencies
- Clear delineation of responsibilities: Rater-Performance; Senior Rater-Potential
- Four separate evaluation reports based on grade:
  - Company Grade (2LT-CPT & WO1-CW2)
  - Field Grade (MAJ-LTC & CW3-CW5)
  - Strategic Leaders (COL)
  - Brigadier General
- Implement a Rater Profile for the Company and Field Grade Forms
- Future Operational and Broadening Assignment Recommendations
- Redefine Senior Rater box label techniques (Less than 50% Top Box for LTC and below; 24/25% split for COL report (requires profile re-start))
- Support form realigned and mandatory for WO1-COL
- Evaluation Entry System (EES) replaces AKO
Strengthening the Rating Chain

Develop regulatory guidance to strengthen rating chain accountability

• The updated policy strengthens accountability within the members of a rating chain to maintain relationships that provide rated officers with leaders who have first-hand knowledge of their responsibilities, performance and potential.

• Still allows commanders and senior leaders to be responsible for designating rating schemes / approved one level up (up to 3-Star HQ)

• Intermediate Raters limited to special branches and dual supervisor situations

• When there are no uniformed Army designated rating official for the rated Officer, a supplementary review will be performed by the first U.S. Army officer above the Senior Rater in the organization or chain of supervision:
  ➢ Applies in Joint Environments
  ➢ Applies where DoD and DA Civilians serve as Rater and Senior Rater
  ➢ Applies in multi-national environments
- Data transferable between the support and evaluation forms within EES
- Facilitates the rater’s ability to easily complete future OERs
- Performance based counseling tool
- Ties performance objectives to measurable accomplishments
Nested with the current leadership doctrine (ADRP 6-22)

- Character
- Presence
- Intellect
- Leads
- Develops
- Achieves

Pages 3-5 of the form contain instructions to assist
• Administrative data remains consistent with the old OER (67-9)

• Highlights the need for a supplementary reviewer is required by updated AR / DA PAM 623-3

• Addresses the completion of the multi-source assessment feedback

• Rater’s comments pertaining to APFT move to page 1

• Performance block checks and the Rater’s overall performance assessment
Company Grade Form Page 2

- Focused on Attributes and Competencies (ADP 6-22)
  - Character
  - Presence
  - Intellect
  - Leads
  - Develops
  - Achieves

- Intermediate Rater if applicable

- Senior Rater block checks redefined to better identify leader potential
  - Most Qualified
  - Highly Qualified
  - Qualified
  - Not Qualified
### Rater Assessment: Company Grade Form

- **Focused on core attributes and competencies in ADP 6-22**
- **More prescriptive**
- **Performance based assessment**
- **Narrative only (4 lines per entry)**
- **Mandatory entry for each Attribute/Competency**
- **Encourages specific discussion with Rated Officer on desired traits**

#### Comments on performance – not potential

**c. 1) Character:**
(Include narrative comments addressing Rated Officer's performance as it relates to adherence to Army Values, Empathy, and Warrior Ethos/Service Ethos and Discipline.)

A true professional and leader; embodies the Army Values in all that he does. Bill tactfully instills discipline and the Warrior Ethos in his subordinates. He consistently uses sound, informed judgment.

**c. 2) Presence:** (Military and Professional Bearing, Fitness, Confident, Resilient)

Displays confidence and enthusiasm while projecting a positive command presence that permeates his unit; evidenced by his company’s 275 APFT average, best in the brigade.

**c. 3) Intellect:** (Mental Agility, Sound Judgment, Innovation, Interpersonal Tact, Expertise)

**c. 4) Leads:** (Leads Others, Builds Trust Extends Influence beyond the Chain of Command, Leads by Example, Communicates)

**c. 5) Develops:** (Creates Positive Environment/Fosters Esprit de Corps, Prepares Self, Develops Others, Stewards the Profession)

**c. 6) Achieves:** (Gets Results)
Rater Profile

- Maintain less than 50% of reports written by grade in the “Excels” box (for Raters of LTCs and below)

- Flexibility - Raters have a “credit” of 3 in the “Proficient” box to start profile

- OER profiles calculated based on date Rater “Locks” the profile
  - May not Lock profile earlier than 14 days prior to report THRU Date

- OERs are due at HRC within 90 days after the thru date of evaluation
  - Senior Rater sequencing does not interfere with the Rater’s Locked profile

- Maintain a working copy of your rater profile and monitor for accuracy

- Profile calculators will be provided in EES for raters to use, which will assist with profile management
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 ____ Army Officers in this grade.

<table>
<thead>
<tr>
<th>EXCELS</th>
<th>PROFICIENT</th>
<th>CAPABLE</th>
<th>UNSATISFACTORY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Comments:

Example Rater Label:

HQDA COMPARISON OF THE RATER’S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

<table>
<thead>
<tr>
<th>PROFICIENT</th>
</tr>
</thead>
</table>

RO: RANK SOLDIERS NAME
SSN: xxx-xx-xxxx
DATE:
RATINGS THIS OFFICER:

Comments:
How to Lock the Rater Profile

Allows Raters to see their profile

Performance Evaluation Comments Continued

Overall Performance Rating: [Profile Stats]

Performance Rating has been locked for profiling.

An overall performance indication of EXCELS is not authorized as your profile does not support. If you have other evaluations to process that would allow this report to process with an EXCELS indication, process those first. If you have any further questions, please contact Human Resources Command Evaluation Policy Section at (502) 613-9019, DSN 635.

Are you serving as both the rater and senior rater?

