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**NCOER PERFORMANCE MEASURES  
(NCOER BULLET COMMENTS)  
SUPPLEMENT TO THE  
CENTER FOR ARMY LEADERSHIP (CAL)  
US ARMY EVALUATIONS GUIDE**

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## **FORWARD**

**As our Army continues to transition we must ensure that we provide the best available resources to assist leaders in further developing our Non-Commissioned Officers. We must look at this not as a challenge, but as an opportunity to develop our leaders now and into the future. We continue to provide a better manned, trained, equipped, and educated force, and in doing so our systems and developmental tools must advance as well. With this advancement, we are faced with the opportunity to provide Soldiers with the best Evaluations Report that is nested in doctrine. In doing so, we felt it was our responsibility to provide you with a comprehensive tool to assist.**

**This document is a supplement to the Center for Army Leadership's US Army Evaluations Guide. It is designed to assist and guide you when preparing the NCOER for you and your subordinates. This document is only a guide, the purpose is to provoke and stimulate thought, and provide a basis from which your thoughts and comments will grow.**

**This information is an example only, as it is not the intention that comments will be taken directly from this supplement and used as your own on the NCOER. The purpose was solely for use as a training supplement, used in conjunction with training material on the new NCOER in order to give leaders a starting point.**

**What follows are definitions and a comprehensive look at comments the field feels are important to use to guide you in the development of the NCOER. Performance measure definitions are given to assist you in understanding what is meant by DOES NOT MEET THE STANDARD, MET THE STANDARD, EXCEEDS THE STANDARD, and FAR EXCEEDS THE STANDARD. You should take these definitions into consideration along with information from the US Army Evaluations Guide as you develop your comments for the NCOER.**

**This document is divided into two main areas: SGT NCOER Direct Level bullet comments and SSG-MSG NCOER Organizational level bullet comments. Each main area is subdivided by CMF to better assist you in finding the information that best pertains to you and your Soldiers.**

**This supplement provides a foundation to ensure that we develop the best Non-Commissioned Officers in the world. I encourage you to use it!**

**//original signed//  
DENNIS A. EGER  
Sergeant Major  
Mission Command Center of Excellence**

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## **PERFORMANCE MEASURE DEFINITIONS:**

### **DOES NOT MEET THE STANDARD**

Rated NCO fails to meet or maintain the required Army standards and organizational goals of leader competencies and attributes; does not enforce or meet the standard for the unit or those in his/her charge; exhibits/displays minimal or no effort; actions often have a negative effect on the mission, their Soldiers, the unit, and the Army.

### **MEETS THE STANDARD**

Rated NCO successfully achieves and maintains the required Army standards and organizational goals of leader competencies and attributes; effectively meets and enforces the standard for the unit and those in his/her charge; succeeds by taking appropriate initiative in applying the leader competencies and attributes; results have a positive impact on the mission, their Soldiers, the unit, and the Army; this level of performance is considered normal and typically demonstrated by a majority of NCOs of the same grade.

### **EXCEEDS THE STANDARD**

Rated NCO performs above the required Army standards and organizational goals of leader competencies and attributes; this NCO and his/her Soldiers often take disciplined initiative in applying leader competencies and attributes; results have an immediate impact on the mission, their Soldiers, the unit, and the Army; this level of performance is not common, typically demonstrated by the upper 20% of the NCOs of the same grade.

### **FAR EXCEEDS THE STANDARD**

Rated NCO performs extraordinarily above the required Army standards and organizational goals of leader competencies and attributes; leadership enables Soldiers and unit to far surpass required organizational and Army standards; demonstrated performance epitomizes excellence in all aspects; this NCO and his/her Soldiers consistently take disciplined initiative in applying leader competencies and attributes; results have an immediate impact and enduring effect on the mission, their Soldiers, the unit, and the Army; often demonstrated by the top 5% of the NCOs of the same grade.

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## **SGT – NCOER DIRECT LEVEL REPORT BULLETS**

## CMF 11

### **CHARACTER**

#### **DID NOT MEET STANDARD**

- was the subject of a substantiated EO complaint
- failed to consistently adhere to rules, regulations, or standard operating procedures
- inconsistently demonstrated Duty and Selfless Service, often failed to complete tasks on time or to standard
- frequent unwillingness to cooperate in working toward unit goals affected readiness
- undermines supervisors and subordinates by not showing proper respect to leaders and subordinates
- focused on his own advancement more than unit goals
- failed to respond to a complaint of sexual harassment/sexual assault
- committed an act of sexual harassment/sexual assault; severely lacks moral judgment

#### **MET STANDARD**

- established a workplace environment and overall command climate that fosters dignity and respect for all team members; fully supports SHARP
- established and maintained the highest standard of excellence for himself and the unit; has the deepest respect of every Soldier, NCO, and Officer in the company
- set the example by taking initiative and accepting responsibility
- maintained high moral and ethical standards on and off duty
- selfless service beyond reproach; completely dedicated to the mission and Soldiers
- demonstrated sincere caring for Soldiers by inspiring and developing performance through counseling and NCOPD's
- committed to training and caring for soldiers and their families
- exceptionally unselfish in commitment to subordinates, unit and mission
- bear true faith and allegiance to the U.S. constitution, the Army, and other soldiers
- does not tolerate abusive or demeaning behavior

### **PRESENCE**

#### **DID NOT MEET STANDARD**

- awkward appearance, lack of confidence, and poor communication skills suppressed team building and bonding
- unable to manage weight resulted in placement on the Army Weight Control Program
- failed to meet APFT standards for the two mile run and sit-ups with a total score of 160

#### **MET STANDARD**

- challenged his subordinates daily during Physical Training; resulted in a 278 APFT average platoon average
- scored 180 on APFT
- impressive competence, mission focused attitude and physical appearance invokes the highest levels of respect
- scored 300 on most recent APFT earning the Army Physical Fitness Badge

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## **INTELLECT**

### **DID NOT MEET STANDARD**

- lacks the capacity and aptitude to contribute to better the team
- displayed poor judgment during off duty hours; resulted in Soldiers arrest
- lacks respect for chain of command and needs improvement in peer communication

### **MET STANDARD**

- received the hardest missions to take advantage of his advanced problem solving abilities
- consistently demonstrates complete understanding by injecting the right amount of problem solving abilities
- technical knowledge of the BFV led to his crew firing "Distinguished" during GT VI

## **LEADS**

### **DID NOT MEET STANDARD**

- demonstrated behavior inconsistent with Army Values by driving under the influence of alcohol with a BAC of 0.086%
- failed to conduct proper risk assessments or react when risk factors increased; resulted in three Soldiers injured during the rating period
- information dissemination was inconsistent and often untimely; resulted in a lack of trust among subordinates and supervisors
- scored 175 on APFT

### **MET STANDARD**

- scored 180 on APFT
- successfully performed all squad missions and tasks while assuming duties as the Squad Leader for over 6 months of rated period
- built confidence through counseling within squad by demonstration and practical exercises
- mentored two team members to earn the EIB
- scored 300 on most recent APFT earning the Army Physical Fitness Badge
- earned the coveted Expert Infantryman's Badge
- took over as Squad Leader when he was absent, ensured all tasks were completed
- mentored a substandard Soldier to not only pass APFT, but to increase his score by over 80 points

## **DEVELOPS**

### **DID NOT MEET STANDARD**

- failed to begin or complete any military education; reluctant to accept responsibility for development and improving organizational effectiveness
- failed to motivate and assist in the growth of others; none of his subordinates completed any military or civilian education during the rating period
- failed to ensure that subordinates completed mandatory annual training

### **MET STANDARD**

- routinely escorts Soldiers to budget counselors to improve Soldier financial health
- reinvigorates discipline through Drill and Ceremonies after physical training daily

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- effectively monitors subordinate's SSD1 completion to ensure gateway in professional development
- leadership example during recent EIB testing contributed to three of five fire team members earned the badge

## **ACHIEVES**

### **DID NOT MEET STANDARD**

- failed to supervise subordinates; relieved for inefficiency and replaced by junior NCO
- failed to manage priorities of work; missed three mission critical deadlines
- failed to maintain property accountability; lost equipment valued in excess of \$10,000

### **MET STANDARD**

- inspects platoon Soldiers TA-50 monthly for accountability, serviceability, and cleanliness
- conducted BATS and HIIDES capabilities training so that fire team could better understand how to properly employ Biometric toolset in combat
- maintained accountability of all assigned equipment with zero losses or damage

## **CMF 12**

## **CHARACTER**

### **DID NOT MEET STANDARD**

- repeatedly demonstrated and unwillingness to assist Soldiers with resolving problems or personal issues
- places his/her own needs over those of Soldiers and the unit; frequently acts in a self-serving manner
- fails to enforce policies that he/she personally disagrees with and openly discusses his contempt of leadership

### **MET STANDARD**

- places mission accomplishment and the needs of his/her Soldiers above personal goals and needs
- routinely demonstrated the willingness to enforce tough standards and take responsibility for his actions
- uses initiative and perseverance to overcome challenges and obstacles to mission accomplishment

## **PRESENCE**

### **DID NOT MEET STANDARD**

- failed to monitor his team's maintenance of two route clearance vehicles, directly causing his platoon to become non-mission capable for two days
- failed to properly prepare his team for the battalion sapper stakes competition by not conducting PCCs prior to a foot march and equipment inspection, resulting in his team's disqualification
- allowed his bulldozer teams to run out of fuel, causing the artillery commander to request an operational pause at NTC in order to be prepared for defensive operations



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### **MET STANDARD**

- finished second in the Best Sapper Competition, exhibiting a high level of physical fitness as well as mental toughness while finishing ahead of 38 other teams
- led his team through a MEDEVAC event while conducting route clearance operations, his ability to act quickly and take charge led to his Soldier suffering only short term injuries
- became the first amputee to attend and graduate the Sapper Leader Course, earning the coveted Sapper Tab

### **INTELLECT**

#### **DID NOT MEET STANDARD**

- failed to actively participate in a several platoon AARs by refusing to acknowledge the need to improve performance after several training event
- lacked the expertise to train his subordinates on basic, skill level 1 demolition task during Sergeant's Time Training
- failed to understand the actions required to ensure proper accountability of assigned equipment after multiple training and counseling sessions

#### **MET STANDARD**

- displayed tactical patience during a live-fire STX lane resulting in the successful destruction of five enemy obstacles
- demonstrated understanding of his assigned crew-served weapon by teaching the correct application of fire to his gun team
- possess the technical understanding of advanced grader operations resulting in the completion of the final grade of a 80' x 800' tactical airstrip within the critical path timeline

### **LEADS**

#### **DID NOT MEET STANDARD:**

- routinely failed to supervise Soldiers conducting PMCS on assigned equipment during inclement weather
- failed to adequately prepare to conduct scheduled M249 Squad Automatic Weapon training, required another Team Leader to train his Soldiers on the weapon system
- failed to communicate and enforce published safety standards in the unit motor pool; two vehicles were damaged when his parked vehicle rolled into another

#### **MET STANDARD**

- corrected deficiencies in the priming of shape charges reducing the possibility of a misfire during a unit run demolition range
- clearly communicated and demonstrated the tasks required to safely load construction equipment onto a tractor trailer during company driver training, resulting in 100% first time GO
- motivated his Soldiers to endure by leading from the front during a 20 km foot-march in harsh weather; his entire team finished within time standards without incident

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## **DEVELOPS**

### **DID NOT MEET STANDARD**

- removed from team leader position for contributing to a toxic work environment
- failed to attend scheduled new equipment training, resulting in his section's grader becoming non-mission capable due to improper maintenance practices
- hindered Soldier development by actively discouraged Soldiers from enrolling in college

### **MET STANDARD**

- willingly devoted many hours of his personal time to assist two Soldiers through the college application process and the navigation of online college classes
- encouraged and mentored two team members to successfully graduate the Sapper Leader Course
- set the example in her unit by competing for and winning the battalion NCO of the Quarter board

## **ACHIEVES**

### **DID NOT MEET STANDARD**

- failed to complete his squad's monthly counseling for two consecutive months
- failed to conduct pre combat inspections prior to mission during unit FTX, directly resulting in mission failure
- consistently caused her Soldiers to work after normal duty hours due to ineffective planning and communication

### **MET STANDARD**

- effectively managed his section by ensuring that 100% of his Soldiers completed SSD level 1 prior to attending WLC
- showed great initiative by organizing and conducting OCIE layout and inventory without supervision
- efficiently led her fire team during the company field training exercise, enabling the team to meet or exceed all mission timelines

## **CMF 13**

## **CHARACTER**

### **DID NOT MEET STANDARD**

- failed to ensure that the Army's History, Customs, and Traditions were known/observed
- failed to establish appropriate personal and professional relationships with former peers, does not grasp new role and responsibilities as an NCO
- possesses the highest rate of unresolved or poorly resolved Soldier issues and concerns among his peers due a direct lack of effort

### **MET STANDARD**

- actively engaged newly promoted NCOs as a peer mentor
- polices the conduct of both Soldiers and peers at all times regardless of duty status

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- resists pressure to accept the status quo, challenges those around to improve their environment

## **PRESENCE**

### **DID NOT MEET STANDARD**

- failed to pass the Army Physical Fitness Test
- consistently hesitates to implement directed actions from superiors; fears confrontations with subordinates
- fails to enforce professional standards of appearance and bearing; Soldier's attitudes mirror this failure

### **MET STANDARD**

- exudes the confidence and command presence expected from superiors and demanded by subordinates
- committed to a fit and healthy lifestyle through personal example and recruits others to join in that same lifestyle
- even-keeled and level-headed in moments of crisis and stress; Soldiers are settled by his demeanor and actions

## **INTELLECT**

### **DID NOT MEET STANDARD**

- failed to certify on respective Field Artillery Weapons Systems
- demonstrated a lack of technical proficiency during Field Artillery Crew drills; resulted in an inability to supervise and manage subordinates
- makes unnecessary hasty decisions without consideration of effects; frequently changes original decisions due to lack of foresight and application of proven methods

### **MET STANDARD**

- trusted to operate independently with minimal supervision due to demonstrated ability to use sound judgment and adaptive solutions to facilitate task completion
- presents sound, logical recommendations on improvements to doctrine and tactics to evaluators and peers in a positive, constructive manner
- promotes a proactive approach to education; all Soldiers in the section have completed SSD and are actively attaining civilian education and technical credentialing

## **LEADS**

### **DID NOT MEET STANDARD**

- use of shortcuts in training resulted in damage to Field Artillery Weapons Systems; greatly reduced the unit's capacity to conduct its tactical mission
- Soldiers lacked guidance and direction as evident in multiple mission failures due to a lack of physical presence; whereabouts frequently suspect

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- failed to keep Soldiers informed; information dissemination inconsistent and lacking in both content and context; Soldiers lack trust and confidence in the command

#### **MET STANDARD**

- served as Howitzer/Launcher/Fire Direction Center/Fire Support Section Chief during an operational deployment; performance led to notable improvements in the effectiveness, efficiency, and morale of the unit
- competed for NCO of the quarter to demonstrate initiative and self-improvement; motivated the entire team to compete for Soldier of the Quarter
- takes necessary actions to ensure that Soldiers concerns and needs are addressed and resolved allowing for increased trust, confidence, and commitment to the unit

#### **DEVELOPS**

#### **DID NOT MEET STANDARD**

- failed to implement training using new software upgrades on Field Artillery Weapon Systems resulting in the sections inability to provide Accurate Field Artillery Fires
- continually fails to attend required NCOES schooling; reasons for non-attendance are questionable and ill timed in notification
- failed to ensure that continuity operations were executed and documented by outgoing personnel; incoming required substantial training as a result.

#### **MET STANDARD**

- requested, attended, and completed the Total Army Instructor Course in order to improve teaching abilities and instructional presentation of training for the unit
- successfully trained Field Artillery Soldiers on Infantry tactics for an upcoming combat deployment
- utilized AARs to develop a trends analysis that was incorporated into tactical operations lessons learned for updates to the units SOPs

#### **ACHIEVES**

#### **DID NOT MEET STANDARD**

- failed to monitor high-risk Soldier due to indifference; resulted in successful suicide by Soldier
- received Letter of Concern for continual poor performance
- failed to maintain sensitive item accountability; lost equipment resulted in a unit lockdown in excess of 48 hours

#### **MET STANDARD**

- successfully led a howitzer/launcher/fire direction center/fire support section during a CTC rotation; receiving accolades from the DIVARTY and Brigade Commanders
- provided clear and concise section crew drills during an Excalibur fire mission, resulting in a direct hit of the target

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- received high praise from unit leadership on leading section during a section certification which resulted in the section winning best section

## **CMF 14**

### **CHARACTER**

#### **DID NOT MEET STANDARD**

- failed to ensure that the Army's History, Customs, and Traditions were known/observed
- failed to establish appropriate personal and professional relationships with former peers, does not grasp new role and responsibilities as an NCO
- possesses the highest rate of unresolved or poorly resolved Soldier issues and concerns among his peers due a direct lack of effort

#### **MET STANDARD**

- actively engaged newly promoted NCOs as a peer mentor
- polices the conduct of both Soldiers and peers at all times regardless of duty status
- resists pressure to accept the status quo, challenges those around to improve their environment

### **PRESENCE**

#### **DID NOT MEET STANDARD**

- failed to complete road marches that require him to carry his basic Stinger man-pack as part of his MOS requirements
- consistently hesitates to implement directed actions from superiors; fears confrontations with subordinates
- fails to enforce professional standards of appearance and bearing; Soldier's attitudes mirror this failure

#### **MET STANDARD**

- exudes the confidence and command presence expected from superiors and demanded by subordinates
- committed to a fit and healthy lifestyle through personal example and recruits others to join in that same lifestyle
- even-keeled and level-headed in moments of crisis and stress; Soldiers are settled by his demeanor and actions

### **INTELLECT**

#### **DID NOT MEET STANDARD**

- failed to attain crew level certifications in Ballistic Missile Alert Drills due to conceptual failure to process, determine flight profiles, and adapt to changing scenarios
- demonstrated a lack of technical proficiency as a Team Leader during MO&E and Missile Reload drills; resulted in an inability to supervise and manage subordinates
- makes unnecessary hasty decisions without consideration of effects; frequently changes original decisions due to lack of foresight and application of proven methods

### **MET STANDARD**

- trusted to operate independently with minimal supervision due to demonstrated ability to use sound judgment and adaptive solutions to facilitate task completion
- presents sound, logical recommendations on improvements to doctrine and tactics to evaluators and peers in a positive, constructive manner
- promotes a proactive approach to education; all Soldiers on the team have completed SSD and are actively attaining civilian education and technical credentialing

### **LEADS**

### **DID NOT MEET STANDARD**

- use of shortcuts in training resulted in damage to a Guided Missile Transporter; greatly reduced the unit's capacity to conduct its tactical mission
- Soldiers lacked guidance and direction as evident in multiple mission failures due to a lack of physical presence; whereabouts frequently suspect
- failed to keep Soldiers informed; information dissemination inconsistent and lacking in both content and context; Soldiers lack trust and confidence in the command

### **MET STANDARD**

- served as "Hot Crew" NCOIC during an operational deployment; performance led to notable improvements in the effectiveness, efficiency, and morale of the unit
- competed for NCO of the quarter to demonstrate initiative and self-improvement; motivated the entire team to compete for Soldier of the Quarter
- takes necessary actions to ensure that Soldiers concerns and needs are addressed and resolved allowing for increased trust, confidence, and commitment to the unit

### **DEVELOPS**

### **DID NOT MEET STANDARD**

- failed to implement training using new software upgrades on AMDWS resulting in a failure to integrate into the ADAM/BAE Cell during BCTP
- continually fails to attend required NCOES schooling; reasons for non-attendance are questionable and ill timed in notification
- failed to ensure that continuity operations were executed and documented by outgoing personnel; incoming required substantial training as a result

### **MET STANDARD**

- requested, attended, and completed the Total Army Instructor Course in order to improve teaching abilities and instructional presentation of training for the unit
- cross-trained four 14S Soldiers to operate and maintain both the FAAD, AMDWS and LCMR in preparation for a short-notice deployment operation
- utilized AARs to develop a trends analysis that was incorporated into tactical operations lessons learned for incorporation by follow on Avenger unit rotations at NTC

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## **ACHIEVES**

### **DID NOT MEET STANDARD**

- failed to monitor high-risk Soldier due to indifference; resulted in successful suicide by Soldier
- received Letter of Concern for continual poor performance; IFPC team failed MRE
- failed to maintain sensitive item accountability; lost equipment resulted in a unit lockdown in excess of 48 hours

### **MET STANDARD**

- conducted a PATRIOT/THAAD Capabilities Brief to the NATO Air Wing Commander enabling successful ADAM/BAE integration into Joint Air & Missile Defense Operations
- provided clear and concise engagement drill commands allowing for the successful C-RAM intercept and destruction of two enemy rockets targeting deployed troops
- executed flawless technical support to a JLENS surveillance operation of defended assets in the National Capital Region; provided flight profile analysis to Federal agencies

## **CMF 15**

## **CHARACTER**

### **DID NOT MEET STANDARD**

- was the subject of a substantiated EO complaint
- failed to consistently adhere to rules, regulations, or standard operating procedures
- inconsistently demonstrated Duty and Selfless Service, often failed to complete tasks on time or to standard
- fails to uphold the Army Ethics
- moral standards inconsistent with Army Values
- lack leader core competencies needed to inspire Soldiers to grow

### **MET STANDARD**

- set the example by taking initiative and accepting responsibility
- maintained high moral and ethical standards on and off duty
- selfless service beyond reproach; completely dedicated to the mission and Soldiers
- lives by the Army Values and fosters an environment with regard for respect to individuals
- provided clear and concise guidance to Soldiers to encourage them to build trust
- clear self-understanding on Army Commitment to Warrior Ethos

## **PRESENCE**

### **DID NOT MEET STANDARD**

- failed APFT
- inability to handle stress
- allowed professional standards to lapse in personal appearance, demeanor, and actions
- lack of disciplined initiative lead to irrational decisions making
- failed to discipline and educate Subordinates in the Army Profession

## **MET STANDARD**

- selected for the Audi Murphy/Sergeant Morales Board
- displayed sound health, strength, and endurance that support emotional health
- displayed composure, confidence, and mission-focus under stress
- embraced the standards of physical fitness for self and subordinates
- executed all components of PRT with vigor and individual toughness-
- developed resilient leaders to handle complex challenges within the organization

## **INTELLECT**

### **DID NOT MEET STANDARD**

- failed to adequately develop and lead subordinates to conduct routine task
- rigid mindset unopened to new thinking
- fails to commit to Army principles of leadership
- unable to provide rational persuasion within Army Leadership
- lack awareness of Mission Command
- lack intellectual capacity to move organization forward
- lacks self-awareness and tact when interacting with superiors and subordinates

### **MET STANDARD**

- Honor Grad/Honor Grad for Professional Military Education (PME)
- led a PMI-1 team that averaged twenty days per phase; ten days less than the DA standard
- facilitated a Commendable rating on the most recent ARMS inspection
- cost conscience NCO who executes new maintenance procedures saving the unit more than \$200,000 in repairs to aviation specific equipment
- led Tactical Controller Team through 23 movements and advises and assisted Tower team through 20 VFR approaches in austere environments
- extraordinarily proficient Operations NCO; provided Mission Command support to BDE S3 shop in first field training exercise

## **LEADS**

### **DID NOT MEET STANDARD**

- consistently fails to complete aircraft phases in DA mandated standard time
- ineffective communicator with subordinates which allows distrust of genuine concern for their well-being
- does not support the Army programs
- lack attributes of an Army Leader; provides no purpose or direct
- fails to trust and collaborate with leaders and subordinates during unit training
- fails to set personal goals and examples for the self and Soldiers