- Yes  - No

Comments for Overall Performance Rating:

MAJ Lewis performs at the level expected of a junior Field Grade Officer.
Rater Profile Stats

<table>
<thead>
<tr>
<th>Role</th>
<th>Rank Rated</th>
<th>EXCELS</th>
<th>PROFICIENT</th>
<th>CAPABLE</th>
<th>UNSATISFACTORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>RATER</td>
<td>CPT</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
- Administrative data remains consistent with the CO Grade evaluation.
- Raters have the opportunity to comment on possible broadening and operational assignments.
- Attribute of Character is highlighted on the Field Grade Form.
### PART IV – PERFORMANCE EVALUATION – PROFESSIONALISM, COMPETENCIES AND ATTRIBUTES (Rater)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a. APFT Pass/Fail:   DATE:</td>
<td>b. HEIGHT _____ WEIGHT: _____ WITHIN STANDARD? Yes/No: _____</td>
</tr>
<tr>
<td>Comments required for “failed” APFT, or “profile” when precludes performance of duty, and “no” for Army weight standards</td>
<td></td>
</tr>
<tr>
<td>c. THIS OFFICER POSSESSES SKILLS AND QUALITIES FOR THE FOLLOWING BROADENING ASSIGNMENTS:</td>
<td></td>
</tr>
<tr>
<td>d. THIS OFFICER POSSESSES SKILLS AND QUALITIES FOR THE FOLLOWING OPERATIONAL ASSIGNMENTS:</td>
<td></td>
</tr>
</tbody>
</table>
• Rater comments on the Officer’s performance against the Attributes and Competencies during the rating period.

• Box checking philosophy remain consistent; less than 50% Excels.

• Rater’s overall performance is further codified in the Comments section.

### Comments:

**Up to 5 lines of text**

**Up to 4 lines of text**

**Up to 5 lines of text**

**Up to 5 lines of text**

**Up to 5 lines of text**
Senior Rater Box Check

• Four box profile remains consistent with current system; provides more options for senior raters
  ➢ Highly Qualified and Qualified enable greater stratification

• Most Qualified becomes the control box (limited to less than 50%)

• No restart of profile; no close-out reports

• Continue to mask 2LT/1LT after promotion to CPT; WO1 after selection to CW3

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

HIGHLY QUALIFIED: Strong potential for promotion with peers

QUALIFIED: Capable of success at the next level; promote if able

NOT QUALIFIED: Not recommended for promotion
Senior Rater Box Check

Allows Senior Raters to see their profile
### Senior Rater Profile Stats

**Profile Stats**

One item found.

<table>
<thead>
<tr>
<th>Role</th>
<th>Rank Rated</th>
<th>MOST QUAL / MULTI STAR</th>
<th>HIGHLY QUAL / PROMOTE TO BG</th>
<th>QUAL / RETAIN AS COL</th>
<th>UNQUAL / UNSATISFACTORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>SENIOR RATER</td>
<td>CPT</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
**Admin data mirrors**

Company and Field Grade forms

**Raters will recommend future strategic assignments to assist talent managers in placing the Rated Officer into their next duty assignment**
**Rater’s of COLs will comment on the Officer’s potential**

- Senior Rater box check labels change from Company and Field Grade Officer forms

<table>
<thead>
<tr>
<th>COMMENTS ON PERFORMANCE:</th>
<th>Up to 5 lines of text</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMENTS ON POTENTIAL:</td>
<td>Up to 5 lines of text</td>
</tr>
</tbody>
</table>

**PART V - INTERMEDIATE RATER**

**PART VI - SENIOR RATER**

<table>
<thead>
<tr>
<th>a. Potential compared with officers senior rated in same grade (overprinted by DA)</th>
<th>b. I currently senior rate _____ Army Officers in this grade.</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Multi-Star Potential (limited to 24%)</td>
<td>c. Comments on Potential:</td>
</tr>
<tr>
<td>□ Promote To BG (.25% to 49%)</td>
<td></td>
</tr>
<tr>
<td>□ Retain as Colonel</td>
<td></td>
</tr>
<tr>
<td>□ Unsatisfactory</td>
<td></td>
</tr>
</tbody>
</table>

- Cumulative percentage must remain below 50%

Note: Combined cumulative percentages of both "Multi-Star Potential" and "Promote To BG" must be less than 50%.
Senior Rater Box Check

- No Rater “box check”

- Rater narrative comments focused on performance and potential

- Change Box Check Terminology and option of 24% and 25 - 49% limits (more restrictive than current system)

- More clearly identifies the best compared to current system

- Requires restart of COL population

- Senior Rater will receive a “credit” of 5 to start profile in “Retain as Colonel” block

- Senior Rater philosophy will best determine how to describe the rated officer’s General Officer Potential

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**Unclassified**

<table>
<thead>
<tr>
<th>Multi-Star Potential (Limited to no more than 24%)</th>
<th>Promote To BG (25% to 49%)</th>
<th>Retain As Colonel</th>
<th>Unsatisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CUMULATIVE %</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Remains less than 50%</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Combined cumulative percentages of both “Multi-Star Potential” and “Promote To BG” will not exceed 49%
Profile Credit of 5 for Colonel Report

Profile Credit at Implementation

<table>
<thead>
<tr>
<th>Credit</th>
<th>COL %</th>
</tr>
</thead>
<tbody>
<tr>
<td>MULTI-STAR</td>
<td>0</td>
</tr>
<tr>
<td>PROMOTE TO BG</td>
<td>0</td>
</tr>
<tr>
<td>RETAIN AS COL</td>
<td>5</td>
</tr>
<tr>
<td>UNSATISFACTORY</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>5</td>
</tr>
</tbody>
</table>

Senior Rater Limit:
- No more than 24% for Multi-Star
- No more than 25-49% for Promote to BG

After first 5 Reports with Credit

<table>
<thead>
<tr>
<th>Credit</th>
<th>COL %</th>
</tr>
</thead>
<tbody>
<tr>
<td>MULTI-STAR</td>
<td>2</td>
</tr>
<tr>
<td>PROMOTE TO BG</td>
<td>2</td>
</tr>
<tr>
<td>RETAIN AS COL</td>
<td>6</td>
</tr>
<tr>
<td>UNSATISFACTORY</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>10</td>
</tr>
</tbody>
</table>

Senior Rater may submit:
- 2 of first 5 reports as MULTI-STAR 24%
- 2 of first 5 as PROMOTE TO BG.
- Top two boxes cannot equal (50%) cumulative profile limitation for the top two boxes

After first 10 Reports with Credit

<table>
<thead>
<tr>
<th>Credit</th>
<th>COL %</th>
</tr>
</thead>
<tbody>
<tr>
<td>MULTI-STAR</td>
<td>3</td>
</tr>
<tr>
<td>PROMOTE TO BG</td>
<td>4</td>
</tr>
<tr>
<td>RETAIN AS COL</td>
<td>8</td>
</tr>
<tr>
<td>UNSATISFACTORY</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>15</td>
</tr>
</tbody>
</table>

Senior Rater may submit:
- 3 of first 10 reports as MULTI-STAR 24%
- 4 of first 10 as PROMOTE TO BG.
- Top two boxes cannot equal (50%) cumulative profile limitation for the top two boxes

Upon system restart, your profile will look like this.
**BG Report**

- 1-Page OER for BGs
- Rater and Senior rater both comment on character and potential
- No rater and senior rater box check
- Processes thru HRC to Officers Army Military Human Resource Record
Evaluation Entry System (EES)

- EES is the revised web-based tool in development at HRC, which will be used to complete and submit evaluations.

- EES will consolidate AKO MyForms wizard, IWRS, excel profile calculators, etc.

- Benefits of EES:
  - Enhanced wizard to guide rating chain and Human Resource professionals in preparing the evaluation
  - Multi-pane dashboard allows user to view data input and form simultaneously
  - Built-in tool to view and manage Rater and Senior Rater profiles
  - Provides quick reference to AR 623-3 and DA PAM 623-3
  - Eliminates accessing multiple systems and consolidates evaluation tools to one system
  - Does not delay evaluation processing due to rater profile “misfires” (automatic downgrade)
Questions
Creating a Company Grade OER from an OER Support Form
CREATING A COMPANY GRADE EVALUATION REPORT

Go to Evaluations Entry System webpage at https://evaluations.hrc.army.mil
Welcome to the HRC Evaluations Entry System
Please select an option below:

**External Links and Resources**
- AR623-3
- DA PAM 623-3
- S1 NET
- MYBOARDFILE
- IWRS
- USER Survey and Feedback
- Army Doctrine
- Army Doctrine References

**Evaluation Support and Help**
- Evaluation and Training Tools
- Appeals and Corrections
- Evaluation Entry System Users Guide
- Ask an Expert
- Frequently Asked Questions

**Recent OER Support Form Activity:**

<table>
<thead>
<tr>
<th>Rated Soldier</th>
<th>End Date</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>VC, SON CPT</td>
<td>20130531</td>
<td>Delegate</td>
</tr>
<tr>
<td>VC, SON CW2</td>
<td>20081207</td>
<td>Delegate</td>
</tr>
<tr>
<td>CLINTON, YOLANDA CPT</td>
<td>20081207</td>
<td>Delegate</td>
</tr>
<tr>
<td>TERRY, ERROL CPT</td>
<td>20130531</td>
<td>Delegate</td>
</tr>
<tr>
<td>MATEO, SAMUEL CPT</td>
<td>20130531</td>
<td>Delegate</td>
</tr>
<tr>
<td>DYER, ISAAC CPT</td>
<td>20130531</td>
<td>Delegate</td>
</tr>
<tr>
<td>MCHUGH, JEREMY CPT</td>
<td>20130531</td>
<td>Delegate</td>
</tr>
<tr>
<td>BALDUS, JOSHUA CPT</td>
<td>20130531</td>
<td>Delegate</td>
</tr>
<tr>
<td>CUNNANE, JOHN CPT</td>
<td>20120731</td>
<td>Delegate</td>
</tr>
<tr>
<td>PRESTON, NICHOLAS CPT</td>
<td>20120731</td>
<td>Delegate</td>
</tr>
</tbody>
</table>

*Click row for more information

[https://evaluations.hrc.army.mil](https://evaluations.hrc.army.mil)
Manage Delegates

Delegates for: John Omohundro  in the role of: SENIOR RATER

Instructions

Delegation allows Raters and Senior Raters to designate authority for the processing of evaluations in their organization. Creating delegates will allow up to two delegates to see/manage the Senior Rater’s Profile or the Rater’s Profile (The delegates must be authorized access to each profile individually).

Select the box under “View Rating Profile” to authorize viewing of the Senior Rater or Rater profile.

Only two delegates may be authorized to add names to this list. If “Manage Delegates” is checked. Up to two individuals will be authorized to add other administrative personnel authorized to assist in the preparation and submission of evaluations.

Select the box under “Manage Delegates” to authorize adding names to this list.

Up to ten delegates may be authorized to assist in the preparation and submission of evaluations on your behalf after signatures are applied.

Select the box under “Edit and Submit Evaluations” to authorize assistants in the preparation and submission of evaluations.
CREATING A COMPANY GRADE EVALUATION REPORT

Welcome to the HRC Evaluations Entry System
Please select an option below:

- Create OER Support Form
- Edit OER Support Form
- Create NCOER Support Form
- Edit NCOER Support Form
- Create New OER
- Create New NCOER
- Continue/View Active Evaluations
- Evaluation Status and Management Tools (IWRS)
- View Senior Rater Profile where I am a delegate
- View my Rater and Senior Rater Profile
- Manage Rating Chain
- View Forms
- Signature Removal
- Manage Delegates

Recent OER Activity:

<table>
<thead>
<tr>
<th>Rated Soldier</th>
<th>End Date</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>LARET, ROBERT CW2</td>
<td>20131102</td>
<td>In Progress</td>
</tr>
<tr>
<td>ALVORD, ANDREW CPT</td>
<td>20130601</td>
<td>In Progress</td>
</tr>
<tr>
<td>DETER, JAKE CW2</td>
<td>20131102</td>
<td>In Progress</td>
</tr>
<tr>
<td>BARNLEY, RICHARD CW2</td>
<td>20131002</td>
<td>In Progress</td>
</tr>
</tbody>
</table>

Recent OER Support Form Activity:

<table>
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<tr>
<th>Rated Soldier</th>
<th>End Date</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAYS, BOBBY CPT</td>
<td>20130631</td>
<td>RATER</td>
</tr>
<tr>
<td>BAYS, BOBBY CPT</td>
<td>20130631</td>
<td>SENIOR RATER</td>
</tr>
<tr>
<td>VO, SON CPT</td>
<td>20130631</td>
<td>RATER</td>
</tr>
<tr>
<td>VO, SON CPT</td>
<td>20130631</td>
<td>SENIOR RATER</td>
</tr>
<tr>
<td>VO, SON CW2</td>
<td>20031205</td>
<td>SENIOR RATER</td>
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</table>
**Active Support Forms:**

<table>
<thead>
<tr>
<th>Support Form Id</th>
<th>Rated Soldier</th>
<th>Rater</th>
<th>Senior Rater</th>
<th>Your Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>1867</td>
<td>NORTHROP, WILLIAM CPT</td>
<td>FREEMAN, JASON LTC</td>
<td>JORDANO, JAMES COL</td>
<td>SENIOR RATER</td>
</tr>
<tr>
<td>1867</td>
<td>NORTHROP, WILLIAM CPT</td>
<td>FREEMAN, JASON LTC</td>
<td>JORDANO, JAMES COL</td>
<td>RATER</td>
</tr>
<tr>
<td>1746</td>
<td>BAYS, BOBBY CPT</td>
<td>FREEMAN, JASON LTC</td>
<td>JORDANO, JAMES COL</td>
<td>SENIOR RATER</td>
</tr>
<tr>
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<td>JORDANO, JAMES COL</td>
<td>RATER</td>
</tr>
<tr>
<td>1201</td>
<td>VO, SON CPT</td>
<td>FREEMAN, JASON LTC</td>
<td>JORDANO, JAMES COL</td>
<td>SENIOR RATER</td>
</tr>
<tr>
<td>1201</td>
<td>VO, SON CPT</td>
<td>FREEMAN, JASON LTC</td>
<td>JORDANO, JAMES COL</td>
<td>RATER</td>
</tr>
<tr>
<td>1122</td>
<td>VO, SON CW2</td>
<td>FREEMAN, JASON CPT</td>
<td>JORDANO, JAMES LTC</td>
<td>SENIOR RATER</td>
</tr>
<tr>
<td>1122</td>
<td>VO, SON CW2</td>
<td>FREEMAN, JASON CPT</td>
<td>JORDANO, JAMES LTC</td>
<td>RATER</td>
</tr>
<tr>
<td>1101</td>
<td>CLINTON, YOLANDA CPT</td>
<td>FREEMAN, JASON LTC</td>
<td>JORDANO, JAMES COL</td>
<td>RATER</td>
</tr>
<tr>
<td>1101</td>
<td>CLINTON, YOLANDA CPT</td>
<td>FREEMAN, JASON LTC</td>
<td>JORDANO, JAMES COL</td>
<td>SENIOR RATER</td>
</tr>
</tbody>
</table>

*Click row to continue the Support Form.*
### PART I - ADMINISTRATIVE DATA (Rated Officer)

- **Name:** VO, SON, L
- **SSN:** 899-99-9999
- **Rank:** CPT
- **Component:** 19A00/AR
- **Owner:** son.l.vo.mil@mail.mil
- **E-mail Address:** son.l.vo.mil@mail.mil
- **Date of Rank:** 09-03-1601
- **Unit, Org. Station, Zip Code or APO, Major Command:** HHC, 2D MECH IN, FT CARSON, 80913, CO
- **LIC Code:** WC01001
- **Period of Last Completion:** 20130531

### PART II - AUTHENTICATION

- **Name of Rater:** FREEMAN, JASON, L
- **SSN:** 899-99-9999
- **Rank:** LTC
- **Position:** Battalion Commander
- **E-mail Address:** jason.l.freeman.mil@mail.mil
- **Name of Senior Rater:** JORDANO, JAMES, W
- **SSN:** 899-99-9999
- **Rank:** COL
- **Position:** Brigade Commander
- **E-mail Address:** james.w.jordano.mil@mail.mil
- **Date:** 20130601
- **Personnel Review:** 502-613-9019

### PART III - VERIFICATION OF FACE-TO-FACE DISCUSSION

**Mandatory Rater/Rated Officer Initial Face-to-Face Counseling on Duties, Responsibilities and Performance Objectives for the Current Rating Period took place on:**

- **Date:** 20130601

**Rated Officer Access to Support Forms Prior to Initial Counseling:**

- **Rated Officer Initials:** Click to Sign
- **Rater Initials:** Click to Sign
- **Senior Rater Initials:** Click to Sign

**Periodic Rater/Rated Officer Follow-up Face-to-Face Counseling:**

- **Date:** 20130901
- **Rated Officer Initials:** Click to Sign
- **Rater Initials:** Click to Sign
- **Senior Rater Initials:** Click to Sign
- **Date:** 20131201
- **Rated Officer Initials:** Click to Sign
- **Rater Initials:** Click to Sign
- **Senior Rater Initials:** Click to Sign
- **Date:** 20140301
- **Rated Officer Initials:** Click to Sign
- **Rater Initials:** Click to Sign
- **Senior Rater Initials:** Click to Sign

### PART IV - RATED OFFICER - DUTIES AND RESPONSIBILITIES

**Principal Duty Title:** Company Commander

**Statement of Significant Duties and Responsibilities:**

Company Commander of the 136th Armor Company at Kandahar Airfield, Afghanistan in support of Operation Enduring Freedom. Responsible for the readiness of the company with emphasis in the areas of personnel, training, logistics and staff coordination.
CREATING A COMPANY GRADE EVALUATION REPORT

PART I - ADMINISTRATIVE DATA

<table>
<thead>
<tr>
<th>Item</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Rater</td>
<td>FREEMAN, JASON, L</td>
</tr>
<tr>
<td>Rank</td>
<td>LTO</td>
</tr>
<tr>
<td>Position</td>
<td>Battalion Commander</td>
</tr>
<tr>
<td>Name of Intermediate Rater</td>
<td>JORDANO, JAMES, W</td>
</tr>
<tr>
<td>Rank</td>
<td>COL</td>
</tr>
<tr>
<td>Position</td>
<td>Brigade Commander</td>
</tr>
<tr>
<td>Date of Birth</td>
<td>899-99-9999</td>
</tr>
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</table>