### **MET STANDARD**

- NCO serving at least one pay grade above current position
- ability to mentor Soldiers to attend and achieve unit level boards
- hand selected to serve as team/squad leader over 12 other highly qualified junior NCOs based on his/her dedication and commitment to aviation excellence
- possesses keen Army Leader attributes that motivates others to follow



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- provides moral courage and confidence needed for adaptive leaders
- shared understanding and knowledge of the mission contributes to unit's training plan

## **DEVELOPS**

### **DID NOT MEET STANDARD**

- fails to coach or mentor Soldiers to win or participate any Soldier of the Month or Promotion boards
- Rated NCO did not foster an environment of fair treatment or awareness of others which allowed turmoil and low moral to breed amongst the junior enlisted.
- failed to lead, develop and achieve soldiers which resulted in a unaccomplished mission
- unsuccessfully in creating a environment for encourages initiative and self-improvement
- failed to develop a mutual trust between Leaders, Soldiers and subordinates; ineffective leader
- unbalanced leader; lacks commitment to lifelong learning and Soldier for life

### **MET STANDARD**

- instilled a "can do" attitude with his maintainers which fostered a friendly aircraft knowledge based completion which has become a widely anticipated event during phase maintenance
- contributed to the implementation of an aggressive flight selection and training program for the platoon; enhanced company combat crew strength
- trusted with incorporating realistic quarterly aircraft emergency procedures training scenario within the company; superior results
- prudent mentor; support personal growth and professionalism through leader development
- provides Soldiers with observation, insights and lesson learned for their future developmental needs

## **ACHIEVES**

### **DID NOT MEET STANDARD**

- rated NCO's lack of dedication is evident in his day to day dealings with his Soldiers
- NCO does not complete mission or tasks as assigned; results in a mass failure
- loses track of equipment and personnel
- failed to execute mission command in battalion command post
- lack professionalism and proficiently to accomplish warrior task and drills

### **MET STANDARD**

- rated NCO leads his Soldiers through numerous door gunneries, each more complex than the last
- rated NCO leads Soldiers through Readiness Level progression; all Soldiers RL1
- maintained a 96 percent OR rate on his/her assigned aircraft; exceeding the DA standard for OR rate by 26 percent
- NCO able to train his Soldiers on all mandatory training and still include time for unit morale functions
- progressed to FI six months ahead of schedule; enhanced company level CE/RL progression training, all while supporting combat operations in multiple locations in OEF
- provided expertise in joint airspace operations serving as the Airfield Management Element (AME)

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- aggressively improved and shaped the Battalion Aviation Element (BAE) during JRTC rotation 15-03

## **CMF 19**

### **CHARACTER**

#### **DID NOT MEET STANDARD**

- failed to enforce Army policies creating a poor work environment and resulting in a substantiated EO complaint
- consistently failed to adhere to rules, regulations, or standard operating procedures leading to conflicts within the Army Values
- lack of maturity contributed to the perception of a lack of empathy; seen as unapproachable by his Soldiers
- did not demonstrate the spirit of a warrior; failed to advance the profession of arms
- engaged in inappropriate personal relationships demonstrating behavior inconsistent with good order and discipline

#### **MET STANDARD**

- consistently demonstrated loyalty to the Army Values and the profession of arms regardless of the situation
- displayed genuine care and concern for Soldiers and their families; eager to support personal and professional growth of subordinates
- selfless service beyond reproach; completely dedicated to the mission and Soldiers
- lead by example regardless of circumstances; integrity and self-discipline are above reproach
- demonstrated maturity and self-control when under pressure; displayed a high level of maturity and responsibility

### **PRESENCE**

#### **DID NOT MEET STANDARD**

- failed (pushup/sit-up/2-mile run) on last record APFT; achieved score of XXX
- exceeded body composition standard IAW AR 600-9 by 2.8%; entered into the Army Body Composition Program
- unable to project confidence or maintain composure when placed in difficult situations
- had difficulty accomplishing duties when faced with adversity placing the mission in jeopardy

#### **MET STANDARD**

- projected a professional image commensurate with his rank and position
- demonstrated resiliency when faced with difficult situations allowing him to learn from mistakes and make correct decisions
- displays self-confidence, composure, confidence, and mission focus when under duress; inspired others through his actions

## **INTELLECT**

### **DID NOT MEET STANDARD**

- failed to grasp fundamentals of reconnaissance during NTC Rotation 3-14; unable to avoid decisive contact and answer commander's PIR
- unable to adapt to the dynamic scenarios at NTC Rotation 4-15 which consistently lead to the destruction of his vehicle during force on force engagements
- demonstrated a lack of proficiency in technical aspects of tank gunnery resulting in an inability to train tank crew effectively and failure to qualify Tank Table VI
- hesitated in taking the appropriate actions or grasping new ideas when in unfamiliar situations
- displayed inappropriate behavior and a lack of tact when interacting with peers and superiors on numerous occasions

### **MET STANDARD**

- recognized opportunities and took decisive action within the commander's intent to ensure mission accomplishment during Operation Marne Thunder
- showed keen sense of awareness that allowed him to recognize changing conditions and create opportunities to accomplish reconnaissance missions during NTC Rotation
- overcame fire control malfunctions by applying corrective actions to qualify his tank during Operation Ivy Thunder

## **LEADS**

### **DID NOT MEET STANDARD**

- inconsistently reads the situation and makes poor decisions as a result
- demonstrated inability to correctly pass information to subordinates resulting in inappropriate use of time and resources
- failed to conduct proper PCCs prior to mission resulting safety violations during Tank Gunnery / Bradley Gunnery resulting in disqualification
- failed to support chain of command and NCO support channel leading to a toxic environment within his tank/Bradley crew; lacks the trust of superiors and subordinates

### **MET STANDARD**

- constantly assessed risk during night tactical movement and implemented mitigation measures to ensure the safety of his crew while accomplishing the mission
- displayed the ability to relate to peers and subordinates developing a sense of respect and mutual trust among his dismounted scout team
- demonstrated proficiency and technical expertise by qualifying with his assigned weapon, qualifying his Tank/Bradley and earning the APFT badge; leads by example
- mentoring Soldiers on skill level one and skill level two tasks
- assessed non verbal cues to help subordinate seek assistance from supervised the installation and testing of an antenna system at a remote site; saved the organization \$10,000 in installation fees
- mentored 3 Soldiers in completing the Counterintelligence Probationary Program 90 days ahead of standard through diligent coaching and counseling
- integrated 3 new Soldiers to the unit and trained them in LLVI operations using unit SOPs and prior combat experience; capitalized on individual strengths

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## **DEVELOPS**

### **DID NOT MEET STANDARD**

- undermines chain of command and demonstrates negative attitude toward those in positions of authority
- consistently failed to correct training deficiencies discovered during the AAR process while participating in squad life fire
- failed to effectively develop subordinates by not allowing Soldiers to learn from their mistakes
- did not accurately track mandatory training resulting in expired weapons qualification and APFT results for Soldiers in his team/crew

### **MET STANDARD**

- demonstrated positive attitude toward training events; seized every opportunity to incorporate hip pocket training to ensure his Soldiers were always learning
- consistently incorporates lessons learned from past and current events to ensure relevant training
- enrolled in bachelor's degree program during off duty time; completed 12 college semester hours with a 3.4 GPA
- dedicated personal time to train his squad/crew in skill level two tasks in support of Company/Troop METL
- ensured all training was properly planned and resourced resulting in two Soldiers earning their spurs in the battalion's Cavalry Stakes competition

## **ACHIEVES**

### **DID NOT MEET STANDARD**

- failed to effectively supervise squad during range week resulting a negligent discharge o did not account for contingencies during preparation for operations by managing priorities of work resulting in squad failing PCI and missing departure time
- has difficulty delegating responsibility to others

### **MET STANDARD**

- developed a task assignment matrix to ensure subordinates clearly understood their roles while allowing them to accomplish delegated tasks
- built a cohesive team that accomplished all reconnaissance and security tasks with minimal oversight; completely competent
- successfully conducted three route reconnaissance missions during Warrior Forge
- earned a commendable rating on his Tank/Bradley during the commander's maintenance inspection
- qualified his tank/Bradley (qualification rating) on Gun Table VI

## **CMF 25**

## **CHARACTER**

### **DID NOT MEET STANDARD**

- does not present the image or bearing of an NCO

[Type here]

- failed to fulfill his leadership's intent for positive and appropriate EO practices, integrity, and poor judgment without consideration of results

**MET STANDARD**

- did not hesitate to address unfair perceptions, statements, or actions
- demonstrated integrity and good judgment with consideration of the organizations SOPs and TTPs

**PRESENCE**

**DID NOT MEET STANDARD**

- displayed lack of initiative and is the subject of frequent counseling
- counseled on several occasions for disrespect toward an NCO; needs to focus more on relationship skills

**MET STANDARD**

- dedicated and committed to the goals and missions of the Army and Nation
- scored 250 on most recent APFT

**INTELLECT**

**DID NOT MEET STANDARD**

- demonstrated no concern for security and accountability of sensitive items by abandoning and leaving the unsecured for several days
- does not utilize time to improve knowledge of MOS related skills to become an efficient leader

**MET STANDARD**

- displayed the mental toughness and stamina to deal with any situation
- managed the JPAS records database for the Soldiers and Civilians throughout the Directorate of Training

**LEADS**

**DID NOT MEET STANDARD**

- removed from leadership position based on inability to supervise and lead subordinates; did not set the example
- poor rapport with subordinates, ineffectual in supervision on the delegation of responsibilities

**MET STANDARD**

- leads by example in the pursuit of excellence; worked extended hours on numerous occasions to ensure the completion of all tasks prior to suspense
- constantly disseminates information to his Soldiers ensuring all assigned tasks are accomplished

**DEVELOPS**

**DID NOT MEET STANDARD**

- adversely affected morale and discipline among peers and subordinates with inappropriate conduct
- failed to make efforts to improve his behavior during this rating period

[Type here]

### **MET STANDARD**

- fostered a climate of dignity and respect and adhered to the Sexual Harassment/Assault Response and prevention (SHARP) Program
- planned ahead managing current training requirements to increase section battalion readiness

### **ACHIEVES**

### **DID NOT MEET STANDARD**

- demonstrated little regard for the security and accountability of sensitive items during the battalion CULMEX; resulted in the loss of ten masks and two night vision goggles
- failed to train his platoon to meet objective of qualifying on the M4A2 carbine

### **MET STANDARD**

- multifaceted NCO that is committed to the ultimate and timely accomplishment of the mission
- maintained full accountability of assigned equipment; led the way on COMSEC audits

## **CMF 31**

### **CHARACTER**

### **DID NOT MEET STANDARD**

- violated a standing order from the Commander while under investigation
- risked the safety of post personal, and himself resulting in a driving under the influence conviction
- incapable to decide the right actions to take, both morally and ethically

### **MET STANDARD**

- displayed uncompromising loyalty to the Command, the Soldiers and SHARP
- voiced his opinion and presented views intelligently and logically
- leads with strong intellect, physical presence, professional competence, high moral character, and serves as a role model

### **PRESENCE**

### **DID NOT MEET STANDARD**

- failed to meet the APFT standards for the push-up, sit-up, 2 mile run event (ALL)
- Soldier presented an unprofessional image to the Army due to apparent lack of proper grooming standard (ALL)
- violated a standing order from the Commander while under investigation (ALL)
- risked the safety of post personal, and himself resulting in a driving under the influence conviction (ALL)
- incapable to decide the right actions to take, both morally and ethically (ALL)
- failed height and weight standards; entered into the Army Body Composition Program (ALL)
- allowed professional standards to lapse in personal appearance, demeanor, and actions (ALL)

### **MET STANDARD**

- selected as the Company/ Battalion/ Brigade/Division/ Installation/ Army Non-Commissioned Officer of the year (ALL)
- selected as the Company/ Battalion/ Brigade Non-Commissioned Officer of the quarter (ALL)

[Type here]

- Soldier and his Military Working Dog give the appearance of a military professional, fit, and well groomed team (31K)
- maintained composure and exhibited confidence while briefing senior commanders in the community (31D)
- exceeded Battalion standards on the APFT scoring 278 with 90 points in each event (ALL)
- displayed uncompromising loyalty to the Command, the Soldiers and SHARP (ALL)
- voiced his opinion and presented views intelligently and logically (ALL)
- leads with strong intellect, physical presence, professional competence, high moral character, and serves as a role model (ALL)
- selected as the Special Agent of the Year for Battalion/Group/Command (31D)
- projects a professional image of authority (ALL)
- displays sound health, strength, and endurance that support emotional health (ALL)
- displays composure, confidence, and mission-focus under stress (ALL)

## **INTELLECT**

### **DID NOT MEET STANDARD**

- undermines what it means to be a Soldier, let alone a leader (ALL)
- Soldier's inability to execute a "systematic search pattern" resulted in his failure to certify with his assigned Military Working Dog (31K)
- failed to perform proper search of newly confined prisoner allowing contraband items to enter the correctional facility (31E)
- failed to identify, collect, and safeguard crucial evidence in an investigation which has a negative impact on the resolution of the case (31D)
- demonstrated a lack of proficiency in technical aspects of job; resulted in an inability to supervise and manage subordinates effectively (ALL)
- demonstrated lapses in self-awareness when interacting with others; displayed inappropriate behavior and a lack of tact on numerous occasions (ALL)

### **MET STANDARD**

- completed 12 semester hours of college maintaining a GPA of 3.5 or above (ALL)
- Soldier's understanding of the Principals of Conditioning (Animal Psychology) enabled him to resolve a training deficiency and certify with his assigned Military Working Dog (31K)
- zealous criminal investigator who personally investigated 70% of the office's Serious or Sensitive Incidents resulting in a 95% solve rate (31D)
- maintained custody and control of more than 80 prisoners assigned in housing unit with zero incidents (31E)
- Completed apprentice period to become an accredited Special Agent in the allotted time (31D)

## **LEADS**

### **DID NOT MEET STANDARD**

- created a hostile work environment by leading through threats and intimidation (ALL)
- As the Patrol Drug Detector Dog Team Leader exhibited behavior that is not consistent with Army Values (ALL)
- loss accountability of prisoners assigned to his housing unit (31E)



[Type here]

- Loses control of crime scene when in charge of the scene (31D)

#### **MET STANDARD**

- recognized with the Military Outstanding Volunteer Service Medal for volunteering over 100 hours of his personal time to the local community (ALL)
- successfully performed the duties of the Patrol Drug Detector Dog Team Leader, responsible for the training, fitness, and supervision of two subordinate MWD Teams (31K)
- in-processed over 120 newly confined prisoners; secured records, inventoried over \$12K of money and personal property with 100% accuracy (31E)
- Maintained control of crime scene as the senior agent on scene (31D)

#### **DEVELOPS**

##### **DID NOT MEET STANDARD**

- took an apathetic approach to the health and welfare of troops; his entire team failed to meet the height and weight standard (ALL)
- his failure to supervise resulted in non-compliance with regulations and a deficiency noted on the Annual Kennel Inspection and Assessment (31K)
- demonstrated poor Interpersonal Communication Skills while attempting to defuse volatile situations with prisoners (31E)
- demonstrated improper investigative techniques and provided non-regulatory guidance to less experienced agents (31D)
- failed to begin or complete any military or civilian education; reluctant to accept responsibility for development and improving organizational effectiveness (ALL)
- failed to motivate and assist in the growth of others; none of his subordinates completed any military or civilian education during the rating period (ALL)
- failed to ensure that subordinates completed mandatory annual training (ALL)

##### **MET STANDARD**

- properly monitored subordinates Structured Self Development progress to ensure career development (ALL)
- developed his Soldier to win the Company/ Battalion/ Brigade Soldier of the Year (ALL)
- mentored all of his Soldiers to enroll and successfully earn college credit through an accredited university (ALL)
- successfully managed his 3 Military Working Dog Teams, resulting in the detection of 4lbs of illegal narcotics during a sweep of the Army Post Office (31K)
- develops less experienced special agents and investigators through mentoring and training (31D)

#### **ACHIEVES**

##### **DID NOT MEET STANDARD**

- follows orders under supervision but does not attempt to be an independent problem solver (ALL)
- continued to fail certification as a Patrol Drug Detector Dog team with an 85% detection proficiency after 3 attempts and 6 months of training (31K)
- failed to conduct Pre Combat Checks on team members resulting in mission failure (ALL)



[Type here]

### **MET STANDARD**

- certified with her Patrol Drug Detector Dog with a 90% detection proficiency and 10% false response ratio (31K)
- 95% solve rate on all felony level investigations (31D); obtained highest confession rate in detachment/battalion (31D)
- maintained accountability of all assigned equipment with zero losses or damage (ALL)

## **CMF 35**

### **CHARACTER**

#### **DID NOT MEET STANDARD**

- was the subject of a substantiated EO complaint
- failed to consistently adhere to rules, regulations, or standard operating procedures
- inconsistently demonstrated Duty and Selfless Service, often failed to complete tasks on time or to standard

#### **MET STANDARD**

- set the example by taking initiative and accepting responsibility
- maintained high moral and ethical standards on and off duty
- selfless service beyond reproach; completely dedicated to the mission and Soldiers

### **PRESENCE**

#### **DID NOT MEET STANDARD**

- failed last record APFT with a score of 160
- failed height and weight standards; entered into the Army Body Composition Program
- allowed professional standards to lapse in personal appearance, demeanor, and actions

#### **MET STANDARD**

- projects a professional image of authority
- displays sound health, strength, and endurance that support emotional health
- displays composure, confidence, and mission-focus under stress

### **INTELLECT**

#### **DID NOT MEET STANDARD**

- scored 1+/1+ on the Defense Language Proficiency Test (DLPT) in primary language; failed to meet the Army standard of 2/2
- demonstrated a lack of proficiency in technical aspects of job; resulted in an inability to supervise and manage subordinates effectively
- demonstrated lapses in self-awareness when interacting with others; displayed inappropriate behavior and a lack of tact on numerous occasions

#### **MET STANDARD**

- scored 2/2 on the Defense Language Proficiency Test (DLPT) in primary language; met the Army standard in a Category IV language
- completed 12 college semester hours with a 3.0 GPA

[Type here]

- completed Structured Self Development (appropriate level)

## **LEADS**

### **DID NOT MEET STANDARD**

- demonstrated behavior inconsistent with Army Values by driving under the influence of alcohol with a BAC of 0.086%
- failed to conduct proper risk assessments or react when risk factors increased; resulted in 3 Soldiers injured during the rating period
- information dissemination was inconsistent and often untimely; resulted in a lack of trust among subordinates and supervisors

### **MET STANDARD**

- supervised the installation and testing of an antenna system at a remote site; saved the organization \$10,000 in installation fees
- mentored 3 Soldiers in completing the Counterintelligence Probationary Program 90 days ahead of standard through diligent coaching and counseling
- integrated 3 new Soldiers to the unit and trained them in LLVI operations using unit SOPs and prior combat experience; capitalized on individual strengths

## **DEVELOPS**

### **DID NOT MEET STANDARD**

- failed to begin or complete any military or civilian education; reluctant to accept responsibility for development and improving organizational effectiveness
- failed to motivate and assist in the growth of others; none of his subordinates completed any military or civilian education during the rating period
- failed to ensure that subordinates completed mandatory annual training

### **MET STANDARD**

- supervised and conducted quarterly and annual CI Awareness training events for over 80 personnel; resulted in all DTRA personnel trained to Department of Defense standards
- served as trainer and Senior Observer/Controller for the Battalion Validation Exercise; trained and validated over 40 Soldiers in counterintelligence skills
- conducted squad level training to certify 6 Soldiers in operation of the Prophet Spiral system; increased Soldiers' skill sets and unit readiness

## **ACHIEVES**

### **DID NOT MEET STANDARD**

- failed to supervise subordinates; relieved for inefficiency and replaced by junior NCO
- failed to manage priorities of work; missed 3 mission critical deadlines
- failed to maintain property accountability; lost equipment valued in excess of \$10,000

### **MET STANDARD**

- provided over 70 Counterintelligence and Force Protection (FP) briefings and debriefings to over 300 personnel; increased awareness of FP threats
- conducted HUMINT capabilities briefings so that supported units could better understand how to properly employ HUMINT

[Type here]

- maintained accountability of all assigned equipment with zero losses or damage

## **CMF 36**

### **CHARACTER**

#### **DID NOT MEET STANDARD**

- Lacks discipline enforcing policies related to SHARP
- Does not obey orders; shows disrespect to other NCOs
- Falsified documents compromising integrity

#### **MET STANDARD**

- Fully supports the Army SHARP/EO program
- Dedicated to the Army ethics embodied the Warrior Ethos
- Placed the mission first; focused in positive results

### **PRESENCE**

#### **DID NOT MEET STANDARD**

- Failed APFT
- Lacks military bearing in most settings
- Disrespectful towards Senior NCOs

#### **MET STANDARD**

- Scored 300 on last APFT
- Always maintains a professional composure under stress
- Positive attitude and motivation were key to the success of the mission

### **INTELLECT**

#### **DID NOT MEET STANDARD**

- Soldier under-achieved during rating period, resulting in mission failure
- failed to step up in the absence of the NCOIC: refuse to take charge
- Lacks enthusiasm and has no pride in performance

#### **MET STANDARD**

- Meticulously ensured over \_\_\_\_\_IDOC action were processed without error
- Developed numerous SOP that was effectively used by Soldiers for accomplishment of daily missions
- Selected as the FM Representative for Army Level Symposiums

### **LEADS**

#### **DID NOT MEET STANDARD**

- Lacks enthusiasm and has no pride in performance
- lacks the confidence, managerial skills, and ability to make immediate decisions without supervisor's guidance

[Type here]

- fails to effectively communicate with subordinates causing mission failure

#### **MET STANDARD**

- self-starter who takes initiatives in the absence of orders to accomplish all missions
- Sought perfection; accomplished all duties with great accuracy and timeliness
- Kept Soldiers informed of goals, action and results

#### **DEVELOPS**

##### **DID NOT MEET STANDARD**

- Affected moral and discipline within section
- fails to mentor subordinates
- didn't counsel Soldiers as required

##### **MET STANDARD**

- coached and mentored Soldiers to compete and win Soldier/NCO boards
- Guided Soldiers to proper resources whenever help is needed and lends support and guidance

#### **ACHIEVES**

##### **DID NOT MEET STANDARD**

- Consistently underperformed jeopardizing the safety/mission of the entire organization
- Failed to comply with instructions resulting in mission failure
- Has unlimited potential but requires more experience

##### **MET STANDARD**

- Displayed an outstanding determination to master all areas of duties
- Executed task thoroughly and quickly; obtained successful results
- Knowledgeable NCO capable of multi-tasking

## **CMF 42A**

#### **CHARACTER**

##### **DID NOT MEET STANDARD**

- Did not report SHARP incidents
- Does not obey orders; shows disrespect to other NCOs
- Falsified documents compromising integrity

##### **MET STANDARD**

- Fully supports the Army SHARP/EO program
- Dedicated to the Army ethics
- Constantly focused on mission accomplishments

#### **PRESENCE**

##### **DID NOT MEET STANDARD**

- Failed to meet body fat standard/failed APFT during rating period

[Type here]

- Personal issues are interfering with military bearing
- Constantly shows disrespect towards Senior NCOs; needs to focus on relationship skills

#### **MET STANDARD**

- Scored 300 on last APFT earning himself a physical fitness badge
- Always maintains a professional composure under stress
- Positive attitude and motivation were key to the success of the mission

#### **INTELLECT**

##### **DID NOT MEET STANDARD**

- Soldier under-achieved during rating period, resulting in mission failure
- failed to assume duties and responsibilities as a NCO in the absence of the NCOIC