PART II - AUTHENTICATION

<table>
<thead>
<tr>
<th>Item</th>
<th>Details</th>
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<tbody>
<tr>
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<tr>
<td>Rank</td>
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<tr>
<td>Position</td>
<td>Battalion Commander</td>
</tr>
<tr>
<td>Name of Intermediate Rater</td>
<td>JORDANO, JAMES, W</td>
</tr>
<tr>
<td>Rank</td>
<td>COL</td>
</tr>
<tr>
<td>Position</td>
<td>Brigade Commander</td>
</tr>
<tr>
<td>Date of Birth</td>
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</table>

PART III - DUTY DESCRIPTION

Company Commander of the 136th Armor Company at Kandahar Airfield, Afghanistan in support of Operation Enduring Freedom. Responsible for the readiness of the company with emphasis in the areas of personnel, training, logistics and staff coordination.

PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM, COMPETENCIES AND ATTRIBUTES

<table>
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<th>Item</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td>Rating</td>
<td>A+</td>
</tr>
<tr>
<td>Notes</td>
<td>Please provide detailed feedback on the officer's performance.</td>
</tr>
</tbody>
</table>

I currently rate Army Officers in this grade.

- EXCELS (49%) [ ]
- PROFICIENT [ ]
- CAPABLE [ ]
- UNSATISFACTORY [ ]
CREATING A COMPANY GRADE EVALUATION

Note: Yellow highlighted tab indicates which step you are completing in the wizard.

Step 1: Admin Data - Rated Soldier

Admin Data

- Last Name: VO
- First Name: SON
- M.I.: L
- SSN: 901331601

Rank: CPT
Date of Rank: 20071203

Yes, the Rated Officer is promotable and in a position authorized for the next higher grade.

Yes, the Rated Officer was flocked to the next higher grade and in a position authorized for the rank to which he/she was flocked.

Branch: AR - ARMOR
Component: RA
Status Code:

Unit, Org.: HHC, 2D MECH IN, FT CARSON
Station: 00913
Zip or APO: FC
Major Command:

UIC Code: W90101
Rated Officer’s AFO Email Address: son.l.vo.mil@mail.mil

Recommend you use a .gov or .mil email address.
### Company Grade Plate (O1 - O3, WO1 - CW2) Officer Evaluation Report

**Part 1 - Administrative Data**

<p>| | |</p>
<table>
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<td>b. SSN</td>
<td>901-03-1601</td>
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<tr>
<td>c. RANK</td>
<td>CPT</td>
</tr>
<tr>
<td>d. DATE OF RANK (YYYY/MM/DD)</td>
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<tr>
<td>e. BRANCH</td>
<td>AR</td>
</tr>
<tr>
<td>f. COMP Status Code</td>
<td>RA</td>
</tr>
<tr>
<td>g. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND</td>
<td>HHC, 2D MECH IN, FT. CARSON, 80913, FC</td>
</tr>
<tr>
<td>h. UIC CODE</td>
<td>W00101</td>
</tr>
<tr>
<td>i. REASON FOR SUBMISSION</td>
<td>03 - Change of Rater</td>
</tr>
<tr>
<td>j. PERIOD COVERED</td>
<td>FROM (YYYY/MM/DD) 2012/08/01 THRU (YYYY/MM/DD) 2013/06/01</td>
</tr>
<tr>
<td>k. RATED MONTHS</td>
<td>10</td>
</tr>
<tr>
<td>l. NONRATED CODES</td>
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</tr>
<tr>
<td>m. NO. OF ENCL.</td>
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</tr>
<tr>
<td>n. RATED OFFICER’s EMAIL ADDRESS</td>
<td><a href="mailto:son.l.vo.mil@mail.mil">son.l.vo.mil@mail.mil</a></td>
</tr>
</tbody>
</table>

**Admin Data Continued**

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<tr>
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<tbody>
<tr>
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<td>j. Thru Date</td>
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<td>k. Rated Months</td>
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<td>Rated Days</td>
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<td>l. Non-Rated Codes</td>
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**Select Non-Rated Codes**
CREATING A COMPANY GRADE EVALUATION

---

**COMPANY GRADE EVALUATION REPORT**

For use of this form, see AR 623-3 the proponent agency is DCS, G-1

---

**PART I - ADMINISTRATIVE DATA**

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<thead>
<tr>
<th>a. NAME (Last, First, Middle Initial)</th>
<th>b. SSN</th>
<th>c. RANK</th>
<th>d. DATE OF RANK (YYYYMMDD)</th>
<th>e. BRANCH</th>
<th>f. COMP Status Code</th>
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<tbody>
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<td>CPT</td>
<td>20071233</td>
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<td>W90101</td>
</tr>
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<td>h. UIC CODE</td>
<td>i. RATING CODE</td>
<td>j. NO. OF ENCL</td>
<td>k. RATED OFFICER'S AND EMAIL ADDRESS</td>
<td></td>
</tr>
<tr>
<td>HHC, 2D MECH IN, FT CARSON, 80013, FC</td>
<td>W90101</td>
<td></td>
<td>0</td>
<td><a href="mailto:son.l.vo.mil@mail.mil">son.l.vo.mil@mail.mil</a></td>
<td></td>
</tr>
<tr>
<td>l. PERIOD COVERED FROM (YYYYMMDD)</td>
<td>m. RATED MONTHS</td>
<td>n. NONRATED CODES</td>
<td>o. NO. OF ENCL</td>
<td>p. RATED OFFICER'S AND EMAIL ADDRESS</td>
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<tr>
<td>20120801</td>
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</table>

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**PART II - AUTHENTICATION**

(Rated officer's signature verifies officer has been completed OER Parts I-VI and the admin data is correct)