##### **MET STANDARD**

- Meticulously ensured over # action were processed without error
- Developed numerous SOP for the G1/S1 that was effectively used by Soldiers for accomplishment of daily missions

#### **LEADS**

##### **DID NOT MEET STANDARD**

- Needs constant supervision to ensure suspense's are met
- lacks the confidence, managerial skills, and ability to make immediate decisions without supervisor's guidance
- fails to effectively communicate with subordinates causing mission failure

##### **MET STANDARD**

- self-starter who takes initiatives in the absence of orders to accomplish all missions
- sought perfection; accomplished all duties with great accuracy and timeliness

#### **DEVELOPS**

##### **DID NOT MEET STANDARD**

- fails to mentor subordinates
- fails to conduct monthly counseling's with Soldiers

##### **MET STANDARD**

- mentored and trained Soldiers who won Soldier of Month/Quarter/Year or recommend for promotion to higher grade
- constantly instilled a positive work environment that resulted in a high state of morale, readiness, and team work within the section

#### **ACHIEVES**

##### **DID NOT MEET STANDARD**

- demonstrated a lack of knowledge in most assigned duties, does not comply with instructions resulting in mission failure

[Type here]

### **MET STANDARD**

- Always proactive; planned for timely record updates of eligible personnel for the FY\_\_ \_\_\_\_ Board resulting in 100% certification of records
- Flawlessly executed numerous manifest/SRP operations for brigade Soldiers deploying for contingency operations

## **CMF 42R**

### **CHARACTER**

#### **DID NOT MEET STANDARD**

- demonstrated a lack of interest in completing daily tasks
- consistently fabricated excuses for missing formations
- left work early on several occasions without informing his direct supervisor

#### **MET STANDARD**

- demonstrated a love and passion for serving his Army; dedicated to the Army way of life and being a model of discipline and Army values
- fully supported and enforced SHARP in all interactions with seniors, peers and subordinates; committed to the safety and well-being of every Soldier
- contributed his talents to the local Senior Citizens Home by volunteering numerous hours of personal time to teaching piano lesson to its residents

### **PRESENCE**

#### **DID NOT MEET STANDARD**

- failed the most recent APFT this rating; displayed a lack of motivation for continued service in the Army
- repeatedly presented an unkempt appearance with a practice of poor grooming
- failed to arrive to at a high-visibility musical mission with all components of the required dress uniform

#### **MET STANDARD**

- scored a 295 on his most recent APFT; earned his fifth consecutive COA for APFT excellence while displaying an immaculate appearance at all times
- completed Combatives level 1 and 2 this rating period; a highly motivated NCO setting the example for others
- displayed exceptional composure and confidence while serving as Trumpet Soloist in front of Dignitaries, Senior Officials and large crowds during the Holiday concert series

### **INTELLECT**

#### **DID NOT MEET STANDARD**

- demonstrated a lack of instrumental proficiency as validated by his last AMPA audition assessment
- failed his promotion board due to his inability to interpret situational questions presented by the board panel
- unwilling to apply himself in seeking civilian educational opportunities

[Type here]

### **MET STANDARD**

- earned a C-1 ASI validating his exceptional MOS proficiency; easily exceeds APMA standards which set himself apart from many of his peers at his grade
- superbly represented the Army while serving as musical clinician at the local High School in support of the Army Recruiting effort
- completed Structured Self Development (appropriate level)

### **LEADS**

#### **DID NOT MEET STANDARD**

- demonstrated a lack of professionalism while using profanity on several occasions on and off duty
- as trumpet section leader, his section showed up for rehearsal unprepared three times this week
- displayed a lack of accountability and organizational skill while allowing a member of his section to make a non-critical appointment during a scheduled musical mission

#### **MET STANDARD**

- as Operations NCO, he superbly led the coordination of 32 high visibility ceremonies resulting in praise by the Commander and SGM
- prepared two Soldiers for attendance to WLC while setting the example and competing in the Army Music NCOY competition himself; a highly motivated NCO and asset the unit
- created a powerful, cohesive team of musicians within his trumpet section resulting in them being named by the Commander as the best instrumental section in the band

### **DEVELOPS**

#### **DID NOT MEET STANDARD**

- demonstrated a lack of interest in acquiring military or civilian education this entire rating period
- as a section leader, two of his five Soldiers failed to pass the APFT
- as Operations NCO, he displayed difficulty in paying attention to detail while coordinating major musical mission

#### **MET STANDARD**

- completed his Bachelor's Degree from Thomas Edison state college with honors and is enrolled in a Master's Degree Program
- two of his five Soldier graduated from WLC this cycle and the other three are enrolled in college courses
- inspires Soldiers at all levels within the organization with his work ethic, dedication to his section, and his personal drive and energy to do all things perfect

### **ACHIEVES**

#### **DID NOT MEET STANDARD**

- while serving as instrumental section leader, he earned the lowest Army Musical Assessment score of his section and was replaced as a result

[Type here]

- demonstrated poor judgment when he failed to secure his \$6,000 government instrument resulting in it being damaged
- failed to study for the promotion board resulting in him being removed from attendance

#### **MET STANDARD**

- as assistant team leader, inspired his team to compete in the MPTY completion finishing winning the Brass Ensemble category
- enhanced unit readiness by ensuring his Soldiers completed annual MEDPROS training requirements, raised compliance from 74 to 91 percent
- successfully served in concurrent positions as Operations NCO and IMO while also leading his trumpet section and serving Bugle Roster NCOIC

## **CMF 79**

### **CHARACTER**

#### **DID NOT MEET STANDARD**

- undisciplined NCO; lacked the mindset and desire to enforce orderly practices and care for Soldiers; impacted units ability to sustain the means to perform to standard
- conducted himself negatively resulting in a substantiated EO complaint; unit morale declined as a result
- ignored policies, rules, regulations or standard operating procedures on a consistent basis; center floundered towards mission goals; fell short on assigned tasks

#### **MET STANDARD**

- guided all decisions based on Army values and principals; a diligent NCO with courage and resolve that permeated the unit; embodied the spirit of the profession of arms
- exhibited moral reasoning daily; increased centers awareness to act ethically in all situations; displayed honest concern for the health and welfare of (his/her) Soldiers
- exhibited the highest standards of loyalty and integrity; a true role model for junior Army Reserve Career Counselors; Soldiers desired to emulate (his/her) behavior

### **PRESENCE**

#### **DID NOT MEET STANDARD**

- lacked the ability to adapt to stress and adversity; (his/her) actions affected the units capability to perform in an era of high operational tempo
- took an apathetic approach to personal fitness; resulted in failure to meet Army height and weight standards; a physical and mental drain on the company
- compromised the units mental and emotional fitness; allowed personal and professional standards to lapse in personal appearance, demeanor and actions

#### **MET STANDARD**

- projected strength and visible stamina, left a lasting impression on the company; unique capability to overcome challenges; quickly recovered from difficult situations



[Type here]

- expedited learning and adaptability within the center; exudes self-confidence; a physically fit, mentally capable NCO destined for increased responsibility
- projected a positive Army image; handpicked to represent Army Reserve Soldiers in several retention awareness publications due to premier fitness standards

## **INTELLECT**

### **DID NOT MEET STANDARD**

- degraded local community relations; lacked ability to interact and associate with district officials; failed to demonstrate basic recruiting core competencies; not self-aware
- used poor judgment; misguided Soldiers and their Family members during reenlistment interviews; deteriorated units ability to achieve reenlistment objectives
- lacked critical thinking affecting units shaping operations; contributed to organizations inability to fully complete assigned tasks and missions

### **MET STANDARD**

- graduated number XX from the USAREC guidance counselor course; demonstrated flawless sound judgment; decreased erroneous enlistments by XX% for FY XX
- accepted challenging tasks outside (his/her) comfort zone; innovative leadership prepared unit BOSS events enhancing morale for single Soldiers across the installation
- anticipated changing conditions effectively; engaged multiple approaches to adapt and overcome obstacles; achieved assigned brigade retention missions for FY XX

## **LEADS**

### **DID NOT MEET STANDARD**

- failed to recognize urgency to provide reasonable amenities for (his/her) Soldiers; eroded company cohesiveness; put (his/her) needs above all others
- utilized a GSA vehicle for personal use; eroded leadership trust and confidence within the company through lies and deception
- inconsistent and unreliable communication developed skepticism and suspicion within the unit; subordinates and leadership lost confidence in (his/her) ability to lead

### **MET STANDARD**

- ability to build trust and confidence among Future Soldiers increased a significant number of student referrals by XX% from previous FY, finest program in the battalion
- mentored the top new Army Career Counselor within the brigade; set a positive example for peers and subordinates to emulate within the organization
- performed additional duties as the Assistant Center NCOIC; proactive and versatile transitioning XX Soldiers to BCT without error; decreased center FS loss rate by XX%

## **DEVELOPS**

### **DID NOT MEET STANDARD**

- displayed meager enthusiasm and optimism; (his/her) actions discouraged others to develop and reach their full potential
- lacked the ability to inspire Soldiers and meld a cohesive team; unit failed to unite; Soldiers declined both personally and professionally

[Type here]

- weakened unit dexterity; failed to ensure subordinates completed mandatory annual training

#### **MET STANDARD**

- completed XX semester hours of college during the rated period with a XX GPA; accepted responsibility for self-learning; influenced XX Soldiers to further their education
- recognized by (his/her) commander for volunteering to lead quarterly unit runs that increased unit camaraderie; respectful of others opinions, encouraged open dialogue
- analyzed and developed training to further embody the warrior spirit; taught basic combative training; resulted in XX Soldiers being level 1 qualified

#### **ACHIEVES**

#### **DID NOT MEET STANDARD**

- incapable of planning for setbacks; failed to take appropriate action when needed or in the absence of orders; center failed a recent company command inspection
- failed to supervise subordinates; removed for inefficiency and replaced by a subordinate NCO; marred units ability to enforce standards and execute assigned tasks
- required maximum supervision to produce marginal results; ineffective Future Soldier program resulted in decreased Future Soldier retention rates within the center

#### **MET STANDARD**

- depicted sound fore-bearing, managed priorities; identified and clarified obstacles which contributed to unit success; ranked in the top XX% of the company
- obtained XX% of unit reenlistment goal due to (his/her) tenacious devotion towards mission accomplishment; placed XX among junior reenlistment NCOs within the brigade
- developed a strong priority work plan and anticipated constant change; successfully completed all missions, then assisted additional AR Career Counselors to meet theirs

## **CMF 88**

#### **CHARACTER**

#### **DID NOT MEET STANDARD**

- relieved from duty for an inappropriate relationship with his subordinate
- received two substantiated IG complaint for his handling of female Soldiers during Post-partum PT
- exercised poor judgment during off-duty hours; cited for driving a motor vehicle while intoxicated

#### **MET STANDARD**

- extremely devoted NCO that accomplished all tasks with superb results; fully supports the Army's SHARP program
- promotes a climate in which people are treated with dignity and respect regardless of their race gender, creed, or religious beliefs; unparalleled integrity
- embodies the highest standards of loyalty and integrity; a trusted and pivotal member of the team

[Type here]

## **PRESENCE**

### **DID NOT MEET STANDARD**

- failed last APFT
- failed to motivate 30% of her Soldiers to pass the Army APFT
- fail to meet Army physical fitness standards

### **MET STANDARD**

- passed last APFT with a score of 200
- encouraged all of his Team to past the APFT
- exemplary military bearing and appearance; very adaptive and

## **INTELLECT**

### **DID NOT MEET STANDARD**

- failed to prepare for Advanced Leader's Course
- failed to achieve minimum standards in two functional courses
- failed to obtain a license on squad assigned equipment in preparation for two separate exercises

### **MET STANDARD**

- coached and mentored three NCOs on the proper operation and maintenance of the Haglund Cranes on the LSMR
- provided seamless in-transit visibility for over 100 pieces of unit cargo during deployment to Alaska
- awarded a technical certification as a Certified Associate in Materials Handling (CAMH) for excellence in the operation of the KALMAR RTCH

## **LEADS**

### **DID NOT MEET STANDARD**

- exercised poor judgment during off-duty hours; cited for driving a motor vehicle while intoxicated
- demonstrated a lack of leadership skill; lacks the confidence, managerial skills, and ability to make immediate decisions without supervisor's guidance
- soldier's flaccid leadership style degraded squad moral by failing to provide guidance, support or confidence to his subordinates

### **MET STANDARD**

- led his Squad to achieve the highest amount of points during the battalion MHE rodeo
- set the platoon standard for Sergeant's Time training; his Soldiers always passed the 1SG's check on learning exercises
- conducted countless hours of his own time to ensure his Soldiers were trained and prepared for all missions

## **DEVELOPS**

### **DID NOT MEET STANDARD**

- counseled by the Battalion CSM for having the least qualified platoon in the company

[Type here]

- unable to train others due to his lack of knowledge of his occupational specialty
- demonstrated a lack of knowledge in most assigned duties, does not comply with instructions and is a threat to the safety of the company

#### **MET STANDARD**

- created a climate that encouraged all Soldiers to excel and meet every challenge
- ensured 100% compliance with training standards at all times
- assisted in the qualification of 224 Soldiers throughout the battalion; sharing his Army Marksmanship Team expertise

#### **ACHIEVES**

#### **DID NOT MEET STANDARD**

- failed to achieve minimum standards of success
- unable to multitask in a high OPTEMPO area, due to lack of knowledge of his additional duty as security manager
- struggles with following up with tasks given to him by his first line leader

#### **MET STANDARD**

- coordinated the inventory, packing, and delivery of over 75 pieces of HAZMAT, maintaining 100% accountability
- managed the mandatory requirements to ensure his boat detachment equipment was operational and secure
- achieved all tasks in a satisfactory manner Supported the commanders Safety and Sharp programs and accounted for all assigned equipment

## **CMF 89**

#### **CHARACTER**

#### **DID NOT MEET STANDARD**

- demonstrated poor judgment on duty; reported to staff duty intoxicated
- failed to support EO; encouraged a work environment of gender discrimination
- exhibited a lack of support for the Army Values; he submitted forged promotion documents to the S1

#### **MET STANDARD**

- supported the Army SHARP program; fostered an environment free of harassment through training and by his own example
- committed to Army Equal Opportunity Program and enabling Soldiers to grow as leaders
- treated Soldiers with respect regardless of rank gender or ethnicity

#### **PRESENCE**

#### **DID NOT MEET STANDARD**

- counseled twice for disrespect toward a Senior NCO; demonstrated a lack of professional growth

[Type here]

- failed to maintain grooming standards IAW AR 670-1 during three unit in-ranks inspections; chain of command continuously had to counsel Soldier to trim side burns
- failed to utilize chain of command while dealing with personal issues; Soldier was found financially irresponsible for dependents resulting in no pay due

#### **MET STANDARD**

- scored a 290 on last APFT, earning the Army Physical Fitness badge
- sustained impeccable military bearing; confident and mentally tough NCO
- showed improvement in all three APFT events, raising his score by 26 points; constantly pursuing new ways to achieve personal goal of a 300 on his PT test

#### **INTELLECT**

##### **DID NOT MEET STANDARD**

- failed to meet required training requirements to attend Warrior Leader Course
- failed to maintain security of \$300K of Category I munitions; was ineffective in his inability to perform duties as an Ammunition NCO
- showed poor judgment when he attempted to navigate river bed with a non-tactical vehicle

##### **MET STANDARD**

- maintained proper security of Category I and Category II munitions valued at over \$6M during deployment exercise
- coordinated and assisted in the unit's change of command inventories with zero discrepancies while serving as an EOD Team Member
- planned, coordinated, trained, and certified the 44 Soldiers on HEAT and call for fire with 100% success rate for pre-deployment to OEF

#### **LEADS**

##### **DID NOT MEET STANDARD**

- failed to set the example of Be, Know, Do by blatantly disregarding the spirit to achieve and win by smoking a controlled substance during deployment
- displayed a lack of ability to delegate ammunition inventories to subordinates resulting in loss of accountability of Class V
- failed to take responsibility for the actions of Soldiers under his charge; allowed Soldiers to sleep while guarding Ammunition Holding Area during unit FTX

##### **MET STANDARD**

- inspired three Soldiers to compete and win Post Soldiers of the month
- emerged as one of the strongest Team Members during Post Blast Analysis class, was awarded his own team to run during NTC rotation and the upcoming deployment
- was instrumental in the successful completion of the 17thCSSB range density week by instructing PMI for the Soldiers on the M4/M16 Range achieving 97% qualifying

#### **DEVELOPS**

##### **DID NOT MEET STANDARD**

- created a hostile work environment through accepting zero responsibility for PCCs and PCIs on MRAP; resulted in numerous missed EOD missions and convoy deadlines

[Type here]

- mismanaged time and effort during maintenance days; failed Battalion level inspections on multiple check list items and single handedly lower OR rate down 27%
- did not supervise or train Soldiers in their MOS; often left subordinates unsupervised

#### **MET STANDARD**

- completed 15 college semester hours towards his Database Application degree with GPA of 3.5
- spearheaded a meticulous round robin training event enabling 32 Soldiers first-time go's in all Army Warrior Tasks
- presented the Task Force Falcon Commander's Coin of Excellence for outstanding performance as an Ammunition Specialist during OEF

#### **ACHIEVES**

#### **DID NOT MEET STANDARD**

- failed to report misdemeanor offense to the chain of command
- failed to follow security protocols for classified documents, resulting in loss of his security clearance
- was unable to qualify in key EOD critical tasks; which limited the readiness of the entire company for pending deployment to Afghanistan

#### **MET STANDARD**

- logged and tracked ammunition request for three BCTs with no discrepancies; properly forecasted Class V transfers from depot to Fort Hood's ASP
- completed 51 of 70 tasks required to gain EOD Team Leader status in six months
- maintained and serviced EOD specific tools, robotics, and vehicles worth \$790K; resulted in team readiness rate of 97%

## **CMF 91**

#### **CHARACTER**

#### **DID NOT MEET STANDARD**

- failed to maintain accountability of Soldiers under his supervision; fabricated status reports
- compromised integrity by submitting altered documents; poor example to subordinates
- failed to fulfill his leadership's intent for positive and appropriate EO practices

#### **MET STANDARD**

- unquestionably loyal to the U.S. Army
- dedicated team player who works well with all Soldiers
- worked hard to make sure that every member of the squad has an equal opportunity to become successful

#### **PRESENCE**

#### **DID NOT MEET STANDARD**

- failed to maintain a neat appearance IAW AR 670-1; counseled three times on appearance

[Type here]

- did not maintain military bearing when addressing an Officer during command maintenance; not a role model for Soldiers to emulate
- failed six times to arrive at formation on time; did not set an example for his subordinates and peers to follow

#### **MET STANDARD**

- scored a 280 on last Army Physical Fitness Test
- exceptionally high personal standards and military bearing
- maintained her stamina to go the distance despite the rigorous 18 hour days during FTX

#### **INTELLECT**

##### **DID NOT MEET STANDARD**

- unwilling to share knowledge and experience; failed to mentor subordinate Soldiers
- failed to follow orders which led to loss of security clearance; resulted in an undermanned section unable to meet its mission
- demonstrated little regard for the security and accountability of sensitive items during deployment

##### **MET STANDARD**

- selected as primary PMI instructor for 93 personnel on M16A2 rifle; led to 100% qualification in order to better prepare for upcoming deployment
- arranged and managed transfer of four STAMIS systems in the Battalion to individual parent units giving the capabilities to deploy as separate elements
- coordinated afternoon college course; resulted in Soldiers earning 14 hours of college credit

#### **LEADS**

##### **DID NOT MEET STANDARD**

- displayed a lack of ability to delegate tasks to subordinates; resulting in a 40% delay in shop job orders
- did not take time to improve his Wheeled Mechanic vehicle knowledge, to become a more efficient Leader
- betrayed the trust and loyalty of peers and subordinates alike; fabricated maintenance records

##### **MET STANDARD**

- deployed four Soldiers in her squad to NTC that assisted in successful draw and turn in over 120 pieces of equipment
- trained squad to become one team and set the maintenance standards for others to follow
- taught subordinates by setting the example for excellence at all times; knowledgeable of every aspect of his job

#### **DEVELOPS**

##### **DID NOT MEET STANDARD**

- did not enforce post speed limit policy; his Soldier received a speeding ticket in a tactical vehicle as a result
- exhibited poor use of time management failed two college courses
- failed to complete his SSD even with dedicated training time, resulting in a missed NCOES course



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### **MET STANDARD**

- developed and implemented an intensive Tracked vehicle hands-on training program for her
- Soldiers, increasing overall knowledge and confidence on performance of daily duties
- completed 26 college semester hour with a GPA of 3.4; excellent use of time management while assigned as Unscheduled Maintenance NCOIC
- took time to counsel, teach and mentor maintenance Soldiers under his charge

### **ACHIEVES**

### **DID NOT MEET STANDARD**

- failed to supervise and manage accountability of \$1,000,000 worth of MTOE equipment, resulted in loss of \$10,000 worth of equipment
- neglected to train Soldiers on the M936 wrecker; which resulted three vehicle recovery mission failures
- failed to use sound judgment when leading Soldiers in Motor pool operations

### **MET STANDARD**

- supervised an effective maintenance program in the Platoon; maintained readiness at 98% with no past due services and average turnaround of four days on work orders
- achieved positive results when confronted with major responsibilities and limited resources
- maintained 100% accountability of \$200,000 worth of MTOE equipment which resulted in the Battalion's operational rate never falling below 98%

## **CMF 92**

### **CHARACTER**

### **DOES NOT MEET THE STANDARD**

- Difficulty transitioning into the role of NCO; allowed supports to refer to him by first name
- Falsified the duty log in order to skip required checks to play video games
- Fails to address subordinate's request for help with personal issues
- Rated NCO fails to meet or maintain the required Army standards and organizational goals
- of leader competencies and attributes
- Does not enforce or meet the standard for the unit or those in his/her charge; exhibits/
- displays minimal or no effort
- Actions often have a negative effect on the mission, their Soldiers, the unit, and the Army.

### **MEETS THE STANDARD**

- Squad complete all Warrior Task and Battle Drills with first time go's
- Relates to Soldier and provides appropriate guidance
- Section is the only section to maintain Unit Safety Streamer; 25 months and running
- Use the Warrior Ethos to teach newly assigned personnel unit actions
- Exposed corruption in the supply chain; disclosed 75k contractor fraud
- Trains EO and SHARP on a one on one basis during monthly counseling
- Rated NCO successfully achieves and maintains the required Army standards and organizational goals of leader competencies and attributes



[Type here]

- Effectively meets and enforces the standard for the unit and those in his/her charge; succeeds by taking appropriate initiative in applying the leader competencies and attributes
- Results have a positive impact on the mission, their Soldiers, the unit, and the Army
- This level of performance is considered normal and typically demonstrated by a majority of NCOs of the same grade.

## **PRESENCE**

### **DOES NOT MEET THE STANDARD**

- Overcome with minor setbacks and loses the momentum to move forward with actions
- Fails to display military bearing with subordinates; does not respond to coaching or counseling
- Utilizes social media to publish dislikes about the unit and chain of command
- Fails to maintain military bearing while in discussion with senior leaders; does not understand the importance of addressing seniors by rank

### **MEETS THE STANDARD**

- Scored 290 on the APFT; squad averaged 265
- Displayed confidence in technical and tactical skills
- Accepted minor setbacks and immediately bounces back to accomplish the task at hand
- Completed required on line training by established suspense date

## **INTELLECT**

### **DOES NOT MEET THE STANDARD**

- Unable to comprehend the basic skills task in order to train squad
- Makes poor choses that lead to constant supervision and lose of supervisor confidence
- Decision thought process is on par with a Soldier of much lesser grade and service

### **MEETS THE STANDARD**

- Mastered the task assigned in GCCS-A; sought out to help others
- Determined the main cause of the fuel system failure by listening to the malfunctions
- Selected as the brigade Soldier of the Year over 12 other candidates

## **LEADS**

### **DOES NOT MEET THE STANDARD**

- Fails to plan and as a result, execute mandated or required training to standard
- Cannot effectively communicate with subordinate or superiors
- Allowed Soldiers to take short cut in training that resulted in first training injury in three years

### **MEETS THE STANDARD**

- A master of weapons training; ability to transform gun crews into Top Guns
- Demeanor and leadership influenced the tribal council to accept coalition assistance; defeated the insurgent stronghold
- First female Soldier to volunteer for and complete Ranger School

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## **DEVELOPS**

### **DOES NOT MEET THE STANDARD**

- Failed to complete Structured Self Development even with dedicated training time
- 75% of squad has not enrolled in SSD for grade
- Unable to train basic skill level 10 tasks to Soldiers; delegated to a subordinate

### **MEETS THE STANDARD**

- Engrained development in the section to the extent that every planning session includes it as an element; only section with all requirements met
- Requires Soldiers to accomplish all mandatory training prior to recommending future training
- Completed SSD for grade; ready for resident attendance

## **ACHIEVES**

### **DOES NOT MEET THE STANDARD**

- Majority of task are not complete and if complete they are not on time
- Failed to take responsibility for the section requirements; constant negative feedback from the Support Operations Officer
- Five of the seven Soldiers in section failed the APFT

### **MEETS THE STANDARD**

- Can accomplish complex task with ease; designed the division drop zone and recovery plan
- Produces the honor graduate every time a member of the team attends school
- Builds team that can operate in a complex environment or the halls of an elementary school

## **CMF 94**

## **CHARACTER**

### **DID NOT MEET STANDARD**

- failed to support SHARP; committed an act of sexual harassment
- exhibited poor leadership; retaliated against a Soldier making an EO complaint
- relieved from duty as a Squad Leader for an inappropriate relationship with his Soldier

### **MET STANDARD**

- supported the Army SHARP program; fostered an environment free of harassment through training and by his own example
- committed to Army Equal Opportunity Program and enabling Soldiers to grow as leaders
- treated Soldiers with respect regardless of rank, gender or ethnicity

## **PRESENCE**

### **DID NOT MEET STANDARD**

- operated poorly in high op-tempo environments and stressful situations
- displayed an unkempt appearance; portrayed a negative image for the Army
- lacked confidence in the presence of Soldiers; could not instill the will to complete the mission

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### **MET STANDARD**

- scored 283 on last APFT; awarded APFT badge
- exhibited an appearance above reproach and displayed an image for others to emulate
- operated extremely well under pressure and mitigated stressful situations

### **INTELLECT**

#### **DID NOT MEET STANDARD**

- failed to embrace change; was counseled several times on adherence to maintenance safety SOPs
- degraded maintenance support capabilities within the section due to lack of technical proficiency
- displayed a lack of sound judgment during off duty hours; resulted in an inappropriate personal relationship with a subordinate

#### **MET STANDARD**

- displayed high technical and tactical proficiency; maintained 90% equipment readiness rate for 12 consecutive months
- exhibited excellent interpersonal tact when dealing with others; led to proper identification of problems, formulation of solutions to resolve issues and concerns
- created electronics maintenance parts accountability program that increased equipment repair efficiency by 10%

### **LEADS**

#### **DID NOT MEET STANDARD**

- failed to consistently communicate with Soldiers; resulted in tasks and missions not being completed to closure
- mismanaged Soldiers during shop operation hours; contributed to the lowest operational readiness rate within the brigade
- exhibited poor rapport with Soldiers which resulted in ineffective supervision and delegation of responsibilities

#### **MET STANDARD**

- took initiative and accepted responsibility in the absence of orders
- coached and mentored Soldiers; allowed them opportunities to serve in and learn from positions of greater responsibility
- instilled a team first mentality within the section; led by example

### **DEVELOPS**

#### **DID NOT MEET STANDARD**

- displayed indifference towards suggestions for correcting substandard performance; missed numerous opportunities for improvement and career progression
- demonstrated favoritism towards a select few technicians in the shop; directly affected the morale, discipline, and development of the section

[Type here]

- failed to reinforce and develop shop processes resulting in increased down-time for non-mission capable pacing items

#### **MET STANDARD**

- created a battalion training program for operators on the AN/VRC -92 Radio Set; readiness rate for communications systems increased 75%
- developed a team oriented repair section focused on reducing equipment down time; resulted in the reduction of the section's maintenance backlog by 25%
- encouraged Soldiers to pursue education and professional development opportunities; resulted in 100% of section enrolling in technical courses to improve proficiency

#### **ACHIEVES**

#### **DID NOT MEET STANDARD**

- was unable to maintain a reliable shop production rate without constant supervision
- failed to supervise subordinates and follow proper maintenance procedures; resulted in the loss of \$2,000 worth of repair equipment
- failed to properly manage personal finances; resulted in revocation of security clearance which reduced maintenance capabilities due to lack of supervision

#### **MET STANDARD**

- achieved 100% accountability of equipment during Change of Command inventories and had all identified shortages on order
- turned in over 200 lines of CL IX repair parts while reorganizing g the section's bench stock; returned over \$150,00 of serviceable repair parts to the Army supply system
- enforced the unit safety program during ranges, motor pool operations, and all training events; resulted in zero injuries during the rating period

[Type here]

## **SSG-MSG NCOER ORGANIZATIONAL LEVEL BULLETS**

## CMF 11

### **CHARACTER**

#### **DID NOT MEET STANDARD**

- was the subject of a substantiated EO complaint
- failed to adhere to rules, regulations, or standard operating procedures
- failed to complete tasks on time or to standard

#### **MET STANDARD**

- epitomized warrior ethos; a role model for IN Soldiers to emulate
- took action at every opportunity to improve the situation of Soldiers and their families
- models the Army values; promotes those values in others

### **PRESENCE**

#### **DID NOT MEET STANDARD**

- failed last record APFT with a score of 175
- failed height and weight standards; entered into the Army Body Composition Program
- allowed professional standards to lapse in personal appearance, demeanor, and actions
- awkwardly appearance, lack of confidence, and poor communication skills suppressed team building and bonding

#### **MET STANDARD**

- projects a professional image of authority
- displays sound health, strength, and endurance that support emotional health
- displays composure, confidence, and mission-focus under stress

#### **EXCEEDED STANDARD**

- displayed a high level of physical fitness by consistently scoring over 250 points on the APFT
- improved the platoon physical fitness program which led to a 253 APFT average, an increase of 10 points
- managed stress and inspired Soldiers to provide mission essential intelligence and threat warnings to elements of four Battalions operating at seven locations
- impressive competence, mission focused attitude and physical appearance invokes the highest levels of respect
- defined leader presence through constant mobility in workplace, billets, and home visits to deter indiscipline and increase morale

#### **FAR EXCEEDED STANDARD**

- displayed a high level of physical fitness by consistently scoring over 270 points on the APFT and maintaining the Army Physical Fitness Badge
- improved the company physical fitness program which led to a 263 APFT average; 37% of Soldiers scored 270 or above, a 19% increase, the second best average in BDE
- placed 1st of 23 teams in recent David E Grange Best Ranger Competition
- superb mentor to mentors; embodies a rare blend of intellect, grit, and competence to challenge subordinates daily through demonstration
- absolute image of the cumulative sum of experience, commitment and resilience

[Type here]

- chiseled in wise counsel and remains the voice of reason to improve any unit of assignment; stood up a pre-WLC to prepare junior leaders for WLC attendance
- model leader with unprecedented skills to redirect undisciplined attitude and behavior to reinvigorate squads and platoons; led

## **INTELLECT**

### **DID NOT MEET STANDARD**

- lacks the capacity and aptitude to contribute to better the team
- demonstrated a lack of proficiency in technical aspects of job; resulted in an inability to supervise and manage subordinates effectively
- demonstrated lapses in self-awareness when interacting with others; displayed inappropriate behavior and a lack of tact on numerous occasions

### **MET STANDARD**

- adeptly efficient at measuring quality through a holistic lens
- completed 12 college semester hours with a 3.0 GPA
- completed Structured Self Development (appropriate level)

### **EXCEEDED STANDARD**

- willfully examined over interpretations of any standards by educating the force through demonstrations
- willfully examined over interpretations of any standards by educating the force through demonstrations
- completed 24 college semester hours with a 4.0 GPA while serving as the lead CI agent on three cases; worked extensive hours and met all mission requirements
- received the hardest missions to take advantage of his advanced problem solving abilities
- courageously addressed school failure rates to identify inconsistencies of facilitator comprehension and instructions
- consistently demonstrates complete understanding by injecting the right amount of problem solving abilities
- challenged the status quo to change legacy business rules to coincide with current
- thoughtful resolve to always invoke a deliberate decision making process before blindly enacting a new standard
- regularly recruits the assistance of senior leaders to challenge ideas and opinions before implementation

### **FAR EXCEEDED STANDARD**

- completed 35 college semester hours with an overall GPA of 3.62 to earn an Associate of Applied Science in Intelligence Operations
- completed (MOS enhancing course/certification) during rating period

## **LEADS**

### **DID NOT MEET STANDARD**

- demonstrated behavior inconsistent with Army Values by driving under the influence of alcohol with a BAC of 0.086%
- failed to conduct proper risk assessments or react when risk factors increased; resulted in 3 Soldiers injured during the rating period

[Type here]

- information dissemination was inconsistent and often untimely; resulted in a lack of trust among subordinates and supervisors

#### **MET STANDARD**

- instilled the need for leader development through monthly NCODP meetings and seminars
- effectively managed platoon members ensuring SSD1 and SSD2 completion through counseling and visual inspections of completion
- built confidence through counseling within platoon by demonstration and practical exercises
- conducts PRT with units to gauge fitness standards of troops and leaders
- attends courses to gain a greater perspective facilitating better discussion

#### **EXCEEDED STANDARD**

- routinely invites wounded warriors to unit leader development sessions to discuss PTSD concerns and resiliency
- rare composition of humbleness, discipline, and physical health breeds formation to impersonate
- routinely descends into squads and teams to gain a true perspective and checks learning

#### **FAR EXCEEDED STANDARD**

- volunteered over 160 hours with youth services to mentor over 25 at risk teens
- scored 300 on most recent APFT
- leadership example during recent EIB testing contributed to 18 of 20 platoon Soldier's earning the badge
- earned his bachelor of business degree during rated period with a 3.5 GPA
- oversaw committee preparation that trained over 3000 cadets at West Point

#### **DEVELOPS**

#### **DID NOT MEET STANDARD**

- failed to motivate and assist in the growth of others; none of his subordinates completed any military or civilian education during the rating period
- failed to begin or complete any military or civilian education; reluctant to accept responsibility for development and improving organizational effectiveness
- failed to ensure that subordinates completed mandatory annual training

#### **MET STANDARD**

- marksmanship emphasis of dry fire exercises increased squad's hit rate ratio to 37 respectively
- advocates Soldiers attend Ranger Course to build and gain additional leader skill sets
- built confidence through counseling within platoon by demonstration and practical exercises
- reinvigorates discipline through Drill and Ceremonies after physical training daily
- routinely escorts Soldiers to budget counselors to improve Soldier financial health
- o diligently reached out to incoming Soldiers to ease the tension of a new assignment o eliminates false crisis by solving issues at the lowest level and following-up to ensure completeness
- challenged every subordinate to meet or surpass established goals through engaged leadership and monitoring

#### **EXCEEDED STANDARD**

- mentored two squad members to be inducted into the Sergeant Audie Murphy Club during rated period



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- emphasis on development and management of personnel resulted in 13 Soldiers attending MOS enhancing training and 5 personnel attending NCOES
- utilized EST 2000 marksmanship trainer monthly to improve unit marksmanship program
- routinely escorts Soldiers to budget counselors to improve Soldier financial health

#### **FAR EXCEEDED STANDARD**

- led his squad to earn 1st out of 42 during the brigade's best squad competition
- developed a company training plan that resulted in 91% of counterintelligence probationary agents achieving certification 90 days ahead of standard
- trained, mentored, and empowered NCOs to lead from the front; resulted in four NCOs recognized with the Knowlton Award for achieving high standards

#### **ACHIEVES**

#### **DID NOT MEET STANDARD**

- failed to supervise subordinates; relieved for inefficiency and replaced by junior NCO
- failed to manage priorities of work; missed 3 mission critical deadlines
- failed to maintain property accountability; lost equipment valued in excess of \$10,000

#### **MET STANDARD**

- inspects platoon Soldiers CTA-50 monthly for accountability, serviceability, and cleanliness
- avidly conducts inventories on assigned property weekly to ensure accountability
- regularly audits his Soldiers ERB, and updates duty descriptions to capture new requirements
- maintained accountability of all assigned equipment with zero losses or damage
- conducts daily inspections of Soldiers to ensure compliance of Army and unit standards
- ensured training calendars are distributed to family members keeping them aware
- regularly audits his Soldiers ERB, and updates duty descriptions to capture new requirements
- built job books for squad's Soldiers and conducted classes weekly to maintain training and proficiency

#### **EXCEEDED STANDARD**

- entire platoon earned the physical fitness badge during rated period
- driving force behind overhauling profile PT; developed battalion SOP with an athletic trainer to return 74% of injured IET Soldier's back to training
- ran an independent camp in the middle of Mosul, Iraq; responsible for everything from logistics to security
- nominates his Soldiers to compete at Soldier and NCO recognition boards to build confidence and competence
- earned the physical fitness badge at the 17-21 age group
- avidly conducts inventories on assigned property weekly to ensure accountability
- solicits the local police department quarterly to educate Soldiers of emerging threats and concerns affecting Soldier safety

#### **FAR EXCEEDED STANDARD**

- platoon captured number one and two of the brigade's high value targets during recent deployment
- entire platoon earned the physical fitness badge during rated period
- prioritized safety in all operations, including three small arms ranges and three field exercises; led to the company earning the Army Safety Streamer and no AGARs
- earned Drill Sergeant of the Cycle honors four times during rated period

## CMF 12

### **CHARACTER**

#### **DID NOT MEET STANDARD**

- failed to live by and adhere to the Army Values; his lack of judgment and commitment were detrimental to the good order and discipline within the organization
- did not serve as a steward of the profession of arms; lacked empathy and support for Soldiers in his charge and their Families
- total disregard for the EO program fostered a hostile work environment for subordinates

#### **MET STANDARD**

- consistently demonstrates adherence to and understanding of the Army Values
- set the example for subordinates by fully supporting the SHARP and EO programs
- committed to mission accomplishment and the welfare of his Soldiers

#### **EXCEEDED STANDARD**

- goes above and beyond in identifying and resolving Soldier and Family issues; has invested an enormous amount of effort in establishing relationships with Soldier support agencies
- a values based leader; committed to living the Army Values and serves as a sterling example for his Soldiers
- fostered discipline and adherence to SOPs; his unit became the standard bearer across the organization

#### **FAR EXCEEDED STANDARD**

- unconditionally committed to the profession of arms; integrated female 12Bs into his formation seamlessly
- made the SHARP program a top priority for his unit; personally facilitated numerous forums focused on changing the culture, thus eliminating SHARP incidents in the organization
- focus on discipline and the profession of arms is unmatched; leads the most disciplined organization within the command

### **PRESENCE**

#### **DID NOT MEET STANDARD**

- failed to maintain himself physically; failed the APFT and did not meet height/weight screening requirements
- lacks confidence; failed to maintain his composure while addressing a unit formation
- lost the respect of his Soldiers; failed to maintain professional bearing towards a commissioned officer in front of subordinates

#### **MET STANDARD**

- always projects a professional presence
- maintains the appropriate level of fitness to accomplish the mission and demands the same of his Soldiers
- built resilience into his unit; instilled a winning spirit in his subordinates

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### **EXCEEDED STANDARD**

- exudes confidence in the performance of his duties; a calm leader who makes wise decisions in stressful situations
- a confident leader who makes decisions based on the best interests of the organization; one of the most trusted leaders in the unit
- impeccable bearing, confidence and appearance serve as a role model for all Noncommissioned Officers within the organization

### **FAR EXCEEDED STANDARD**

- fitness level is unmatched; earned the Army Physical Fitness Badge of Excellence and led his unit to the highest APFT average in the organization
- greatly respected throughout the organization; frequently sought out for his counsel by leaders outside his organization
- leads the most resilient unit in the organization; his calm demeanor and confidence encouraged all Soldiers to maintain focus under adverse conditions

### **INTELLECT**

### **DID NOT MEET STANDARD**

- unable to make a decision without being presented all the facts; his reluctance to execute in the absence of information contributed to mission failure
- lacked the expertise to execute his duties; his indifference in seeking out knowledge led to a lack of trust from subordinate leaders
- lacks self-control when addressing subordinates; this created an environment of hostility and a lack of trust

### **MET STANDARD**

- makes sound decisions, unemotionally and in the best interest of the organization
- recognizes and supports diversity; this allowed him to obtain strong results by unlocking the true potential of every Soldier
- an innovative leader; challenges subordinates to avoid complacency by introducing new ideas

### **EXCEEDED STANDARD**

- culturally astute; set the standard for our Regionally Aligned Force
- makes sound, unemotional decisions; always acts in the best interest of the organization
- maintained a calm and controlled demeanor under combat conditions; his example inspired his Soldiers to maintain self-control and balance against a determined enemy

### **FAR EXCEEDED STANDARD**

- possesses acute mental agility; quickly adapts to changing conditions and implements solutions that allow mission success regardless of the challenge
- seizes the opportunity to introduce new ideas; thrives on making decisions in the absence of facts allowing his unit the ability to execute with excellence and always ahead of other organizations
- tactical ability exceeds those of his peers; created a superior unit by replicating combat conditions during home station training

## **LEADS**

### **DID NOT MEET STANDARD**

- failed to create shared understanding in his unit; did not share information with subordinate leaders
- wasted valuable training time by failing to adequately resource or protect training; set subordinates up for failure
- stifled creativity in his unit; failed to consider alternative perspectives from subordinate leaders

### **MET STANDARD**

- fostered high morale inside of his unit; his Soldiers are willing to tackle any challenge under his leadership
- standards based leader; uses disciplined training management processes to ensure mission success
- created a harmonious work relationship in his section; resolved internal conflicts to ensure maximum efficiency

### **EXCEEDED STANDARD**

- inspires Soldiers to reach their full potential; subordinate leaders are empowered to make decisions at the lowest level as a result of his example
- built a climate of trust in the unit that did not exist previously; every member inside of his organization is focused on a common goal
- impeccable leader of character; can always be counted on to do what is right and just, moral judgment and ethical behavior are an example of what every leader aspires to be

### **FAR EXCEEDED STANDARD**

- one of the most trusted leaders in the organization; has built impeachable professional relationships internal and external to his unit extending his influence outside of the chain of command
- has the uncanny ability to balance Soldier needs while accomplishing the mission; his Soldiers have the highest morale and combat effectiveness of any unit in the organization
- leads the most disciplined unit in the organization; knows his Soldiers, mitigates risk by enforcing standards and holds individuals accountable for their actions

## **DEVELOPS**

### **DID NOT MEET STANDARD**

- failed to foster esprit de corps; belittled subordinates for making honest mistakes
- did not adequately manage his unit's professional development needs; did not attempt to develop subordinates for positions of greater responsibility
- unwilling to extend assistance to sister units; put himself before the overall improvement of the organization

### **MET STANDARD**

- makes sound decisions that allow subordinates to seek developmental opportunities at the appropriate time
- committed to making the organization better; makes decisions with the organizations best interest in mind
- a steward of the Army profession; makes sound decisions in regards to resources

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### **EXCEEDED STANDARD**

- a voracious leader; constantly seeks out knowledge to improve himself and his unit
- dedicated to self-development; gains new knowledge and applies it for the betterment of his unit
- astute awareness of the developmental needs of subordinates; improved performance, team work and processes in his unit

### **FAR EXCEEDED STANDARD**

- committed to leader development; built and maintained the best certification program in the unit
- changed the organizational climate of his unit; invested heavily on counseling allowed his subordinate leaders to reach their full potential
- maintains the highest esprit de corps in the organization; Soldiers not only understand the unit's legacy they live it

### **ACHIEVES**

### **DID NOT MEET STANDARD**

- routinely failed to meet suspense's directed by his higher headquarters
- unable to adapt to change; unfairly targeted female 12B NCOs for their performance
- created an environment of conflict; made numerous negative comments about his Commander to subordinate leaders

### **MET STANDARD**

- provides the appropriate resources for training
- uses lessons learned to improve training and processes in his unit detail oriented; always meets assigned suspense's

### **EXCEEDED STANDARD**

- an excellent manager of time; ensures his unit has the necessary time to improve performance
- a trusted professional; can always be counted on to provide timely and accurate feedback constantly learning; continues to improve the efficiency of his unit

### **FAR EXCEEDED STANDARD**

- motivates subordinates to exceed the standards; consistently ensure subordinates get credit for their accomplishments
- cultivated a mindset to get better every day; encouraged subordinates to introduce ideas for improving the operating efficiency of the organization
- provided the necessary top cover to eliminate distractions in his unit; allowed subordinates the time and opportunity to excel

## **CMF 13**

### **CHARACTER**

### **DID NOT MEET STANDARD**

- character suspect; always in the middle of complaints or allegations as a protagonist
- did not foster a professional work environment; Soldiers were exposed to prejudice, sexist remarks, and cliques

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- encouraged disloyalty to the unit and Army in his subordinates through postings of personal views on social media.