<table>
<thead>
<tr>
<th>a. NAME OF RATER (Last, First, M.I.)</th>
<th>b. SSN</th>
<th>c. RANK</th>
<th>d. POSITION</th>
<th>e. SIGNATURE</th>
<th>f. DATE (YYYYMMDD)</th>
<th>g. E-MAIL ADDRESS (gov or mil)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FREEMAN, JASON, L</td>
<td>899-99-9999</td>
<td>LTC</td>
<td>Battalion Commander</td>
<td>[Click to Sign]</td>
<td>[Click to Sign]</td>
<td><a href="mailto:jason.l.freeman@mail.mil">jason.l.freeman@mail.mil</a></td>
</tr>
<tr>
<td>b. NAME OF INTERMEDIATE RATER (Last, First, M.I.)</td>
<td>c. RANK</td>
<td>d. POSITION</td>
<td>e. SIGNATURE</td>
<td>f. DATE (YYYYMMDD)</td>
<td>g. E-MAIL ADDRESS (gov or mil)</td>
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<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>c. NAME OF SENIOR RATER (Last, First, M.I.)</td>
<td>d. RANK</td>
<td>e. POSITION</td>
<td>f. SIGNATURE</td>
<td>g. DATE (YYYYMMDD)</td>
<td>h. E-MAIL ADDRESS (gov or mil)</td>
<td></td>
</tr>
<tr>
<td>JORDANO, JAMES, W</td>
<td>COL</td>
<td>Brigade Commander</td>
<td>[Click to Sign]</td>
<td>[Click to Sign]</td>
<td><a href="mailto:james.w.jordano@mail.mil">james.w.jordano@mail.mil</a></td>
<td></td>
</tr>
<tr>
<td>d. SENIOR RATER'S ORGANIZATION</td>
<td>e. BRANCH</td>
<td>f. COMPONENT RA</td>
<td>g. RATING PHONE NUMBER</td>
<td>h. E-MAIL ADDRESS (gov or mil)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>138th AR BDE Fort Carson, CO</td>
<td>AR</td>
<td></td>
<td>502-513-9019</td>
<td><a href="mailto:james.w.jordano@mail.mil">james.w.jordano@mail.mil</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. SENIOR RATER'S ORGANIZATION</td>
<td>f. BRANCH</td>
<td>f. COMPONENT RA</td>
<td>g. RATING PHONE NUMBER</td>
<td>h. E-MAIL ADDRESS (gov or mil)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>AR</td>
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<td></td>
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</tbody>
</table>

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**PART III - DUTY DESCRIPTION**

<table>
<thead>
<tr>
<th>a. PRINCIPAL DUTY TITLE</th>
<th>b. POSITION DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Commander</td>
<td>15A40/AR</td>
</tr>
</tbody>
</table>

---

Company Commander of the 138th Armor Company at Kandahar Airfield, Afghanistan in support of Operation Enduring Freedom. Responsible for the readiness of the company with emphasis in the areas of personnel, training, logistics and staff coordination.
CREATING A COMPANY GRADE EVALUATION REPORT

PART II - AUTHENTICATION
(Rated officer's signature verifies officer has completed OER Parts I-VI and the admin data is correct)

<table>
<thead>
<tr>
<th>a1. NAME OF RATER (Last, First, M)</th>
<th>a2. SSN</th>
<th>a3. RANK</th>
<th>a4. POSITION</th>
<th>a5. SIGNATURE</th>
<th>a6. Date (mm/dd/yyyy)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FREEMAN, JASON, L</td>
<td>518-78-7337</td>
<td>LTC</td>
<td>Battalion Commander</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Rater Info

<table>
<thead>
<tr>
<th>a1. Rater's Last Name</th>
<th>a2. Rater's SSN</th>
</tr>
</thead>
<tbody>
<tr>
<td>FREEMAN</td>
<td>8999999999</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>a3. Rater's Rank</th>
<th>a4. Rater's Position</th>
<th>a7. Rater's E-mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>LTC</td>
<td>Battalion Commander</td>
<td><a href="mailto:jason.l.freeman.mil@mail.mil">jason.l.freeman.mil@mail.mil</a></td>
</tr>
</tbody>
</table>

Recommend you use a .gov or .mil.

Next button highlighted.
COMPANY GRADE PLATE (O1 - O3; WO1 - CW2) OFFICER EVALUATION REPORT

For use of this form, see AR 623-3 the proponent agency is DCS, G-1

11. Supplemental Review Required: ☐ Yes ☐ No

PART III - DUTY DESCRIPTION

a. PRINCIPAL DUTY TITLE
   Company Commander

b. POSITION DESCRIPTION
   10A00/AR

12. SIGNIFICANT DUTIES AND RESPONSIBILITIES
Company Commander of the 136th Armor Company at Kandahar Airfield, Afghanistan in support of Operation Enduring Freedom. Responsible for the readiness of the company with emphasis in the areas of personnel, training, logistics and staff coordination.

Duty Description

Enter Principal Duty Title and Position AOC/Branch that matches with unit force structure documents. The information will reflect the duty title found on the DA Form 4037 (Officer Record Brief).

MSAF Date: 26131009

PRINCIPAL DUTY TITLE: Company Commander

POSITION AOC/BR: 19A00/AR

State the rated soldier's significant duties and responsibilities:

Company Commander of the 136th Armor Company at Kandahar Airfield, Afghanistan in support of Operation Enduring Freedom. Responsible for the readiness of the company with emphasis in the areas of personnel, training, logistics and staff coordination.

You have 229 characters remaining.
CREATING A COMPANY GRADE EVALUATION REPORT

Profile Stats

Scored a 300 on the APFT.

Overall Performance Rating Warning

You are locking the Overall Performance Rating for profiling. Once the record is locked you will not be able to unlock/change the rating.

An overall performance indication of EXCELS is not authorized as your profile doesn't support this. Your profile is currently open as a 20-20 profile, but the rating process is not authorized. If you have any further questions, please contact Human Resources Command Evaluation Policy Section at (502) 561-1010. DSN 635

Comments for Overall Performance Rating:
Clearly the best of 4 Captains I rate. His performance has been nothing less than phenomenal.

You have 146 characters remaining.