#### **MET STANDARD**

- instills SHARP focus in all activities, places an onus on peer intervention
- gets at the root cause of Soldier's personal challenges; peels the onion back in order to find effective solutions and to change destructive behaviors
- utilizes the Army values as everyday teaching points to enhance Soldiers understanding and compliance

#### **PRESENCE**

##### **DID NOT MEET STANDARD**

- consistently violated regulatory guidance in the absence of unit leaders
- fails to attend installation and unit level fitness events; shirks responsibility to attend and complete
- exhibits poor responses to adversity and challenges; fosters a negative attitude and demeanor

##### **MET STANDARD**

- personal appearance reflects favorably upon the Army
- lives an active off-duty lifestyle conducive to good fitness and health
- calm, cool and collected under stress; displays positive demeanor and emotional maturity in challenging situations

##### **EXCEEDED STANDARD**

- displayed a high level of physical fitness by consistently scoring over 250 points on the APFT with 80+ points in each event
- chosen to lead the BDE Color Guard by the CSM due to his exceptional appearance, bearing, and commanding presence
- motivated and focused the unit on its mission after a rocket leaked through their IFPC coverage and landed on the FOB; highlighted their criticality to preventing more damage

##### **FAR EXCEEDED STANDARD**

- placed first in their age bracket in the heavy division category at the Bataan Memorial Death March; a 26.2 mile marathon event conducted in ACUs, boots, and 35 lb rucksack
- won Iron Soldier award for having the highest APFT score in the BN/BDE; scored 354
- projects a commanding presence and models confidence and assurance during Fire Mission Processing; stabilizes emotions in a highly stressful environment

#### **INTELLECT**

##### **DID NOT MEET STANDARD**

- sections failed to pass the evaluation due to an outdated and ineffective training program; failed to keep current on equipment software modifications
- demonstrated a lack of proficiency in tactics as evident in the units RSOP failing to pass the MRE twice

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- Makes poor decisions; resistance to change facilitated a failure to adapt TTPs derived from lessons learned resulting in poor results during the units NTC rotation

#### **MET STANDARD**

- section attained first time GOs on the section certification written exam
- completed nine college semester hours towards a Bachelors degree maintaining a 3.0 GPA
- entire platoon passed section certification exam

#### **EXCEEDED STANDARD**

- submitted a proposal to change the lesson plan for 13R AIT that was accepted by the Field Artillery School for a POI change
- Led the revision of the units Tactical Standard Operating Procedures (TAC SOP), resulting in a successfully CTC rotation
- selected as best radar crew in the BN/BDE during Table VIII Certifications

#### **FAR EXCEEDED STANDARD**

- chosen to serve as an SME for the MOS Critical Task Selection Board by the Regimental CSM
- selected to instruct the Field Artillery Master Gunner course due to his demonstrated record of training excellence as a 13B instructor
- developed a pre-deployment training program which was adopted by the DIVARTY for incorporation throughout the command

#### **LEADS**

#### **DID NOT MEET STANDARD**

- was involved in an inappropriate relationship with a subordinate Soldier
- failure to mitigate risks resulted in four Soldiers receiving injuries while providing support to the LFX
- does not display in-depth knowledge of Soldiers personal or professional information when asked; frequently unaware of Soldiers issues or needs

#### **MET STANDARD**

- attained 100% Table VIII Certifications; certifying six launcher crews
- provided a Common Operating Picture (COP) to the DIVARTY TOC enabling the DIVARTY Commander to make informed tactical decisions in support of the BCTs
- integrated multiple slice elements on a FOB and molded them into an effective, efficient support team which provided essential services for the deployed Soldiers

#### **EXCEEDED STANDARD**

- selected to attend Field Artillery Master Gunner Course due to demonstrated excellence in unit-level tactical and technical proficiency
- maintained a mission readiness rate of over 90% while conducting 24 hour operations in one of the most challenging operational and strategic environments
- competed for and attained induction into the prestigious Audie Murphy Club



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### **FAR EXCEEDED STANDARD**

- section received Top Gun award for receiving highest scores during section certifications
- influence and confidence crucial to the successful operational deployment of the HIMARS weapon system; achieved ready to fire within 72 hours of arrival at deployed site
- received the Gruber Award for being the best Field Artillery Soldier in the Army

### **DEVELOPS**

#### **DID NOT MEET STANDARD**

- does not foster an environment of growth or development; maintains a zero-defect mentality
- fails to address the Soldiers on their responsibilities to attend NCOES and MOS enhancement courses; perfectly content with personal and professional stagnation
- tenure as 1SG characterized by single-points of failure throughout the unit due to lack of foresight of the need to cross train personnel on the unit's key functions

#### **MET STANDARD**

- motivated and mentored Soldiers to compete in NCO and Soldier of the quarter boards
- served as a peer trainer for the Battalion DRE; trained and validated over 40 Soldiers in air load operations
- emphasis on in-depth counseling led to increased enrollment in self-development and civilian education courses by the Soldiers of the platoon

#### **EXCEEDED STANDARD**

- first crew to incorporate new system upgrades and demonstrate technical and tactical proficiency at the BCTP Command Post Exercise
- maximized resources to enable crews to receive optimal training resulting in the Battery received superior ratings during the Battalion LFX
- created and coordinated training support packages to enable ARNG units to receive required pre-deployment training for their first ever operational deployment

#### **FAR EXCEEDED STANDARD**

- strong emphasis on readiness and attention to detail resulted in the unit being selected as the USAREUR Deployment Excellence Award winner
- commended by the DIVARTY Commander for developing the first Digital SOP that will be integrated into all Battalions within the DIVARTY
- credited with having five articles published during this rating period in branch professional development publications enhancing the knowledge of the Branches NCOs

### **ACHIEVES**

#### **DID NOT MEET STANDARD**

- failed to supervise subordinates; relieved for inefficiency and ineffectiveness
- failed to execute tasks and assignments in a timely manner
- failed to maintain property accountability; lost equipment valued in excess of \$10,000



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### **MET STANDARD**

- kept the command updated on new software updates for all Field Artillery Weapons Systems
- conducted HUMINT capabilities briefings so that supported units could better understand how to properly employ HUMINT
- maintained accountability of all assigned equipment with zero losses or damage

### **EXCEEDED STANDARD**

- incorporated Raven Operations into convoy operations performing over 60 mounted patrols; that capability significantly contributed to a decrease in convoy attacks
- emphasis on personnel development resulted in 12 personnel passing the Master Gunner course and 35 passing NCOES schools with over 50% receiving honors
- supervised the installation and testing of M119A3 upgrades for the Battalion; responsible for the successful validation of software and hardware integration and system support

### **FAR EXCEEDED STANDARD**

- direct influence in the unit being awarded the Henry A. Knox award as the most proficient FA Battery for 2014
- focus on safety and doing the right thing facilitated the Battalion receiving the Army Safety Streamer for FY15
- conducted over 1000 hours of error-free Counter-Fire warnings using the to theater AORs; by far the highest mission rate in the command

## **CMF 14**

### **CHARACTER**

#### **DID NOT MEET STANDARD**

- character suspect; always in the middle of complaints or allegations as a protagonist
- did not foster a professional work environment; Soldiers were exposed to prejudice, sexist remarks, and cliques
- encouraged disloyalty to the unit and Army in his subordinates through postings of personal views on social media

#### **MET STANDARD**

- instills SHARP focus in all activities, places an onus on peer intervention
- gets at the root cause of Soldier's personal challenges; peels the onion back in order to find effective solutions and to change destructive behaviors
- utilizes the Army values as everyday teaching points to enhance Soldiers
- understanding and compliance

### **PRESENCE**

#### **DID NOT MEET STANDARD**

- consistently violated regulatory guidance in the absence of unit leaders
- fails to attend installation and unit level fitness events; shirks responsibility to attend and complete

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- exhibits poor responses to adversity and challenges; fosters a negative attitude and demeanor

#### **MET STANDARD**

- personal appearance reflects favorably upon the Army
- lives an active off-duty lifestyle conducive to good fitness and health
- calm, cool and collected under stress; displays positive demeanor and emotional maturity in challenging situations

#### **EXCEEDED STANDARD**

- displayed a high level of physical fitness by consistently scoring over 250 points on the APFT with 80+ points in each event
- chosen to lead the BDE Color Guard by the CSM due to his exceptional appearance, bearing, and commanding presence
- motivated and focused the unit on its mission after a rocket leaked through their IFPC coverage and landed on the FOB; highlighted their criticality to preventing more damage

#### **FAR EXCEEDED STANDARD**

- placed first in their age bracket in the heavy division category at the Bataan Memorial Death March; a 26.2 mile marathon event conducted in ACUs, boots, and 35 lb rucksack
- won Iron Soldier award for having the highest APFT score in the BN/BDE; scored 354
- projects a commanding presence and models confidence and assurance during Ballistic Missile Launch Events; stabilizes emotions in a highly stressful environment

#### **INTELLECT**

#### **DID NOT MEET STANDARD**

- TCS crews failed to pass the SPEAR evaluation due to an outdated and ineffective training program; failed to keep current on equipment software modifications
- demonstrated a lack of proficiency in tactics as evident in the units RSOP failing to pass the MRE twice
- Makes poor decisions; resistance to change facilitated a failure to adapt TTPs derived from lessons learned resulting in poor results during the units NTC rotation

#### **MET STANDARD**

- section attained first time GOs on the THAAD Table IV exam
- completed nine college semester hours towards a Bachelor's degree maintaining a 3.0 GPA
- entire platoon passed Visual Aircraft and Armor Recognition exam

#### **EXCEEDED STANDARD**

- submitted a proposal to change the maintenance procedures on the AN/TPY-2 Radar that was accepted by the Army Logistics University for a POI change
- all sections completed advanced credentialing requirements resulting in the award of technical certifications for their MOS
- selected as best radar crew in the BN/BDE during Table VIII Certifications

#### **FAR EXCEEDED STANDARD**

- chosen to serve as an SME for the MOS Critical Task Selection Board by the Regimental CSM
- selected to instruct the Patriot/Avenger Master Gunner course due to his demonstrated record of training excellence as a 14E instructor
- developed a threat targeting tracker training program which was adopted by the 32d AAMDC for incorporation throughout the command

## **LEADS**

### **DID NOT MEET STANDARD**

- was involved in an inappropriate relationship with a subordinate Soldier
- failure to mitigate risks resulted in four Soldiers receiving injuries while providing support to the C-RAM LFX
- does not display in-depth knowledge of Soldiers personal or professional information when asked; frequently unaware of Soldiers issues or needs

### **MET STANDARD**

- attained 100% Table VIII Certifications; certifying six launcher crews, two GMT missile reload crews and two forklift crews to conduct PATRIOT operations
- provided an AMDWS air picture to the DIVARTY TOC enabling the Division Commander to make informed tactical decisions in support of the BCTs
- integrated multiple slice elements on a FOB and molded them into an effective, efficient support team which provided essential services for the deployed Soldiers

### **EXCEEDED STANDARD**

- selected to attend PATRIOT/AVENGER Master Gunner Course due to demonstrated excellence in unit-level tactical and technical proficiency
- maintained a mission readiness rate of over 90% while conducting 24 hour operations in one of the most challenging operational and strategic environments
- competed for and attained induction into the prestigious Audie Murphy Club

### **FAR EXCEEDED STANDARD**

- platoon received Top Gun award for qualifying 6 out of 6 Avenger teams table VIII with all six intercepting their target during the culminating LFX
- influence and confidence crucial to the first successful operational deployment of the THAAD Missile System; achieved FOC within 72 hours of arrival at deployed site
- received the BlackJack Gold award for tactical excellence by having the most proficient TCS crew within the 32d AAMDC

## **DEVELOPS**

### **DID NOT MEET STANDARD**

- does not foster an environment of growth or development; maintains a zero-defect mentality
- fails to address the Soldiers on their responsibilities to attend NCOES and MOS enhancement courses; perfectly content with personal and professional stagnation
- tenure as 1SG characterized by single-points of failure throughout the unit due to lack of foresight of the need to cross train personnel on the unit's key functions

### **MET STANDARD**

- motivated and mentored Soldiers to compete in NCO and Soldier of the quarter boards
- served as a peer trainer for the Battalion DRE; trained and validated over 40 Soldiers in air load operations
- emphasis on in-depth counseling led to increased enrollment in self-development and civilian education courses by the Soldiers of the platoon

### **EXCEEDED STANDARD**

- first crew to incorporate new system upgrades and demonstrate technical and tactical proficiency at the BCTP Command Post Exercise
- maximized resources to enable crews to receive optimal training resulting in the Battery received superior ratings during the IFPC Validation LFX
- created and coordinated training support packages to enable ARNG units to receive required pre-deployment training for their first ever C-RAM operational deployment

### **FAR EXCEEDED STANDARD**

- strong emphasis on readiness and attention to detail resulted in the unit being selected as the USAREUR Deployment Excellence Award winner
- lauded by the Branch Commandant for developing an internal Master Gunner training program which led to the commands best ever graduation rate from the course
- credited with having five articles published during this rating period in branch professional development publications enhancing the knowledge of the Branches NCOs

### **ACHIEVES**

### **DID NOT MEET STANDARD**

- failed to supervise subordinates; relieved for inefficiency and ineffectiveness
- failed to execute tasks and assignments in a timely manner
- failed to maintain property accountability; lost equipment valued in excess of \$10,000

### **MET STANDARD**

- kept the command updated on new Ballistic and Cruise Missile Threats
- conducted HUMINT capabilities briefings so that supported units could better understand how to properly employ HUMINT
- maintained accountability of all assigned equipment with zero losses or damage

### **EXCEEDED STANDARD**

- incorporated Avengers into convoy operations performing over 60 mounted patrols; their presence significantly contributed to a decrease in convoy attacks
- emphasis on personnel development resulted in 12 personnel passing the Master Gunner course and 35 passing NCOES schools with over 50% receiving honors
- supervised the installation and testing of PDB-7 upgrades for the Battalion; responsible for the successful validation of software and hardware integration and system support

### **FAR EXCEEDED STANDARD**

- direct influence in the unit being awarded the Henry A. Knox award as the most proficient ADA Battery for 2014
- focus on safety and doing the right thing facilitated the Battalion receiving the Army Safety Streamer for FY15
- conducted over 1000 hours of error-free Theater Ballistic Missile warning to all theater AORs; by far the highest mission rate in the command

## CMF 15

### **CHARACTER**

#### **DID NOT MEET STANDARD**

- was the subject of a substantiated EO complaint
- failed to consistently adhere to rules, regulations, or standard operating procedures
- inconsistently demonstrated Duty and Selfless Service, often failed to complete tasks on time or to standard
- fails to uphold the Army Ethics
- moral standards inconsistent with Army Values
- lack leader core competencies needed to inspire Soldiers to grow

#### **MET STANDARD**

- set the example by taking initiative and accepting responsibility
- maintained high moral and ethical standards on and off duty
- selfless service beyond reproach; completely dedicated to the mission and Soldiers
- lives by the Army Values and fosters an environment with regard for respect to individuals
- provided clear and concise guidance to Soldiers to encourage them to build trust
- clear self-understanding on Army Commitment to Warrior Ethos

### **PRESENCE**

#### **DID NOT MEET STANDARD**

- rarely observed leading or conducting PRT
- failed to adhere to Garrison SOP and Blue Book standards while conducting physical training
- failed to provide remedial PRT for his/her Soldiers resulting in a decrease in his platoons APFT average

#### **MET STANDARD**

- completed assigned tasks on time and put forth adequate effort towards ensuring his/her duties and responsibilities met leader expectations
- successfully completed EST2000 instructor training IAW Unit Training Plan; increased platoon BRM average exercised extreme prudence in working with Host Nation partner

#### **EXCEEDED STANDARD**

- raised his/her company APFT average from 220 of 240 after implementing an aggressive new approach towards supervising conducting daily physical training
- selected over 10 other NCOs as the Battalion/Brigade NCO of the Quarter Awarded Audie Murphy/Sergeant Morales Medallion
- single-handedly led TTCS tactical in Global Responsible Team during Ebola deployment
- coordinated and directed ATTSE evaluation team to forward deployed area during ARCENT Operation Strike North

#### **FAR EXCEEDED STANDARD**

- increased company/platoon APFT average from 220 to 260
- winning an NCO of the month/Quarter board
- him/herself or their Soldier being Selected for the Audie Murphy/Sergeant Morales Board

[Type here]

- received a BDE Commander (or above) Coin of Excellence for leading a Garrison Postpartum PRT program, resulting in enrolled Soldiers passing their APFT and meeting height weight standards
- came in first place in the 12 mile road march while attending the Air Assault School, earning the Roach March Champion title for his class
- excelled through joint exercise as Brigade S3 NCOIC
- managed two C17 special operations liaison element crews by providing tactical control on FOB Shank

## **INTELLECT**

### **DID NOT MEET STANDARD**

- failed to perform maintenance workflow IAW known standards
- failed to progress his/her Soldiers to achieve RL progression in the allotted time
- failed to process air mission request through joint headquarters which lead to displaced aircraft and asset retrograde

### **MET STANDARD**

- developed new tracking system to ensure RL status of Soldiers is current
- managed phase flow to maximize aircraft bank time
- developed scout weapons team air rhythm chart to assist 4<sup>th</sup> BCT 10<sup>th</sup> MTN better plan aviation resources

### **EXCEEDED STANDARD**

- took the initiative to institute a promotion board study group resulting in four out of seven Soldiers ultimately being promoted to SGT
- created a training product and class used to certify 20 Soldiers on the company's new received (AGPU, power supply, TAIS system, CPOF, BFT, etc.)
- completed 12 college credits earning his/her degree in Air Traffic Management
- 100% of assigned Soldiers enrolled in secondary education
- clearly understands the complexity of the Army Operating Concept; lead IPB sync meeting at the Division level.

### **FAR EXCEEDED STANDARD**

- led a battalion maintenance PMI-1 program that averaged twenty days per phase on a fleet of 15 aircraft; ten days less than the DA standard
- took a non-compliant Company QA shop program and achieved a Commendable rating on the subsequent ARMS inspection
- cost conscience senior NCO who implemented new maintenance procedures that saved Army Aviation more than \$2,000,000 in repairs to mission equipment
- innovative NCO who integrated the first live air picture over Washington state via satellite link by coordinating with joint assets and the Western Air Defense Sector

## **LEADS**

### **DID NOT MEET STANDARD**

- failed to accept leadership position
- created a hostile/toxic work environment
- failed to understand, visualize, describe and direct subordinate ;leaders in the OPORD process during time-sensitive mission; resulting in two aircraft delays.
- undisciplined leader; lack the decisiveness, reliability and organization to get the job done

### **MET STANDARD**

- led a tactical tower team in support of Operation Bright Star; recognized by the Division Commander for excellent performance
- had three Soldiers selected as Battalion (Soldier/NCO) of the Quarter, directly responsible through mentorship and training

### **EXCEEDED STANDARD**

- three of his eight Soldiers were selected as Battalion (Soldier/NCO) of the Quarter, directly responsible through mentorship and training
- hand selected to serve as 1SG over 12 other highly qualified NCOs based on his/her extensive and diverse aviation knowledge
- led a tactical tower team in support of Operation Bright Star; recognized by the Division Commander for excellent performance

### **FAR EXCEEDED STANDARD**

- hand selected to serve as 1SG over 12 other highly qualified NCOs based on his/her extensive and diverse aviation knowledge
- led a platoon PRT program that resulted in over 40% of his Soldiers being awarded the Army Physical Fitness Badge
- stood up a new Gray Eagle Platoon that was able to deploy airframes, personnel, and assets in support of combat operations in less than 90 days
- his/her company was recognized by the BDE Commander as having the best overall training and medical readiness statistics; during two Quarterly Training Briefs

## **DEVELOPS**

### **DID NOT MEET STANDARD**

- Soldiers unable to attend NCOES due to lack of preparation
- Soldiers were unfamiliar with local SOPs resulting in numerous adverse actions
- relieved of primary duties of personal recovery NCOIC; failed to coordinate with JPRA on ISOPREPS and Blood Chits facilitation and solicitation

### **MET STANDARD**

- trained all of his/her Soldiers in MOS specific field craft during JRTC
- personally mentored his/her Soldiers to attend promotion boards
- encourage Soldiers to pursue their airframe and power plant license
- assisted in the 96 hour planning process by providing three soldiers to design and build air mission rock drill terrain board



### **EXCEEDED STANDARD**

- primary advisor to the company commander in all facets of aviation operations on 23 modified helicopters executing an accident free 7400 flying hour program
- emphasis on development and management of personnel resulted in 13 Soldiers attending MOS enhancing training and 5 personnel attending NCOES
- coordinated training to ensure that 10 Air Traffic Controllers maintained RL1

### **FAR EXCEEDED STANDARD**

- personally implements an aggressive flight selection and training programs for the company, facilitated 100 percent combat crew strength
- directly responsible for incorporating a realistic quarterly aircraft emergency procedures training scenario within the company; establishing the BN standard

### **ACHIEVES**

### **DID NOT MEET STANDARD**

- OR rating dropped below 75%
- inability to progress Soldiers above RL 3
- inability to meet established goals
- failure to apply CRM resulted in loss of training time

### **MET STANDARD**

- achieved an OR rating of 75-80%
- facilitated certifications of all assigned SMs on S-UAS systems
- completed a 500HR Phase Maintenance Inspection in established Battalion standards
- completed a 250HR inspection in established Battalion Standards
- enforced strict composite risk management and safety procedures achieving zero safety violations during rating period

### **EXCEEDED STANDARD**

- achieves an OR rating of 80-85%
- completed a 500HR Phase Maintenance Inspection in 5-10 days under established Battalion standards
- completed a 250HR inspection 1 day under established Battalion standards
- coordinated all necessary resources (land, ranges, ammo, etc) for training events in order to maintain unit proficiency
- cross-trained section for Soldiers to function in all areas of S3 Operations

### **FAR EXCEEDED STANDARD**

- achieved an Operational Readiness Rating (OR) of 85% or higher for the year
- completed a 500HR Phase Maintenance Inspection 10 days under established Battalion standards or less
- completed a 250HR Inspection 2 days under established Battalion standards
- received commendable rating during OIP Inspection
- deployed/redeployed S3 section with zero accidents/incidents and no loss of equipment
- personally recognized by for exceptional leadership and coordination of a DART and PRC missions
- progressed three FIs, six CEs to RL1, and 22 CEs to RL2 at the company level with limited FIs, all while supporting combat operations in multiple locations in OEF



## 19 CMF

### **CHARACTER**

#### **DID NOT MEET STANDARD**

- failed to enforce Army policies creating a poor work environment within the organization which resulted in a substantiated EO complaint/SHARP violation
- consistently failed to adhere to rules, regulations, or standard operating procedures which led to conflicts with the Army Values and adversely affecting the organization
- immaturity contributed to a perceived lack of empathy; viewed as unapproachable by Soldiers within the squad/crew/platoon/company/troop
- did not demonstrate the spirit of a warrior by allowing minor setbacks to affect his squad/crew/platoon/company/troop; failed to advance the profession of arms
- engaged in inappropriate personal relationships within his squad/crew/platoon/company/troop; demonstrated behavior inconsistent with good order and discipline

#### **MET STANDARD**

- consistently demonstrated loyalty to the Army Values and the profession of arms regardless of situation furthering the Army as a profession; always chose the hard right
- displayed genuine care and concern for Soldiers and their families; eager to support personal and professional growth of subordinates
- selfless service beyond reproach; completely dedicated to the mission and Soldiers
- led by example regardless of how difficult the circumstances; integrity and self-discipline are above reproach fostering trust within the command
- displayed a high level of responsibility in keeping with the Warrior Ethos and the Army as a profession; demonstrated maturity and self-control under pressure

### **PRESENCE**

#### **DID NOT MEET STANDARD**

- unable to project confidence or maintain composure commensurate with a SSG/SFC/1SG/MSG when placed in difficult situations; lost the trust of the chain of command
- failed (pushup/sit-up/2-mile run) on last record APFT
- exceeded body composition standard IAW AR 600-9 by 2.8%; entered into the Army Body Composition Program
- had difficulty accomplishing duties when faced with adversity placing the mission in jeopardy

#### **MET STANDARD**

- displays self-confidence, composure and mission focus while under duress; inspired squad/crew/platoon/company through his actions, judgment and bearing
- selected to brief distinguished visitors during brigade live fire exercise; projected a professional image commensurate with his rank and position
- scored 250 on last APFT helping company to achieve a 263 average
- maintained mission focus despite harsh environmental conditions and high OPTEMPO; demonstrated endurance during prolonged combat operations

### **EXCEEDED STANDARD**

- recognized by OC/T with constant presence and confident demeanor at all times despite grueling OPTEMPO during NTC Rotation 5-15; inspiration to entire troop
- earned APFT badge with a score of 273; exceeded the company goal of 260 with a platoon average of 265
- implemented a physical training program that raised platoon average from 228 to 269, an increase of nearly 18%
- recognized by brigade commander for his bearing during the conduct of range briefings to visiting delegation during tank platoon gunnery qualification
- took quick and decisive action following loss of platoon leader to regroup platoon and continue mission during Rotation 15-4; destroyed OPFOR main body without further loss

### **FAR EXCEEDED STANDARD**

- inducted into the prestigious SGT Audie Murphy / SGT Morales Club; commanding presence and demeanor energized and motivated those around him
- inspired others to a high level of fitness by scoring 290 on APFT and maintain the Army Physical Fitness Badge with a platoon average of 270
- a consistent model of composure who inspired others to overcome challenges despite harsh environmental conditions during 48-hour counter reconnaissance mission
- maintained composure, command and control after receiving casualties while on patrol; coordinated MEDEVAC while maintaining contact with the enemy
- thrived under adverse conditions through thoughtful preparation and decisive actions allowing ; consistent inspiration to others

### **INTELLECT**

### **DID NOT MEET STANDARD**

- relieved as PSG for inability to anticipate enemy movement and reposition his platoon; failure to follow commander's intent allowed enemy to flank and destroy the company
- consistently unable to adapt to the dynamic scenarios at NTC Rotation 4-15; made poor tactical decisions during force on force engagements
- demonstrated a lack of proficiency in technical aspects of tank gunnery resulting in an inability to train tank crew effectively and failure to qualify Tank Table VI
- continually struggles to take appropriate actions when faced with new ideas or in unfamiliar situations; unable to integrate enablers to support mission
- failed to discern the intentions or motives of coalition/host nation allies while participating in negotiations during Operation Desert Cactus

### **MET STANDARD**

- recognized opportunities and maneuvered his platoon within the commander's intent to ensure destruction of six OPFOR vehicles during movement to contact
- displayed the ability to analyze available information and operate within the commander's intent during platoon STX
- recognized changing conditions and created opportunities to accomplish reconnaissance missions during NTC Rotation; demonstrated keen sense of awareness
- exhibited ability to relate to local nationals while deployed in support of Operation Provide Relief ensuring their needs were met

## **EXCEEDED STANDARD**

- displayed the ability to rapidly react to changing conditions and recommend courses of action allowing him to maneuver his platoon with a high degree of independence
- rapidly absorbed information, assessed situations and developed logical courses of action incorporated during mission planning sessions; model of sound judgment
- sought new ideas from multiple sources to creatively approach problems and develop solutions; integrated theater enablers to ensure mission success
- demonstrated a keen understanding of cultural environment when interacting with higher echelons; easily dismantled perceived barriers and enhanced communication
- graduated from M1A2/MGS/Bradley Master Gunner's Course (or other functional training not covered by DA 1059)

## **FAR EXCEEDED STANDARD**

- synthesized information from IPB, terrain analysis and rehearsals to consistently maneuver his platoon to the decisive point on during all missions at NTC 03-14
- readily provided novel approaches to problem solving that were incorporated into battalion TACSOP and enhancing mission effectiveness
- sought and considered input from multiple sources when faced with unfamiliar situations; used creative approaches to overcome inertia and accomplish mission
- tactfully proposed multiple courses of action to coalition partners while maintaining cultural awareness fostering greater cooperation and cohesion
- selected by Brigade CSM to serve as the brigade master gunner

## **LEADS**

## **DID NOT MEET STANDARD**

- inconsistently interprets the situation and made poor decisions as a result; lacked the requisite maturity of a senior noncommissioned officer
- demonstrated inability to correctly pass information to subordinates resulting in inappropriate use of time and resources; failed to gain trust of subordinates
- does not treat all members of (type of element) with the same level of respect; shows favoritism toward certain members of the organization
- crew safety violations during Tank Gunnery / Bradley Gunnery resulting in disqualification; failed to conduct proper PCCs prior to mission
- failed to report EO violations and take appropriate actions
- lacked the trust of superiors and subordinates; failed to support chain of command and NCO support channel leading to a toxic environment within his tank/scout platoon

## **MET STANDARD**

- developed a sense of mutual trust and respect within his platoon and the organization; displayed genuine interest for his Soldiers and their families
- constantly assessed risk and implemented mitigation during night tactical movement measures to ensure the safety of his crew while accomplishing the mission
- routinely assessed the situation and applied the appropriate solution fostering trust and respect within his platoon; earned the confidence of his subordinates
- demonstrated technical and tactical competency by qualifying his platoon on Gun Table XII destroying 75% of targets presented and scoring 79% on tactical tasks

[Type here]

- influenced others by demonstrating genuine interest and concern for the welfare of his Soldiers and their families; a true team builder
- developed rapport with various support agencies on post to further the education, health and wellbeing of his unit
- assessed non-verbal cues to assist subordinate in seeking assistance during time of crisis; made full use of on-post resources to resolve the problem
- capitalized on individual strengths to build a more effective organization; integrated new Soldiers to the unit and rapidly assimilated them into his platoon

#### **EXCEEDED STANDARDS**

- eagerly passed lessons learned to other units within the command to ensure success throughout the organization;
- successfully integrated a rehabilitative transfer Soldier and made him a productive member of the platoon; demonstrated persistence, patience and empathy
- intuitively grasped inherent requirements during all missions allowing the commander to focus on the larger scope of operations; took decisive action without further guidance
- communicated a clear understanding of the mission and its importance; ensured full understanding to the lowest level through rehearsals and back brief
- qualified his platoon with a “superior” rating on Gun Table XII; destroyed 88% of targets and scored 86% on tactical tasks

#### **FAR EXCEEDED STANDARDS**

- consistently sought for advice and input by members of the command; well respected throughout the brigade for his knowledge and experience
- used a mix of influence techniques dependent upon situation and audience to build a team of teams; recognized as a leader among leaders
- demonstrated outstanding technical and tactical competency by qualifying his platoon “distinguished” on Table XII platoon earning 91% on gunnery and 100% on tactical tasks
- restructured and retrained company following redeployment quickly rebuilding capabilities; maintained morale, discipline and esprit de corps despite personnel turmoil

#### **DEVELOPS**

#### **DID NOT MEET STANDARD**

- maintains a zero-defect mentality; failed to foster an environment where NCOs and Soldiers can learn from each other’s success and failures
- disregard for AAR feedback led to repeated inability of his platoon to accomplish hasty breach during Dragon Focus; unable or unwilling to apply lessons learned
- showed little interest in developing subordinates beyond their current skill level; failed to cross train Bradley crew in MOS tasks outside of their normal duty positions
- failed to complete appropriate level of SSD made him ineligible for NCOES
- failure to accurately track mandatory training resulted in expired weapons qualification and APFT results leaving Soldiers in his troop ineligible to compete for promotion

#### **MET STANDARD**

- motivated Soldiers and NCOs of his platoon to achieve proficiency in all MOS tasks; displayed positive attitude toward training events
- learned from his past mistakes and applied lessons learned to platoon training events

[Type here]

- currently enrolled in bachelor's degree program during off duty time; completed 12 college semester hours with a 2.5 GPA
- qualified his Tank on Gun Table VI on first run with a score of 768 and seven of ten engagements; built a cohesive tank crew through effective coaching and counseling
- planned and resourced training in preparation for squadron spur ride resulting in seven Troopers earning the Order of the Spur; fostered pride in the Army as a profession

#### **EXCEEDED STANDARDS**

- utilized every training opportunity to develop and cross train Soldiers to perform all duties within the Scout platoon; contagious enthusiasm for training Soldiers
- eagerly sought additional feedback and mentorship from peers and senior leaders; implemented results of counseling sessions to improve himself and the organization
- incorporated lessons learned from past and current events to ensure relevant training; passed knowledge to his NCOs through a well-structured NCODP
- completed associates degree on personal time graduating magna cum laude with a 3.5 GPA; encouraged others to seek additional military and civilian education
- focus on realistic training enabled platoon to qualify all tanks with two distinguished and two superior crews
- dedicated to developing subordinates; teaching, coaching and mentoring allowed one of his SSGs to be selected to serve as a tank platoon sergeant during combat operations
- recognized and managed talent within his organization; placed less senior NCOs in positions of greater responsibility based on their demonstrated potential

#### **FAR EXCEEDED STANDARD**

- cultivated growth and learning with an attitude that placed unit performance above individual achievement; recognized by OC/T as most cohesive company in the battalion
- developed and implemented a company marksmanship program resulting in 100% qualification and over 50% of his Soldiers firing expert on assigned weapons
- dedicated to self-improvement on all fronts; earned baccalaureate degree with honors and graduated from M1A2 Master Gunner's Course
- coached and mentored two NCOs to be inducted into SGT Audie Murphy / SGT Morales Club; dedicated to advancing the Army as a profession by developing leaders
- coached and mentored three Soldiers and one NCO for enrollment in the Excellence in Armor Program recognizing their potential for advancement

#### **ACHIEVES**

#### **DID NOT MEET STANDARD**

- inability to prioritize requirements, delegate tasks and apply the proper amount of supervision contributed to his platoon failing to SP on time during mission at NTC 15-6
- failure to adequately forecast training requirements led to shortages of ammunition and pyrotechnics during Squadron training events
- issued insufficient guidance and provided limited supervision to new Bradley crews during deployment preparation resulting in numerous safety violations
- failed to maintain proper accountability upon return from FTX; lost sensitive items valued in excess of \$10,000

## **MET STANDARD**

- planned logical and sequential training matrix to ensure company met every pre-deployment standard; frequently monitored progress to achieve all milestones
- utilized the 1/3-2/3 rule while planning operations to enable all tasks to be completed to standard prior to unit movement; provided NCOs the latitude to act independently
- successfully tracked all MEDPROS and training requirements ensuring unit was deployment ready; continually sought more efficient methods to enhance readiness
- provided appropriate amount of supervision to develop subordinates without sacrificing the completion of the task; built cohesive team that with operated with minimal oversight
- ensured tank crews were appropriately recognized for their performance during gunnery and field training events

## **EXCEEDED STANDARDS**

- consistently coordinated with other first sergeants in the battalion to ensure readiness; selfless leader who utilized his abilities for the benefit of the larger organization
- provided thoughtful oversight and feedback during gunnery training that allowed all crews to overcome deficiencies; qualified all 14 vehicles with six distinguished crews
- detailed planning and preparation for missions earned constant praise and recognition from JRTC O/CTs; focused on continual improvement throughout the rotation
- designated as lead platoon for the task force during NTC Rotation 15-6; led company in confirmed kills throughout the rotation
- overcame harsh environment and OPFOR while leading his Scout Section in movement to contact; placed indirect fire on choke point to disrupt enemy advance

## **FAR EXCEEDED STANDARD**

- earned top company in the battalion during Panther Thunder gunnery; qualified all vehicles with a company average of 877
- earned the prestigious Draper Armor Leadership Award for best Cavalry Troop in the 1<sup>st</sup> Cavalry Division
- recognized for his exemplary performance by the Commander Operations Group in the final AAR during NTC Rotation 15-1
- recognized as the top platoon sergeant in the battalion and selected for Project Warrior to serve as an OC/T at NTC to pass his knowledge and experience throughout the force

# **25 CMF**

## **CHARACTER**

### **DID NOT MEET STANDARD**

- failed to live up to the Army Values
- failed to display integrity in his actions; multiple infractions of Army Regulations and policies resulting in removal from leadership position

### **MET STANDARD**

- his emphasis on SHARP and EO made a significant impact on the overall morale and climate of the Battalion as noted during the annual IG inspection
- consistently made on the spot corrections with regard to SHARP within the organization; fostering a harassment free environment



## **PRESENCE**

### **DID NOT MEET STANDARD**

- failed to take the record APFT; displayed a lack of respect for Chain of Command
- failed to assist others in the section; section APFT average is lowest in the company

### **MET STANDARD**

- maintained a professional appearance at all times
- never wavered despite adversity; never backed down from a challenge

### **EXCEEDED STANDARD**

- rigid adherence and enforcement of AR 600-9 standards; led 12 Soldiers being removed from the Army Weight Control Program and platoon APFT average being raised from 220 to 259
- scored 270 on most recent APFT and retained the Physical Fitness Badge; stamina and drive to perform every task to perfection is in simple terms
- coached and mentored over 250 children in the local and diplomatic community; his team placed first on the 12-14 year old soccer league

### **FAR EXCEEDED STANDARD**

- trained NCOs and Soldiers on concepts and aspects of being a part of the “Army Profession” and “Living the Army Ethic”
- provided critical C4I support to special operations commanders in four different theaters of operation; support was critical in the capture and killing of multiple HVTs
- devoted personal time to improve physical fitness standards within the section; resulting in 10 Soldiers being removed from the Army Body Composition Program

## **INTELLECT**

### **DID NOT MEET STANDARD**

- failed to learn the updated 25B POI; poor presentation and explanation of information resulted in his students receiving the lowest test scores for the cycle
- demonstrated the lack of ability to make decisions in the absence of orders; lacks initiative

### **MET STANDARD**

- consistently aware of changes in course material, ensures he incorporates all changes in lesson plans
- utilized his combat experience when teaching the course material resulting in students having a better understanding of what is expected in the field

### **EXCEEDED STANDARD**

- created a Brigade file sharing database for internal training and personnel; enabled the unit to share information across five different military bases along the east coast
- effectively managed enrollments and graduations for over 3000 students in the USACyber CoE courses including preparation of graduation diplomas
- developed evaluation criteria used for 29E basic and SLC; led the enlisted component of the course evaluation team during FY 15 course evaluations

### **FAR EXCEEDED STANDARD**

- assumed the duties of the G6 in support of two general officers; ensured 100 percent operational readiness and exceeded DISA’s information assurance requirements

[Type here]

- selected to revise ATP 6-02.7; expertise greatly contributed to the adjudication of the manual and the improvement of the spectrum community
- served in the vital role of advising the CoE CG and CSM on Cyber and RSC training; only Junior NCO amongst CoE Senior Leaders to hold such position

## **LEADS**

### **DID NOT MEET STANDARD**

- poor rapport with subordinates, ineffectual in supervision on the delegation of responsibilities
- did not live the Army Values; failed to set the example for his Soldiers by driving under the influence

### **MET STANDARD**

- consistently communicated with her Soldier; ensured each Soldier understood their assigned role and the importance of the mission
- demonstrated trust by delegating missions to subordinates building trust and confidence within the section

### **EXCEEDED STANDARD**

- leads others, builds trust, extends influence beyond the chain of command, leads by example, communicates well with Soldiers, peers, and seniors
- led the USACyber CoE Directorate of Training during five foreign VIP tours, ensuring compliance with applicable guidelines and restricting access where necessary
- served as the focal point for all sharp concerns; quickly reacted to a possible sexual assault case with a local national; case passed to the Office of Special Investigations

### **FAR EXCEEDED STANDARD**

- directed the preparation and oversight of pre-deployment actions for CG communication teams in support of operations on the African Continent
- reset his platoon 160 days after redeployment from OEF 13-14, enabling a team to deploy to Guam supporting three missile units defending against all regional threats
- utilized his expertise in satellite networking to successfully complete WGS testing with JITC; TTPs adopted across the DoD SATCOM community

## **DEVELOPS**

### **DID NOT MEET STANDARD**

- failed to foster a climate of dignity and respect and adherence to the Sexual Harassment/Assault Response and Prevention Program
- failed to remain proficient in his skill set; unable to train section on updates to equipment critical to their mission

### **MET STANDARD**

- intolerant of mediocrity; mentored subordinate members of the section to continue to improve, and not be content with current skills, knowledge, and attitudes
- constantly encouraged Soldiers to seek financial independence through training and briefings conducted at the installation level



### **EXCEEDED STANDARD**

- cultivated an environment that shaped competent, tough, and confident Signal leaders by starting a Signal University competition, which validated Soldiers applying knowledge in their MOS
- developed a comprehensive dignitary visit guide and checklist of DoD personnel assigned to the Cyber CoE; praised by VIP for immediate improvements of operations
- coordinated all logistical requirements for USACyber visits; mentored five NOCs to handle SecDef visit; coined in all four occasions

### **FAR EXCEEDED STANDARD**

- directly responsible for the mentorship of two NCO's in his platoon; resulted in both NCO's on selection and induction to the prestigious Sergeant Audie Murphy membership
- Far Exceeded the Standard o sent 26 Soldiers to Signal University for advanced signal training in which 3 earned CCNA, 10 CompTIA Security +, 8 CompTIA Network +, and 5 CompTIA A + certs
- established a TOC standard for the battalion, then planned and supervised multiple TOCEXs in order to enhance the ability of the battalion to conduct Mission Command

### **ACHIEVES**

### **DID NOT MEET STANDARD**

- missed numerous suspense dates to higher headquarters; failed to supervise and follow up on tasks delegated to subordinates

### **MET STANDARD**

- demonstrated steadfast dedication to continuing education by completing all but his last class towards his undergraduate degree
- completed Staff and Faculty training; applied his knowledge to upgrade doctrine improving the training given to civilians, officers, NCOs and, Soldiers

### **EXCEEDED STANDARD**

- coached 15 teams through platoon STX lanes during NTC train-up; resulted in three of the team being awarded for fastest ready time ad NTC 12-26
- developed, processed and tracked 578 Instructor Certifications packets; cut the processing time by 50 percent and received accolade for NG, RC, and 15<sup>th</sup> RSB

### **FAR EXCEEDED STANDARD**

- performance clearly merits the recognition as one of the best AIT Instructors in the Regimental Signal Corp, ranks first of seven AIT that I Senior Rate
- his attention to detail resulted in improvement in over 80% of the areas judged on the annual Brigade CIP; 100% of the previous "needs improvement" areas were fixed
- emphasis on Soldier development resulted in one distinguished honor graduate, six Soldiers recognized on the Commandant's List, and the Brigade NCO of the Year

## 31 CMF

### **CHARACTER**

#### **DID NOT MEET STANDARD**

- failed to report the loss of sensitive explosive training aid
- incapable to decide the right actions to take, both morally and ethically
- falsified an official statement when questioned by an Investigating Officer
- incapable of maintaining accountability of sensitive items, lost personally assigned weapon
- failed to live up to the Army values by having an inappropriate senior-subordinate relationship
- lack of loyalty to unit, position, and subordinates was unacceptable
- lacks integrity, collaborated a false story with peers to elude responsibility
- failed to conform to Army Regulations by abusing his position and authority which led to subordinates becoming involved in his personal matters
- subject of three EO complaints during rating period
- relieved from duty for integrity violation
- struggles with Army values

#### **MET STANDARD**

- produced exemplary achievement performance always above the normal call of duty
- displayed extreme professionalism in every aspect
- respected by NCO's Officers and Civilian staff members for his loyalty, dedication to mission
- a fiercely loyal and honorable NCO whose impeccable moral and ethical values serve as the standard for others to emulate; the personification of "Be, Know, Do"
- epitome of the Noncommissioned Officer, continually exhibits the highest standards of loyalty, integrity, and personal behavior
- epitomizes the Army values in every aspect of his life
- steadfast, loyal, and dedicated to duty and senior leader vision
- mature, poised, and confident leader

### **PRESENCE**

#### **DID NOT MEET STANDARD**

- failed to meet body fat standards; did not maintain three to eight pounds of weight loss to be removed from the Army Body Composition Program (ALL)
- failed to achieve 180 on the APFT, lacked the resiliency and mental toughness to obtain minimal standards (ALL)
- did not maintain accountability of the Military Working dog handlers of his Squad, and is difficult to locate himself (31K)
- engaged in an inappropriate relationship with prisoner (31E)
- failed to report the loss of sensitive explosive training aid (ALL)
- incapable to decide the right actions to take, both morally and ethically (ALL)
- received a letter of concerned for open insubordination and unprofessional behavior toward a Commissioned Officer (ALL)

[Type here]

- could not be relied on by the Provost Marshal office or ACOM PM to provide timely MWD support or manage utilization of certified MWD teams (31K)
- failed to live up to the Army values by having an inappropriate senior-subordinate relationship (ALL)
- displayed substandard appearance and military bearing for a NCO of his maturity (ALL)
- relieved of First Sergeant duties and responsibilities for failing to report a SHARP incident that he unsuccessfully tried to cover up from an investigation (ALL)
- failed to ensure leaders possessed knowledge of Military Working Dog capabilities (31K)
- lack of loyalty to unit, position, and subordinates was unacceptable (ALL)
- lacks integrity, collaborated a false story with peers to elude responsibility (ALL)
- failed to conform to Army Regulations by abusing his position and authority which led to subordinates becoming involved in his personal matters (ALL)

#### **MET STANDARD**

- developed and implemented a rigorous physical training plan that resulted in his squad continually exceeding the company standard for excellence (ALL)
- confidently provided health and welfare brief to senior commanders (ALL)
- displayed a unique ability to grasp the broad scope of investigative responsibilities, while never overlooking the intricate details (31D)
- disciplined NCO; maintained a high state of professional military appearance and conduct on and off duty (ALL)
- loyal and honorable NCO with impeccable moral and ethical values; the personification of “Be, Know, Do”
- produced exemplary achievement performance always above the normal call of duty (ALL)
- displayed extreme professionalism in every aspect during the rated period (ALL)
- set the example for his peers and subordinates to follow displaying the highest level of mental and physical toughness (ALL)
- provided Military Working Dog capability guidance to Battalion Leadership in support of the garrison law enforcement mission (31K)
- maintained professional bearing and judgment and concern for safety while deescalating a minor prisoner disturbance in the dining facility (31E)
- displayed extreme professionalism in every aspect during the rated period (ALL)
- respected by NCO’s Officers and Civilian staff members for his loyalty, dedication to mission (ALL)
- lead from the front of his company, constantly sought out physically challenging events on his own time to increase his overall fitness level and inspire subordinates (ALL)
- conducted Military Working Dog capabilities briefings to the ACOM Provost Marshal and staff (31K)
- scored 225 points on his APFT (ALL)
- profile does not hinder duty performance (ALL)

#### **EXCEEDED STANDARD**

- selected as the Company/ Battalion/ Brigade NCO of the quarter (ALL)
- scored 270 on most recent APFT (by scoring 90 points in each event); created a high standard for peers and subordinates to emulate (ALL)
- excellently provided a Military Working Dog capabilities brief to the Brigade Leadership (31K)
- knowledge, experience and military bearing makes him a role model NCO; fosters high morale and a total winning attitude and spirit (ALL)

[Type here]

- selected by his/her Brigade to provide on-site training to other kennels in the Brigade due to his/her knowledge, experience, and skill as a Kennel Master (31K)
- displayed endurance and stamina by earning the German Armed Forces Proficiency Badge in Gold (ALL)
- consistently sought out by Seniors, peers and subordinates for career advice; resulted in two Soldiers becoming Lieutenants (31B/31E/31K)
- presented the Chief of Staff's coin of excellence after a visit to observe training at one of the four kennels under his influence (31D)
- selected over 51 Master Sergeants to serve as the Army Corrections Liaison to the US Marshal Service (31E)

#### **FAR EXCEEDED STANDARD**

- selected as the Company/ Battalion/ Brigade/Division/ Installation/ Army NCO of the year (ALL)
- scored a 300 on the APFT, demonstrating mental and physical fitness beyond that of his peers (ALL)
- selected for assignment as a 31K Advanced Leader Course (ALC) Small Group Leader (SGL) (31K)
- received accolades from senior mission commander after providing a case update brief on a high visibility sexual assault investigation case (31D)
- showed his physical stamina by serving as the Personal Security Agent, during GEN Cartwright's running of the Marine Corps Marathon (31D)
- selected as the Special Agent of the Year for the Battalion/Group/Command (31D)
- selected by the Post Command Sergeant Major as a level IV Combatives Instructor to successfully plan and execute a post level Combatives tournament (ALL)
- selected for assignment as a 31K Senior Leader Course (SLC) Small Group Leader (SGL) (31K)
- selected above his/her peers to be 1 of XX Department of the Army certification Authorities appointed by OPMG (31K)
- selected by the Army Corrections Command Sergeant Major to serve as Human Resources Command 31E Senior Career Manager NCO (31E)
- received the Order of the Marechaussee for his exceptional dedication, competence, and contribution to the Military Police Regiment (ALL)
- assumed duties as FORSCOM's worldwide sourcing officer for all military working dog missions ensuring all Combatant Command force requirements were met (31K)
- nominated and selected to perform duties as the Army Corrections Command Operations Sergeant; responsible for the oversight of six Army Correctional Facilities (31E)

#### **INTELLECT**

#### **DID NOT MEET STANDARD**

- undermines what it means to be a Soldier, let alone a leader (ALL)
- lacked interpersonal tact; displayed a combative attitude; degraded the camaraderie and Esprit De Corp of the organization through his actions (ALL)
- irresponsible actions resulted in the loss of his credentials from his Privately Owned Vehicle while on leave (31D)
- failed in judgment during a meeting with US Secret Service by making inappropriate comments, which resulted in being asked not to return to any future meetings (31D)