Lock

Lock
CREATING A COMPANY GRADE EVALUATION REPORT

Note: Before or after the performance rating has been locked you can click the profile stats link to see your profile in real time. After locking a performance rating the math will automatically be calculated.

Note: Once you have locked in your performance rating the page will refresh and then show in red that your rating has been locked for profiling.
CREATING A COMPANY GRADE EVALUATION

VO: 901031601

COMPANY GRADE RATING OFFICER EVALUATION REPORT

PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM, COMPETENCIES AND ATTRIBUTES

**Character:**
Adherence to Army values, Empathy, and Warrior Ethos/Seriousness and Discipline. Fully supports SHARP, ESAC, and ERC.

CPT X displayed tremendous character throughout the rated period. He could always be counted on to do what is right despite the challenges he encountered. He fully supports the Commander's SHARP program and fosters a climate of dignity and respect.

**Presence:**
Military and Professional Bearing, Fitness, Confident, Resilient.

CPT X leads from the front and radiates a role model attitude and appearance at all times. He displays confidence and enthusiasm while projecting a positive command presence. His Unit APFT average was 275, the highest in the Battalion.

**Intelliect:**
Mental Agility, Sound Judgment, Innovation, Interpersonal Talent, and Expertise.

CPT X is wise beyond his years. He develops courses of action to overcome transportation challenges in a very demanding operational environment. He quickly analyzes every situation and applies well thought guidance to his subordinates.

Performance Evaluation Comments

You have 116 characters remaining.

You have 35 characters remaining.

You have 116 characters remaining.

You have 35 characters remaining.

You have 116 characters remaining.

You have 35 characters remaining.
CREATING A COMPANY GRADE EVALUATION REPORT

COMPANY GRADE EVALUATION (O1–O3) OFFICER EVALUATION REPORT

For use of this form, see AR 622-3. This form is mandatory for O1–O3 officers. Other grade officers may use this form if desired.

PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM, COMPETENCIES AND ATTRIBUTES

4. Leads:
   - CPT X leads from the front in all endeavors. He is the first to accomplish every assigned task. He sets the example for others to follow. He was the key planner on the Shindand Joint Facilities Utilization Board for the eventual move of the SSA to the east side of the airfield.

5. Develops:
   - CPT X possesses incredible team building skills as evidenced while standing up his unit. He has built tremendous teams who can work with minimal supervision. He willingly shares his technical skills and abilities. He is a true team player who cares more about his organization.

6. Achieves:
   - CPT X delivers the most incredible results. He maintained every DA standard from inventory accuracy to zero balance with due outs while working in an extremely high OPEF. He implemented a supply accountability program and performs 100% inventories monthly on over $6M of equipment.

Performance Evaluation Comments Continued

CPT X leads from the front in all endeavors. He is the first to accomplish every assigned task. He sets the example for others to follow. He was the key planner on the Shindand Joint Facilities Utilization Board for the eventual move of the SSA to the east side of the airfield.

CPT X possesses incredible team building skills as evidenced while standing up his unit. He has built tremendous teams who can work with minimal supervision. He willingly shares his technical skills and abilities. He is a true team player who cares more about his organization.

CPT X delivers the most incredible results. He maintained every DA standard from inventory accuracy to zero balance with due outs while working in an extremely high OPEF. He implemented a supply accountability program and performs 100% inventories monthly on over $6M of equipment.
CREATING A COMPANY GRADE EVALUATION

PART I - ADMINISTRATIVE DATA

<table>
<thead>
<tr>
<th>1. NAME (Last, First, Middle Initial)</th>
<th>2. SSN</th>
<th>3. UNIT, ORG, STATION, ZIP CODE OR APO, MAJOR COMMAND</th>
<th>4. RANK</th>
<th>5. DATE OF RANK (YYYY/MM/DD)</th>
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<tbody>
<tr>
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<td>501-33-1001</td>
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PART II - AUTHENTICATION (Rated officer's signature verifies officer has been completed OER Parts I-VI and the admin data is correct)

<table>
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<th>14. NAME OF RATER (Last, First, M)</th>
<th>15. RANK</th>
<th>16. POSITION</th>
<th>17. SIGNATURE</th>
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<tbody>
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<td>FREEMAN, JASON, L</td>
<td>LTC</td>
<td>Battalion Commander</td>
<td>Click to Sign</td>
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</table>

<table>
<thead>
<tr>
<th>18. E-MAIL ADDRESS (gov or mil)</th>
<th>19. SIGNATURE</th>
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<td><a href="mailto:jason.l.freeman.mil@mail.mil">jason.l.freeman.mil@mail.mil</a></td>
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</tbody>
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<table>
<thead>
<tr>
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<th>21. RANK</th>
<th>22. POSITION</th>
<th>23. SIGNATURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>JORDANO, JAMES, W</td>
<td>COL</td>
<td>Brigade Commander</td>
<td>Click to Sign</td>
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<table>
<thead>
<tr>
<th>24. E-MAIL ADDRESS (gov or mil)</th>
<th>25. SIGNATURE</th>
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<tbody>
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<td></td>
</tr>
</tbody>
</table>

PART III - DUTY DESCRIPTION

Company Commander of the 136th Armor Company at Kandahar Airfield, Afghanistan in support of Operation Enduring Freedom. Responsible for the readiness of the company with emphasis in the areas of personal, training, logistics and staff coordination.

PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM, COMPETENCIES AND ATTRIBUTES (Rater)

<table>
<thead>
<tr>
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<th>2. DATE</th>
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<th>4. WEIGHT</th>
<th>5. WITHIN STANDARD</th>
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<td>189</td>
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## CREATING A COMPANY GRADE EVALUATION REPORT

**Company Grade Plate (01 - 03; W01 - CW2) Officer Evaluation Report**

For use of this form, see AR 623-3. The proponent agency is DCS, G-1.