[Type here]

- failed to follow prisoner accountability procedures, resulting in a prisoner escaping from his assigned area (31E)
- failed to meet the minimum requirements on a written exam resulting in the dismissal from the Senior Leaders Course (ALL)
- displayed poor leadership ability; failed to set the example for peers and subordinates through unlawful use of alcohol in a deployed environment (ALL)
- her kennels were unsatisfactory on the Annual Kennel and Inspection Assessment (AKIA) (31K)
- does not possess ability to make sound decisions when interacting with uncooperative prisoners (31E)
- made poor personal choices which set the conditions for a catastrophic event which effected his personal life, job performance, and unit readiness (ALL)
- failed to successfully perform the (XXXX) duties of Military Working Dog Program Manager (31K)
- failed as a First Sergeant to properly counsel Soldiers monthly that were enrolled in Amy Body Composition Program (ALL)

#### **MET STANDARD**

- performed the duties of Explosive Custodian without incident, injury, or loss of accountability (31K)
- utilized rating period as the evidence custodian, provided a novel storage concept for digital media, adopted by the BDE as a standard (31D)
- mission focused preliminary marksmanship instruction resulted in 100% qualification of his squad on all assigned weapons (ALL)
- displayed strong credence in the preservation of military customs by leading and supporting NCODPs, as well as a myriad of ceremonies honoring Soldiers and leaders (ALL)
- his kennels was awarded a “satisfactory” on the Annual Kennel and Inspection Assessment (AKIA) (31K)
- planned and executed five training sessions with MPI and social work services on child abuse investigation techniques including evidence collection and crime scene photography (31D)
- expertly trained 60 Behavioral Science Consultation Teams in detention operations awareness prior to their deployment in support of combat operations (31E)
- improved efficiency of company operations with his knowledge, increasing timeliness submission of awards and NCOER (ALL)
- ensured the ACOM MWD Program operated within the regulation and was in compliance with command policies (31K)
- served as USDB Watch Commander; responsible for the safety, custody and control of approximately 450 prisoners during his tour of duty (31E)

#### **EXCEEDED STANDARD**

- constantly perusing educational goals, earned 12 Semester Hours from an accredited university, earning an Associate’s degree (ALL)
- used prior experience and innovative training techniques to increase the certification standard from 28% to 66%; greatly prepared Soldiers for the challenges of contingency operations (31K)
- ensured each agent in the organization was trained on the newly implemented DNA collection requirements directed by USACIDC (31D)
- performed as the advance agent, for Army Chief of Staff detail, on missions to NYC and San Antonio interacting with multiple federal, state and local agencies (31D)

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- strived to seek self-improvement by completing 8 credit hours towards his Bachelor's Degree in Criminal Justice with an overall GPA of 3.85 (ALL)
- meticulous attention to detail and flawless execution of a full honor funeral, led to his selection by the BDE CSM to train and validate the brigade color guard team (ALL)
- his/her knowledge and experience were instrumental in achieving an excellence rating on the Annual Kennel and Inspection Assessment (AKIA) (31K)
- conducted a Personal Security Vulnerability Assessment of the CENTCOM Commander in theater and CONUS (31D)
- mentored five Noncommissioned Officers in her platoon to receive their certification as a certified corrections supervisor through the American Correctional Association (31E)
- selected over three other senior MSGs to assume the role of Company 1SG (ALL)
- implemented a forcing function across the ACOM that resulted in the 100% recording of Military Working Dog team data; information not previously captured throughout the Army (31K)
- expertly planned, supervised and managed over 5,000 detainee transfers to the Iraqi Government (31E)
- Selected over other senior MSGs to assume the role of Battalion 1SG (31D)

#### **FAR EXCEEDED STANDARD**

- constantly pursuing educational goals, earned 12 Semester Hours through an accredited university, earning his Bachelor's degree (ALL)
- his Military and tactical knowledge were integral in the certification, deployment and success of six dog teams under his supervision; enhanced mission readiness and support to the war fighting functions (31K)
- remunerated as the SGL of ALC for three out of four classes receiving Honor graduate, a direct reflection of his expert-level of proficiency of the technical aspects of his field (31D)
- served as lead on District of Columbia movement of the Secretary of Defense, by engaging in thorough and thoughtful assessments of an ever changing environment during the rated period (31D)
- selected by the Battalion Command Sergeant Major to perform duties as Joint Regional Correctional Facility (JRCF) Watch Commander; normally a Sergeant First Class position (31E)
- performed exemplarily as Kennel Master; his/her kennels was identified as the Kennel of the year for (X)COM (31K)
- selected by the Brigade Command Sergeant Major to perform duties as the United States Disciplinary Barracks (USDB) Watch Commander; normally a Master Sergeant position (31E)
- completed 6 semester hours of post-graduate education toward his Master's Degree from an accredited university (ALL)
- received a superior rating during the HQDA HHA; resulted in two Army Best Practices that were passed onto other ACOMs for their use and employment (ALL)
- selected by the Command Sergeant Major of Army Corrections Command to deploy as the Senior Detention Advisor in support of OEF (31E)

## **LEADS**

### **DID NOT MEET STANDARD**

- failed to live up to the creed of the NCO; used his grade and position to receive pleasure/ profit / personal safety (ALL)
- did not enforce regulatory standards of AR 190-12; failed to ensure monthly inventories and training records were completed in the absence of the incumbent (31K)
- counseled for repeated inappropriate relations with sexual assault victims (31D)
- failed to set example while riding with junior Soldier in POV which resulted in Soldier receiving a DUI (ALL)
- The Kennel Master has been reprimanded for violation of the Army's SHARP and EO program (31E)
- received non-judicial punishment for failing to follow Standard Operating Procedures while performing duties as a Watch Commander at the Joint Regional Correctional Facility (JRCF) (31E)
- fostered an environment of fear and intimidation through toxic leadership; received a General Officer Memorandum of Reprimand for his actions (ALL)
- his/her behavior during the conduct of MWD Certifications was found unprofessional and not in compliance with Army Values (31K)
- relieved of duty for not following Standard Operating Procedures while performing duties as a Watch Commander at the United States Disciplinary Barracks (USDB) (31E)

### **MET STANDARD**

- fostered a learning environment free of sexual assault and sexual harassment; created a climate of dignity and respect for all Soldiers (ALL)
- coordinated and supervised three health and welfare inspections enabling commanders to maintain good order and discipline of their units (ALL)
- motivated self and Soldiers to accomplish a half marathon, two 10K and four 5K runs during a nine month deployment (31D)
- ensured all USDB Special Housing Unit(SHU) policies and Standard Operating Procedures were followed; kept the SHU NCOIC constantly informed on all issues (31E)
- molded an inexperienced platoon into a superior community law enforcement asset that ultimately provided countless hours of community protection (31B)
- Performed the duties of the Ft. X Kennel Master, a large kennel consisting of 30 Military Working Dogs, and 31 subordinates without incident (31K)
- led, developed and executed company level riot control training during company Field Training Exercise (31E/31B)
- supported the Army's EO and SHARP programs by fostering an environment free of discrimination and harassment through training and by his own example (ALL)
- successfully performed the duties of Military Working Dog Program Manager for (XX) kennels, consisting of (XX) Military Working Dog teams (31K)
- dedicated to Soldier welfare resulting in a positive section climate of trust, teamwork, and job satisfaction (ALL)

## **EXCEEDED STANDARD**

- recognized with the Military Outstanding Volunteer Service Medal for volunteering over 100 hours of his personal time to the local community (ALL)
- exercised disciplined initiatives by adapting to unique challenges by flawlessly leading 21 MWD related missions; increasing operational readiness for the entire installation (31K)
- selected above peers to run the most complex investigations within the office, despite being the most junior (31D)
- selected as the Battalion Drill Sergeant of the Quarter (ALL)
- lead platoon during a complex attack in \_\_\_\_\_ directing fires on enemy positions while maintaining command and control of dismounted elements; multiple valorous awards wear earned after the engagement (ALL)
- provided trained and certified teams for 100% of the Military Working Dog deployments and missions tasked with, without death, injury or loss of handlers, or MWDs (31K)
- planned and executed the Brigade Correctional Academy Pre-Service Program; responsible for certifying all newly correctional specialist prior to being assigned duties in correctional facility (31E)
- emphasized safety and maintenance standards which ultimately lead to 50 Soldiers being awarded the Drivers Badge-Wheeled Vehicles, and three awarded the Mechanics Badge (ALL)
- mentored Kennel Masters and TRNG NCOs which improved the TRADOC's MWD certification rates by 40% while increasing the AKIA readiness ratings above 93% (31K)
- selected as First Sergeant by the Army Corrections Command and Military Police Regimental Command Sergeants Major of the 31E Advance Individual Training Company (AIT) (31E)
- Maintained accountability/responsibility of Battalion evidence program for 5 evidence rooms dispersed throughout Germany (31D)

## **FAR EXCEEDED STANDARD**

- exhibited an unrelenting pursuit of excellence; selected as the Maneuver Support Center of Excellence Non-Commissioned Officer Academy NCO of the quarter (ALL)
- effectively exercised mission command by interpreting BDE commanders intent and integrating seven MWD teams in support of BDE MRX and Unified Land Operations (31K)
- led a team of three Soldiers during the examination of 14 digital media devices for a high profile sexual assault case which had national news attention (31D)
- led a detail of five Soldiers on a six day mission to Paris providing protection for the Army Chief of Staff, receiving praise from the Chief and his senior staff (31D)
- under his direction and leadership the Force Protection and Training section received 99.7% rating during the American Corrections Association Accreditation (31E)
- competed and selected as the Fort Leonard Wood Drill Sergeant of the year (31B/31E/31K)
- recognized with the SFC Jeanne M Balcombe Leadership award for Military Police Senior Leaders Course (ALL)
- as a SFC, was selected for assignment as an ACOM MWD Program Manager, A MSG Position (31K)
- responded with cell extraction team to prisoner attempting to cause self-harm; resulted in saving prisoner's life (31E)
- managed over 500 contract working dogs, 199 Military Working Dogs, 31 kennels, 5 Military Working Dog Program Managers, and one canine advisory team flawlessly in the theater of operations (31K)
- performed expertly in Facility SGM position as a MSG for 12 months (31E)



[Type here]

- Led Battalion with a 10 geographically dispersed detachments; responsible for felony investigations in 5 different states (31D)

## **DEVELOPS**

### **DID NOT MEET STANDARD**

- failed to motivate his Soldier to pass two consecutive APFT resulting in the Soldier being separated from the Army (ALL)
- took an apathetic approach to the health and welfare of troops; his entire squad failed to meet the height and weight standard (ALL)
- insensitive leader who did not display empathy or understanding of the multi-cultural climate of the Army; made disparaging remarks not conducive with a positive climate (ALL)
- demonstrated and displayed favoritism which affected moral and discipline within his squad (ALL)
- failed to plan ahead and manage current training requirements; changed the training plan without request or approval (ALL)
- perception of favoritism affected morale and discipline within the platoon (ALL)
- His/her failure has resulted in XX number of deployment red-sheets; could not support the ACOM with dog teams and personnel that are fully mission capable on XX number of taskings (31K)
- failed BN evidence program during recent IG inspection (31D)
- failed to certify platoon on essential correctional tasks during Brigade evaluation (31E)
- failed to develop subordinates; did not perform mandatory NCO-ER performance counseling (ALL)
- failed the bi-annual HQDA Army Protection Program Assessment (APPA) (ALL)
- failed to report EO and SHARP complaints thru Chain of Command (ALL)

### **MET STANDARD**

- mentored all of his Soldiers to enroll and successfully earn college credit through an accredited university (ALL)
- successfully managed 6 MWD team squad resulting in 2 MWD teams supporting United States Secret Service missions, and 1 MWD team deployment (31K)
- exhibited a positive attitude, inspiring a can-do spirit in peers and subordinates (ALL)
- supports and enforces Army EO and SHARP policies (ALL)
- mentored four overweight Soldiers and 3 APFT failures to meet the standard and raised his platoon's average 25 points for an overall average of 250 points (ALL)
- personified the Platoon Sergeant role of teacher and trainer; mentored all Soldiers in the platoon in the understanding of enforcement of rules and regulations (ALL)
- as Kennel Master successfully managed the DA6 to ensure consistent MWD Patrols were available as requested by the Provost Marshal (31K)
- encouraged the growth and development of Soldiers through individual learning; resulted in the completion of 270 hours of college and over 7,000 hours of ACCP (ALL)
- conducted over (XX) required Annual Kennel Inspection Assessments (AKIA), and Military Working Dog certifications required within the ACOM (31K)
- assisted in the development of all Army Training Support Package (TSP) on the collection of evidence from captured detainees (31E)

## **EXCEEDED STANDARD**

- developed a training plan for the MWD teams at his kennels that resulted in a 10% increase to the number of MWD teams certified (31K)
- assisted other Soldiers with their investigations, routinely sacrificing personal time, a true testament to her dedication to duty and teamwork (31D)
- performance as a squad leader was instrumental in company winning the Army Corrections Command Brigadier General Barr Award for best Detention Company (31E)
- supervised the certification of 80 Soldiers on 19 collective tasks and 34 law enforcement tasks which greatly enhanced the units METL proficiency (31B)
- MWD teams from his kennels participated in the X Military Working Dog competition and were awarded 1<sup>st</sup> place (31K)
- created arrival and departure training scenarios and conducted training on scenarios at Hogan's Alley, increasing the Detachments mission set (31D)
- expertly trained and certified over 100 Brigade Combat Team Soldiers on critical tasks required to perform the detainee operations in CENTCOM area of responsibility (31E)
- mentored Soldiers to excel at NCOES; resulted in two Distinguished Honor Graduates; five commandant's list, and two leadership awards (ALL)
- supervised the planning and coordination for the German Armed Forces Proficiency Badge for the company; 20 Soldiers were awarded the badge (ALL)
- mentored future MWD Program Managers; ensured a detailed understanding of the Program Objective Memorandum and Management Decision Package development (31K)
- awarded Coin of Excellence from USDB Command Sergeant Major for improving Quality of Live environment for single Soldiers residing in Single Soldier Quarters (ALL)

## **FAR EXCEEDED STANDARD**

- developed his Soldier to win the Company/ Battalion/ Brigade/Division/ Installation/ Army Soldier of the year (ALL)
- developed a training plan that resulted in being awarded 1<sup>st</sup> place drug detector dog in the Department of Defense MWD competition (31K)
- conducted a Crime Prevention Survey which assisted the Commanding General, 1<sup>st</sup> Cavalry Division, to establish property accountability procedures (31D)
- developed and led the company's special fitness program; which 15 Soldiers improved their physical fitness by passing the Army Physical Fitness Test (ALL)
- mentored two Staff Sergeants who were selected for promotion to SFC with in his platoon (ALL)
- his kennels was selected for, hosted, and expertly conducted the ACOM Military Working Dog program annual competition at Ft. X (31K)
- selected as detention operations subject matter expert over 15 SFCs to train non correctional Soldiers on the setup and operation of a Detainee Holding Area (DHA) (31E)
- developed a formal orders process for Explosive Detector Dog support to United States Secret Service missions which ensured 100% mission success (31K)
- coordinated the transfer of over 3,000 detainees from the Point of Capture to the Theater detention facility without incident (31E)

## **ACHIEVES**

### **DID NOT MEET STANDARD**

- reported to work under the influence of alcohol and was unable to execute his duties (ALL)
- follows orders under supervision but does not attempt to be an independent problem solver (ALL)
- Continues to fail certification with an 85% detection proficiency after 3 attempts and 6 months of training (31K)
- section/squad failed multiple vulnerability tests resulting in the decreased security of the facility (31E)
- his efficiency and effectiveness on duty did not carry over to his off duty conduct (ALL)
- demonstrated a lack of leadership skill; lacks the confidence, managerial skills, and ability to make immediate decisions without supervisor's guidance (ALL)
- as a result of his/her training plan the XXX kennels has no certified dogs to support the installation or ACOM; certification rate has plummeted since their arrival (31K)
- failed to maintain current qualifications with platoons assigned weapon systems (ALL)
- failed to meet suspense requirements, submitted 3 of 7 NCOERs late (ALL)
- his/her inaction/action directly led to a (XX%) decrease in MWD certification rates across the ASCC (31K)
- failed to complete Structured Self Development (SSD) IV requirements; making him ineligible to be considered for Sergeant Major (ALL)

### **MET STANDARD**

- assisted in maintaining 100% accountability of all facilities and equipment valued at over \_\_\_\_ (ALL)
- certified with her Patrol Explosive Detector Dog with a 95% detection proficiency and 10% false response ratio (31K)
- received American Corrections Association certification as a Corrections Officer (31E)
- trained his platoon during STX, CLFX, and MRE in deployment preparation, resulting in 100% first time GOs during the battalion external evaluation (ALL)
- as a result of his/her optimum training plan the percent of certified Military Working Dog teams was maintained and is on par with the ACOMs average (31K)
- reinvigorated the unit NCODP program focusing NCOs on critical skills required of effective leaders (ALL)
- performed an integral role as the 1SG; his leadership, expertise and high standards had a profound impact on the Company's ability to function over his tenure (ALL)
- maintained satisfactory certification rates of Military Working Dog teams within the ACOM (31K)
- ensured commanders intent by accomplishing all assigned missions and tasks to standard (31E)

### **EXCEEDED STANDARD**

- emphasized safety through extensive Risk Management; responsible for the unit earning the Army Safety Award for the second consecutive year (ALL)
- encouraged critical thinking for subordinate leaders by creating challenging and complex training scenarios resulting in three junior handlers achieving a first time go at MACOM Certification (31K)

[Type here]

- elicited a confession from a rape subject in a challenging case with virtually no other evidence (31D)
- as a junior staff sergeant, was selected as a platoon sergeant in a MToE Detention Company; his platoon was rated best in the battalion (31E)
- maintained the highest certification rate in his/her ACOM; certification is X% higher than any other kennel (31K)
- implemented a rigorous Special Emphasis PRT program that removed 12 Soldiers from the Army Body Composition Program (ALL)
- established a mentorship program for newly assigned DA Certification Authorities ensuring equitable standards for all working dog certifications across FORSCOM (31K)
- received American Corrections Association certification as a Corrections Supervisor (31E)
- earned the Army Basic Instructor Badge during the rated period (ALL)

#### **FAR EXCEEDED STANDARD**

- selected by the Military Police Regimental Command Sergeant Major from a world wide selection process to serve as a Small Group Leader for ALC (ALL)
- exhibited impeccable foresight and long term planning abilities through development of three individual MWD training plans resulting in 20% certification increase (31K)
- inducted into the Sergeant Audie Murphy Club during rated period (ALL)
- earned the Army Master Instructor Badge; completed over 880 hours of instruction in addition to all the mandated requirements (ALL)
- earned the Army Senior Instructor Badge; completed over 400 hours of instruction in addition to all the mandated requirements (ALL)
- his/her high standards of training resulted in the highest military working dog certification percentage in (Brigade or ACOM) (31K)
- trained and led a team of three correctional specialist to compete and win the annual Military Police Warfighter Challenge (ALL)
- essential in his company winning the JP Holland award for the best MP company in the Army (ALL)
- personally selected to serve on two Army level Tiger Teams and the MWD Critical Task Selection Board; HQDA, HRC and USAMPS all consider him a SME (31K)
- mentored and guided his company as a First Sergeant to compete and win the Army Corrections Command Brigadier General Barr Award for best Detention Company (31E)

## **35 CMF**

### **CHARACTER**

#### **DID NOT MEET STANDARD**

- was the subject of a substantiated EO complaint
- failed to consistently adhere to rules, regulations, or standard operating procedures
- inconsistently demonstrated Duty and Selfless Service; often failed to complete tasks on time or to standard

#### **MET STANDARD**

- epitomized warrior ethos; a role model for MI Soldiers to emulate

[Type here]

- took action at every opportunity to improve the situation of Soldiers and their families
- models the Army values; promotes those values in others

## **PRESENCE**

### **DID NOT MEET STANDARD**

- failed last record APFT with a score of 160
- failed height and weight standards; entered into the Army Body Composition Program
- allowed professional standards to lapse in personal appearance, demeanor, and actions

### **MET STANDARD**

- projects a professional image of authority
- displays sound health, strength, and endurance that support emotional health
- displays composure, confidence, and mission-focus under stress

### **EXCEEDED STANDARD**

- displayed a high level of physical fitness by consistently scoring over 250 points on the APFT
- improved the platoon physical fitness program which led to a 253 APFT average, an increase of 10 points
- managed stress and inspired Soldiers to provide mission essential intelligence and threat warnings to elements of four Battalions operating at seven locations

### **FAR EXCEEDED STANDARD**

- displayed a high level of physical fitness by consistently scoring over 270 points on the APFT and maintaining the Army Physical Fitness Badge
- improved the company physical fitness program which led to a 263 APFT average; 37% of Soldiers scored 270 or above, a 19% increase, the second best average in BDE
- selected as NCO of the Month in a highly competitive program based on knowledge, composure, confidence, and professionalism

## **INTELLECT**

### **DID NOT MEET STANDARD**

- scored 1+/1+ on the Defense Language Proficiency Test (DLPT) in primary language; failed to meet the Army standard of 2/2
- demonstrated a lack of proficiency in technical aspects of job; resulted in an inability to supervise and manage subordinates effectively
- demonstrated lapses in self-awareness when interacting with others; displayed inappropriate behavior and a lack of tact on numerous occasions

### **MET STANDARD**

- scored 2/2 on the Defense Language Proficiency Test (DLPT) in primary language; met the Army standard in a Category IV language
- completed 12 college semester hours with a 3.0 GPA
- completed Structured Self Development (appropriate level)

### **EXCEEDED STANDARD**

- scored 2+/2+ on the Defense Language Proficiency Test (DLPT) in primary language; exceeded the Army standard of 2/2 in a Category IV language

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- completed 24 college semester hours with a 4.0 GPA while serving as the lead CI agent on three cases; worked extensive hours and met all mission requirements
- completed the Defense Strategic Debriefing Course (DSDC)

#### **FAR EXCEEDED STANDARD**

- scored 3/3 on the Defense Language Proficiency Test (DLPT) in primary language; exceeded the Army standard of 2/2 in a Category IV language
- completed 35 college semester hours with an overall GPA of 3.62 to earn an Associate of Applied Science in Intelligence Operations
- completed (MOS enhancing course/certification) during rating period

#### **LEADS**

#### **DID NOT MEET STANDARD**

- demonstrated behavior inconsistent with Army Values by driving under the influence of alcohol with a BAC of 0.086%
- failed to conduct proper risk assessments or react when risk factors increased; resulted in 3 Soldiers injured during the rating period
- information dissemination was inconsistent and often untimely; resulted in a lack of trust among subordinates and supervisors

#### **MET STANDARD**

- integrated 3 new Soldiers to the unit and trained them in LLVI operations using unit SOPs and prior combat experience; capitalized on individual strengths
- supervised 3 Soldiers in completing the Counterintelligence Probationary Program to standard in a timely manner
- led two teams during two Field Training Exercises; taught interrogation and MSO tasks to 8 Soldiers; improved Soldier performance and confidence

#### **EXCEEDED STANDARD**

- mentored 3 Soldiers in completing the Counterintelligence Probationary Program 90 days ahead of standard through diligent coaching and counseling
- organized and executed a SIGINT STX; received praise from the BN leadership
- generated, implemented, and enforced SOPs for the Brigade Translation Cell, Battalion ISR requests, local Tip Lines, and Counterintelligence Screenings

#### **FAR EXCEEDED STANDARD**

- awarded the Knowlton Award for outstanding leadership, technical expertise, integrity, moral courage, and contributions to Military Intelligence
- organized and executed a combined CI/HUMINT FTX; praised by the BDE Commander as the best of its kind and adopted as the BN FTX model
- supervised 25 NCOs and 44 civilians to properly train over 350 AIT students in Interrogations/MSO; consistently recognized for professionalism in AARs