### Part II - Authentication
(Rated officer's signature verifies officer has seen completed OER Parts I-VI and the admin data is correct)

<table>
<thead>
<tr>
<th>c1. Name of Senior Rater</th>
<th>c2. SSN</th>
<th>c3. Rank</th>
<th>c4. Position</th>
<th>c5. Signature</th>
<th>c6. Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>JORDANO, JAMES, W</td>
<td>510-76-7337</td>
<td>COL</td>
<td>Brigade Commander</td>
<td></td>
<td></td>
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</tbody>
</table>

**Senior Rater Info**

<table>
<thead>
<tr>
<th>c1. Senior Rater's Last Name</th>
<th>c2. Senior Rater's SSN</th>
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</thead>
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<tr>
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<td>8999999999</td>
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<th>c5. Senior Rater's Organization</th>
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<td>Brigade Commander</td>
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<th>c7. Senior Rater's Email Address</th>
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<td>ARMOR</td>
<td><a href="mailto:james.w.jordano.mil@mail.mil">james.w.jordano.mil@mail.mil</a></td>
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This is a referred report; do you wish to make comments?
- Referred: Yes, comments attached: No

**Signature of Rated Officer**

**Date:**

---

**Rating Period:** 2012-08-01
CREATING A COMPANY GRADE EVALUATION

PART VI - SENIOR RATER

a. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)
   - Most Qualified (limited to 48%)
   - Highly Qualified
   - Qualified
   - Not Qualified

b. i. Currently senior rate _25_ Army Officers in this grade.

c. COMMENT ON POTENTIAL:
   CPT X is a potential rank among the top 24 Company Commanders I currently Senior Rate, and in the top CPTs with whom I’ve observed in 24 years. His discipline and professionalism transcend to members of his unit and the sister companies in the Battalion. Promote to Major and select for resident IIE. Future Battalion Commander.

6. LIST 3 FUTURE SUCCESSIVE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED:
   - BN 33, BN XO, BN CDR

---

Step 1
Admin Data - Senior Rater

Step 2
Potential Rating - Senior Rater

Step 3
Supplemental Review - Senior Rater

Previous Exit Next Go to Signatures Print Draft
**CREATING A COMPANY GRADE EVALUATION REPORT**

**Primary Document:**

**Doc ID #: 3916**

**VO - 901031601**

**Rating Period:** 20120601

**PART II - AUTHENTICATION** (Rated officer's signature verifies officer has seen completed OER Parts I-VI and the admin data is correct)

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**Supplemental Review:**

Supplemental Review Required?  
- [ ] Yes  
- [x] No

**Next Steps:**

- **Step 1:** Admin Data - Senior Rater
- **Step 2:** Potential Rating - Senior Rater
- **Step 3:** Supplemental Review - Senior Rater
Evaluations can be signed not earlier than 14 days prior to the thru date and must be signed in the correct order. Once signed it can then be submitted to HQDA (see 1-4)
Questions
Backup Data
Army Leadership Requirements

ATTRIBUTES

CHARACTER
* Army Values
* Empathy
* Warrior Ethos/Service Ethos
* Discipline

PRESENCE
* Military and professional bearing
* Fitness
* Confidence
* Resilience

INTELLECT
* Mental agility
* Sound judgment
* Innovation
* Interpersonal tact
* Expertise

LEADS
* Leads others
* Builds trust
* Extends influence beyond the chain of command
* Leads by example
* Communicates

DEVELOPS
* Creates a positive environment/
  Fosters esprit de corps
* Prepares self
* Develops others
* Stewards the profession

ACHIEVES
* Gets results

COMPETENCIES

ADRP 6-22 AUG 2012 Figure 1-1. The Army leadership requirements model

Unclassified
# O-4 Broadening Experiences

## Functional
- 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

## Institutional
- 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

## Academia & Civilian Enterprise
- Fellowships
- PMS/APMS
- USMA Faculty/Staff
  - Directorate
  - BTO
  - Training With Industry

## JIIM
- 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

---

*Unclassified*
### Functional
- ASCC
  - OPS/Plans Officer
  - WFF Chief
- ASA/DCS
  - Asst XO
  - ADC
  - Division Chief (BR/FA Specific)
- USACE
  - DCO
- ARCIC WFF Chief/Manager
- AMC
  - COMCOM 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

### Institutional
- 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
- SCCs
  - OPS/Plans Officer
- Cadet Command HQs
- USAREC HQs
- 1st Army/5th Army
- IMCOM
- CSA Strategic Studies Group
- Army Strategic Planner
- FORSCOM HQs

### Academia & Civilian Enterprise
- Fellowships
- PMS/APMS
- USMA Faculty/Staff
  - RTO
  - Instructor
  - HQs/Staff
- AWC Faculty
- CGSC Faculty

### JiIM
- 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

- **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.

### Institutional

- **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**

### Academia & Civilian Enterprise

- **SSC Fellowships**
- **PMS**
- **USMA Faculty/Staff**
- **AWC Faculty**
- **CGSC Faculty**
- **SAMS Faculty**

### JIIM

- **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**
## O-3 Broadening Experiences

### Functional
- ASCC
  - OPS/Plans Officer
  - WFF Chief
- CTC
  - OC-T
- AC/RC
  - OC-T
- TRADOC
  - SGL
  - Training/Ops officer
- INSCOM
  - G2 Watch Officer

### Institutional
- 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

### Academia & Civilian Enterprise
- Fellowships
- ACS
- Training with Industry
- APMS
- USMA Faculty/Staff
  - TAC
  - Instructor

### JIIM
- JCS Intern
- PEOC Watch Officer
- OSD
  - Watch Officer
- Transition Team
**Rater Box Check Defined**

**Excels:**
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.

**Proficient:**
Consistently produces quality results with measurable 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.

**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.
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<th>Thru Date</th>
<th>Credit</th>
<th>Box Checks</th>
<th>Profile</th>
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<th>Date Due to HRC</th>
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1: Senior Rater given a credit of 5 Retain as Colonel.  
2: Senior Rater profile calculated upon Electronic Submission via EES or Hard Copy to HQDA.  
3: Senior Rater must stay below 50% for MOST QUALIFIED evaluations.  
4: Officers will be evaluated and profiled at promotable grade if listed as (P) in the Part I.c. rank block of the OER.  
5: (P) means officer is promotable and serving in an authorized position at the promotable grade.