## **DEVELOPS**

### **DID NOT MEET STANDARD**

- failed to motivate and assist in the growth of others; none of his subordinates completed any military or civilian education during the rating period
- failed to begin or complete any military or civilian education; reluctant to accept responsibility for development and improving organizational effectiveness
- failed to ensure that subordinates completed mandatory annual training

### **MET STANDARD**

- supervised and conducted quarterly and annual CI Awareness training events for over 80 personnel; resulted in all DTRA personnel trained to Department of Defense standards
- served as trainer and Senior Observer/Controller for the Battalion Validation Exercise; trained and validated over 40 Soldiers in counterintelligence skills
- conducted squad level training to certify 6 Soldiers in operation of the Prophet Spiral system; increased Soldiers' skill sets and unit readiness

### **EXCEEDED STANDARD**

- created and instituted a Battalion level training plan for MOS 35S; provided junior NCOs with MOS professional development during a non-traditional duty assignment
- emphasis on development and management of personnel resulted in 13 Soldiers attending MOS enhancing training and 5 personnel attending NCOES
- coordinated training to ensure that 12 language qualified Soldiers maintained proficiency; eight of them exceeded Army standards on the DLPT

### **FAR EXCEEDED STANDARD**

- served as the primary instructor for Interrogation Planning for 200 Soldiers which resulted in a 92 percent first time go on the Interrogation Performance Test
- developed a company training plan that resulted in 91% of counterintelligence probationary agents achieving certification 90 days ahead of standard
- trained, mentored, and empowered NCOs to lead from the front; resulted in four NCOs recognized with the Knowlton Award for achieving high standards

## **ACHIEVES**

### **DID NOT MEET STANDARD**

- failed to supervise subordinates; relieved for inefficiency and replaced by junior NCO
- failed to manage priorities of work; missed 3 mission critical deadlines
- failed to maintain property accountability; lost equipment valued in excess of \$10,000

### **MET STANDARD**

- provided over 70 Counterintelligence and Force Protection (FP) briefings and debriefings to over 300 personnel; increased awareness of FP threats
- conducted HUMINT capabilities briefings so that supported units could better understand how to properly employ HUMINT
- maintained accountability of all assigned equipment with zero losses or damage

### **EXCEEDED STANDARD**

- led team to produce over 350 Intelligence Information Reports resulting in actionable intelligence and the prosecution of 5 HVTs



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- led the detachment in the production of Intelligence Information Reports (IIRs) and consumer evaluations of IIRs; 53% and 82% respectively
- supervised the installation and testing of an antenna system at a remote site; saved the organization \$10,000 in installation fees

#### **FAR EXCEEDED STANDARD**

- supervised eight HUMINT teams and two LLVI teams resulting in the production of 4000 SIGINT reports, 1500 HUMINT reports and the prosecution of 35 HVTs
- prioritized safety in all operations, including three small arms ranges and three field exercises; led to the company earning the Army Safety Streamer and no AGARs
- developed and enforced a HUMINT SOP and long-range training plan including MOS enhancing courses; set the standard for BCT HUMINT training

## **36 CMF**

### **CHARACTER**

#### **DID NOT MEET STANDARD**

- failed to report SHARP incident
- displayed questionable leadership ability; failed to set the example for peers and subordinates
- inconsistent commitment to the Army values, relieved for misconduct

#### **MET STANDARD**

- outstanding Financial steward professionally managed the organizations funds
- ensured all Soldiers adhering to SHARP programs; provide mandatory training for assigned personnel
- committed to excellence by providing purpose, direction, and motivation to Soldier, while completing 100% of all tasks

### **PRESENCE**

#### **DID NOT MEET STANDARD**

- failure to maintain Army Body Composition requirement
- substandard appearance and military bearing; doesn't look like a Soldier
- fails to understand the importance of his position, avoids responsibility when possible

#### **MET STANDARD**

- sharp Military appearance displayed at all times
- has a clear understanding of all factors of his job, uses a variety of techniques to get the job done
- pursued all tasks and meets minimum requirements
- ensured no security violations while sanitizing hundreds of classified documents for dissemination

#### **EXCEEDED STANDARD**

- created a physical fitness program for the Soldiers; which help to improve the physical readiness of the section by \_\_\_\_%
- supervised and rehabilitated subordinate Soldier who was on the ABCP; resulted in the Soldier losing more than \_\_\_\_% body fat



[Type here]

- led marginally fit Soldiers to excel

#### **FAR EXCEEDED STANDARD**

- earned 300 on APFT
- platoon APFT average increased by 20 points as a direct result of commitment to PRT support and Soldier readiness
- completed Master Fitness Course/Earned Cross fit certification

#### **INTELLECT**

##### **DID NOT MEET STANDARD**

- lack of knowledge hinders ability to make decisions
- failed to take charge in the absence of superiors
- unable able to separate personal views from facts, beliefs and assumptions

##### **MET STANDARD**

- selected to work in the S-1 section due to his/her expertise in the personnel accountability arena and ability to multi-task
- performed well in a disbursing section due to expertise in cash handling and attention to detail
- currently enrolled in an Institution of higher learning

##### **EXCEEDED STANDARD**

- implemented program that increased the Brigade's overall operational readiness rate from \_\_\_\_% to over \_\_\_\_% in \_\_\_\_ months
- completed modules toward Defense Financial Management certification
- selected to validate FM training as a member of the OST Team of observers

##### **FAR EXCEEDED STANDARD**

- completed a Bachelors or Master's degree; maintained a \_\_\_\_ GPA
- selected to be subject matter expert for FM training in Corp/Division/Brigade
- selected for induction into the Sergeant Morales Club/ Audie Murphy Club
- earn Certified Defense Financial Management

#### **LEADS**

##### **DID NOT MEET STANDARD**

- consistently failed FM inspections (Internal Control/Quality Assurance, etc)
- unprofessional leadership
- fails to provide guidance, support or confidence to his subordinates

##### **MET STANDARD**

- ensured the Soldier in platoon were informed and complied with various suspense's in preparation for the mission
- influenced and mentored two Soldiers thru Advance Leader Course and one made the commandant list
- ensured 100% of military leave and pay transactions were processed, exceeding DOD timeliness standards

##### **EXCEEDED STANDARD**

- subject matter expertise in many FM function has made him/her an invaluable asset to the section and the command
- continuously seeks ways to improve Audit Readiness

[Type here]

- demonstrated excellent technical and tactical knowledge as a Platoon Sergeant for over 45 days during Platoon Sergeant 's absence

#### **FAR EXCEEDED STANDARD**

- served in a SGM position as a MSG while his unit deployed to\_\_\_\_\_ for \_\_\_\_ months, returning with no incidents and high morale
- selected as Detachment Sergeant , a position one ranks above his own and ahead of peers, without any short comings
- selected to perform duties as Platoon Sergeant; obtained excellent results

#### **DEVELOPS**

##### **DID NOT MEET STANDARD**

- does not use his free time to improve his knowledge of his MOS to become a more efficient and better leader
- limited leadership skills resulting in low morale or mission failure
- failed to lead Soldiers to complete missions in a timely manner

##### **MET STANDARD**

- promoted esprit-de-corps in the section by participating in off-duty functions and coordinating team building activities
- technically and tactically proficient
- pushed Soldiers to complete Structured Self Development Courses
- cross trained personnel to ensure mission success while section operated at reduced strength

##### **EXCEEDED STANDARD**

- developed courses to train new lessons ensuring a smooth transition into future FM systems
- single handedly organized FM workshops attended by 3 star level FM leadership displayed expert planning and resource management
- incorporated real life scenarios while creating a rigorous learning environment

##### **FAR EXCEEDED STANDARD**

- mentored and trained Soldiers to win Brigade/Battalion/Regimental Soldier Boards
- mentored and trained Soldier to earn induction into Audie Murphy/SGT Morales Club
- Works until the mission is completed; carries over into section ethics

#### **ACHIEVES**

##### **DID NOT MEET STANDARD**

- failed to improve Finance Ops measurements/percentage for the Brigade/Battalion; overall percentage does not meet DFAS standards
- failed to maintain standards and allowed Section rating to decrease from Excellent to Satisfactory
- failed to meet DOD FM certification timelines 42A CMF Organizational

##### **MET STANDARD**

- task oriented and detail minded; completes assignments
- unparalleled ability to multitask and achieve outstanding results
- set stringent, yet achievable, performance standards for subordinates

##### **EXCEEDED STANDARD**

- Inspired Soldier in her platoon to achieve Soldier of the Year honors

[Type here]

- mentored a substandard Soldier in an effort to improve their run; resulted in the SM passing the APFT run event after numerous previous failures
- Result driven; awarded the Towson medallion by the Finance Corps

#### **FAR EXCEEDED STANDARD**

- completed online \_\_\_\_\_ course, resulting in an average score of 95% or better
- disbursed \$\_\_\_\_\_ with no loss, over a \_\_\_\_ period
- achieved an interest penalty of \_\_\_\_ exceeding the DA Joint Reconciliation Program goals of 95%; saved \$\_\_\_\_\_ on contractual discounts
- coached team to place first in Post Tournament

#### **CHARACTER**

##### **DID NOT MEET STANDARD**

- Failed to report or intervene when witnessing a SHARP incident
- displayed questionable leadership ability; failed to set the example for peers and subordinates
- fails to live up to the Army values and places no moral emphasis on the Warriors ethos

##### **MET STANDARD**

- Fostered a climate of dignity and respect by adhering to SHARP programs; ensuring the fair and respectful treatment of assigned personnel
- Committed to excellence and exudes quality in all tasks, both assigned and implied

#### **PRESENCE**

##### **DID NOT MEET STANDARD**

- took an apathetic approach to the health and welfare of troops; resulted in entire squad failing to meet the height and weight standard
- failed to meet height and weight requirement/ pass APFT or make any progress
- NCO displayed substandard appearance and military bearing for NCO of his maturity

##### **MET STANDARD**

- Profile does not hinder duty performance
- Always presented a Soldierly appearance at all times; military bearing is never in question
- Pursued all tasks and meets minimum requirements

##### **EXCEEDED STANDARD**

- Implemented a physical fitness program for the section; which help to improve the physical readiness of the section by \_\_\_\_%
- Completed Master Resiliency Course
- Completed Brigade S1/HR Plans and Ops Course earning Commandant's list

##### **FAR EXCEEDED STANDARD**

- Achieved a 300 on APFT earning the Physical Fitness Badge
- Platoon APFT average went up 25 points or more on most recent APFT
- Completed Master Fitness Course

[Type here]

## **INTELLECT**

### **DID NOT MEET STANDARD**

- unable to multitask in a high OPTEMPO area, due to lack of knowledge
- failed to assume duties and responsibilities as a Senior NCO in the absence of superiors

### **MET STANDARD**

- Selected by incoming G1 to work in the strength section due to his/her expertise in the personnel accountability arena

### **EXCEEDED STANDARD**

- Proved time after time to be the most reliable and competent NCO in the company and definitely a positive multiplier for the Brigade
- Selected to be subject matter expert for HR training in Corp/Division/Brigade

### **FAR EXCEEDED STANDARD**

- Inducted into the Aude Murphy/SGT Morales Club
- Chosen by superiors to work on Corp/Division/Brigade Staff

## **LEADS**

### **DID NOT MEET STANDARD**

- unprofessional leadership style degraded squad moral by failing to provide guidance, support or confidence to his subordinates

### **MET STANDARD**

- Ensured the Soldier in platoon were informed and complied with various suspense's in preparation for the mission

### **EXCEEDED STANDARD**

- Took charge in the absence of detailed instructions; subject matter expertise in many HR function has made him/her an invaluable asset to the section and the command
- Continuously seeks ways to improve the BN HR Metric

### **FAR EXCEEDED STANDARD**

- Innovative leadership style were key in the Division G1/Brigade S1 receiving consistent excellent rating during \_\_\_\_\_ IG Command Inspections
- Selected by Corp/Division G1 as the best Brigade/Battalion S1 within area of responsibility

## **DEVELOPS**

### **DID NOT MEET STANDARD**

- Limited leadership skills resulting in low morale or mission failure
- Failed to lead Soldiers to complete missions in a timely manner

### **MET STANDARD**

- Promoted esprit-de-corps in the section by participating in off-duty functions and coordinating team building activities

### **EXCEEDED STANDARD**

- Single handedly organized the unit's Organizational Day which incorporated HHC, students, Civilians, and cadre
- Developed a good working relationship in a hostile environment improving morale

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#### **FAR EXCEEDED STANDARD**

- mentored and trained Soldiers to win Brigade/Battalion Soldier of Month/Quarter/Year
- mentored and trained Soldier to be inducted into Audie Murphy/SGT Morales Club

#### **ACHIEVES**

#### **DID NOT MEET STANDARD**

- Failed to improve the HR Metrics percentage for the Brigade/Battalion; overall percentage does not meet Army standards

#### **MET STANDARD**

- task oriented and detail minded; completes assignments

#### **EXCEEDED STANDARD**

- Demonstrated attention to detail with overdue DD93's and SGLV's bring the Brigade percentage from \_\_\_\_\_% overdue to within the Army Standard of less than 2%
- Motivated Soldiers in platoon/section to be removed from overweight program

#### **FAR EXCEEDED STANDARD**

- Commended by the \_\_\_\_\_ for weekly consolidation, review, and timely submission of the Division PERSTAT; over \_\_\_\_\_ Soldiers accounted for at any time

## **42R CMF**

#### **CHARACTER**

#### **DID NOT MEET STANDARD**

- continuously argued with seniors and peers in the organization presenting a lack of professionalism while diminishing unit morale
- demonstrated a lack of concern for his staff and their family by failing to strike a balance between work and family obligations
- presented a toxic leadership style unacceptable in today's Army

#### **MET STANDARD**

- a passionate Senior Leader dedicated to caring for Soldiers and upholding Army values
- displayed a can-do attitude at all times helping to promote Army values in every Soldier in the organization
- demonstrated unquestionable loyalty and integrity as a valued advisor to the NCOA
- Commandant on all NCOES matters

#### **PRESENCE**

#### **DID NOT MEET STANDARD**

- failed his most recent record APFT with a score of 178
- presented an unkempt appearance and was not in compliance with the Army Body Composition Program
- was counseled several times on his lack of proper personal hygiene

#### **MET STANDARD**

- displayed confidence and enthusiasm while serving under high OPTEMPO conditions as

[Type here]

- part of the ASOM NCOA
- dedicated to improving his fitness level with a recent improvement of 20 points from his last APFT and an overall score of 255 points
- presented a thin, fit appearance at all times

#### **EXCEEDED STANDARD**

- earned his first COA for achieving a 290 on the APFT; dedicated to his personal fitness regime
- as Deputy Commandant of the NCOA, he inspired his SGLs to achieve an academy average of 275 on the unit APFT
- displayed the unwavering immaculate appearance the Army needs in its senior leaders

#### **FAR EXCEEDED STANDARD**

- scored a 300+ on the most recent APFT earning his tenth consecutive COA for fitness excellence; absolutely dedicated to exceptional personal fitness
- displayed the highest level of confidence, enthusiasm and impeccable military bearing for his SGLs and NCOA students to emulate
- was praised by NCOA students on end of course critiques for his inviting demeanor which helped create a highly collaborative learning environment supporting the ALM

#### **INTELLECT**

##### **DID NOT MEET STANDARD**

- as a senior leader, he demonstrated a lack of basic MOS technical ability which is paramount to maintain as an senior Army musician
- displayed a lack of communication skill while addressing groups of Soldiers
- demonstrated a lack of self-awareness while using profanity in public places

##### **MET STANDARD**

- demonstrated strong knowledge of all lesson plans and POIs for leading classes in the absence of his Small Group Leaders
- completed 9 semester hours of college toward completion of his Bachelor's Degree in music theory
- ensured every student and staff member under his charge was treated with dignity and respect while being held to the highest standard

##### **EXCEEDED STANDARD**

- motivated all his SGLs with all earning the Basic Army Instructor Badge (BAIB) under the IDRP plan
- completed all criteria and credentials for earning the Senior Army Instructor Badge (SIAB) dedicated to setting the example for his Small Group Leaders to follow
- completed his Bachelor's Degree from Berkley college with a 3.8 GPA

##### **FAR EXCEEDED STANDARD**

- earned the C-1 ASI on two separate instruments while holding the highly demanding position as the Deputy Commandant of the ASOM NCOA
- enrolled in a Master's Degree program in "Music Team Leadership"; absolutely dedicated to continued personal development and career enhancing education
- selected to compete in the Master Instructor Selection Board pilot; the highest level of board indicating Soldiers who strive to earn the title of learning professional

## **LEADS**

### **DID NOT MEET STANDARD**

- demonstrated poor judgment inconsistent with Army standards while drinking off duty with junior Soldiers
- failed to assume, learn and engage in his duties as Deputy Commandant of the NCOA and was relieved of his position
- displayed poor work ethic by continually missing critical administrative suspense's

### **MET STANDARD**

- assumed duties as Deputy Commandant with skill and finesse, quickly assessing and understanding Army Music NCOA procedures, doctrine, and vital relationships
- ensured his staff met high standards of the NCOA while not neglecting their family obligations
- planned and safely executed the Instruction of Military History trip for his staff and students to the MacArthur Memorial helping NCOs reflect on the profession of Arms

### **EXCEEDED STANDARD**

- superbly and easily served as Commandant of the NCOA in the Commandants absence for an extended period; a highly skilled leader capable of greater responsibility
- superbly managed the NCOA and proved to be an inspiring motivator creating a cohesive, dynamic team of SGLs that invigorated instructor and student performance
- led and ensured seven cycles of AC and RC SLC and ALC courses resulting in highly engaging, relevant training for over 200 NCO's

### **FAR EXCEEDED STANDARD**

- led the Army NCOA through their TRADOC accreditation and earned the Institute of Excellence rating
- as Deputy Commandant, he motivated his SGLs to earn five BAIBs and two SAIBs as part of the IDRP; an engaged Senior Leader always seizing opportunities for his SGLs
- earned coin of excellence from the TRADOC Command Sergeant Major for his exceptional performance as Deputy Commandant and the betterment of NCO learning

## **DEVELOPS**

### **DID NOT MEET STANDARD**

- provided little direction and guidance to his SGLs requiring the Senior SGL to step up, lead and ultimately ensure the success of the academy
- presented little motivation or desire for personal growth or the growth of his Soldiers
- failed to complete the Cadre Training Course as part of his pre-requisites for his duty position

### **MET STANDARD**

- diligently incorporated safety into all aspects of the NCOA resulting in no injuries or interruption of training for over 200 students or his training staff
- completed all required pre-requisites for performing his duties; demonstrated solid leadership, direction and guidance to his Cadre members
- ensured there was effective, relevant training for all NCOES students that attended ALC and SLC from all components



### **EXCEEDED STANDARD**

- re-certified his C-1 ASI denoting outstanding MOS proficiency; uniquely qualified at his current grade
- established a creative, collaborative and safe learning environment fostering 21<sup>st</sup> century Soldier competencies; a talented, forward thinking trainer of Soldiers/leaders
- demanded the highest level of training for all NCOES students involving the latest technologies and learner centric engagement in support of ALM

### **FAR EXCEEDED STANDARD**

- aggressively re-designed and implemented the first ever Distributed Learning (DL) Phase for all RC NCOES courses, greatly closing the equivalency gap for Army music
- trained for and exceeded C-1 ASI standards earning the elite instructor level AMPA qualification; a highly skilled, motivated leader and example for his Soldiers
- two of his Soldiers attended NCOES with one being selected as Honor Graduate and the other earning the Commandants Leadership award

### **ACHIEVES**

### **DID NOT MEET STANDARD**

- failed to ensure test materials were stored and secure in accordance with TRADOC and local policies
- failed to ensure proper implementation of the new DL Phase for 42R NCOES resulting in loss of the Institute of Excellence rating during the recent TRADOC Accreditation
- demonstrated a lack of initiative for both personal growth and the growth of his Staff
- 

### **MET STANDARD**

- ensured all test materials, lesson plans, POIs, and guest books were updated and ready to meet standards in preparation for the TRADOC Accreditation
- led his staff to properly training 220 Soldier/musicians during this rating period with a 95 percent pass rate
- ensured his staff completed all Instructor Qualification courses to meet TRADOC requirements for cadre members

### **EXCEEDED STANDARD**

- demonstrated extraordinary networking skills ensuring that the NCO Academy was appropriately linked to TRADOC Army learning institutions and higher headquarters
- created a highly inspirational environment for the NCOA staff, ALC and SLC students to train, broaden their creativity, and execute experiential learning methods
- superbly monitored performance to identify strengths and correct weaknesses; resulting in 100% graduation rate of over 220 NCOES students

### **FAR EXCEEDED STANDARD**

- as Deputy Commandant he led his SGLs to earning an Institute of Excellence rating through determination, drive and the passion for excellence
- managed world-class leadership training for 220 AA and RC NCOs resulting in a more competent and adaptive NCO corps that exceeds the needs of a developing Army
- re-designed the NCOA training classroom environment incorporating the latest technologies, saving time needed in learning new entertainment concepts by 1 week



[Type here]

- Inspired and trained his team to compete as the School of Music Army 10 Miler team, team finished in 19<sup>th</sup> place overall in the team category

## 79 CMF

### **CHARACTER**

#### **DID NOT MEET STANDARD**

- lacked dedicated effort; non-existent personal contributions caused the units inability to move forward; oblivious to the concept of obligation and responsibility
- established a workplace and overall environment that deprived dignity and respect for all members of the organization
- failed to demonstrated Duty and Selfless Service; often fell short when completing tasks on time and to standard; damaged unit discipline

#### **MET STANDARD**

- enforced the SHARP program; managed a positive command climate; ensured unit was trained on the importance of reporting and vast ramifications of unfavorable action
- embodied selfless service; ensured duty obligations were fulfilled before giving consideration to personal needs; enabled organization to build trust and credibility
- demonstrated an optimum level of integrity; disciplined unit that impacted METL success and strengthened morale within the organization

### **PRESENCE**

#### **DID NOT MEET STANDARD**

- short on motivation; center APFT scores decreased an average of XX% during rated period
- unable to pass the Army APFT twice within a XX month period; below-par military bearing; altered units capability to fulfill decisive actions
- failed height and weight standards; entered into the Army Body Composition Program; harmed unit preparedness

#### **MET STANDARD**

- displayed the ability to adapt to changing situations; relied on intuition, experience, knowledge and input from subordinates; accomplished assigned missions
- increased unit self-confidence; demonstrated composure and calm in all situations; scored XX on last APFT
- demonstrated ability to meet established standards; achieved mission success, displayed confidence and focus under stress; improved unit confidence

#### **EXCEEDED STANDARD**

- scored a XX on (his/her) APFT; organizational focus fostered by this resilient leader; exemplified adherence to standards through appearance, demeanor and actions
- unlimited physical ability and commitment to fitness; surpassed the command's APFT goal of 280 points; true role model for junior NCOs; increased organizational resilience
- conducted a rigorous physical training regimen; resulted in XX NCOs who scored within the top 10% of the company; increased units strength and endurance

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### **FAR EXCEEDED STANDARD**

- established rigorous PT program; XX Soldiers significantly raised APFT scores; inspired unit confidence; scored a XX on (his/her) last APFT, the top 5% in the brigade
- scored within the top 5% of the battalion on the annual APFT; XX of (his/her) Soldiers earned the Army Physical Fitness Badge
- increased (his/her) teams APFT scores by XX% to win the battalion APFT streamer; scored 300 on the APFT throughout the rated period

### **INTELLECT**

#### **DID NOT MEET STANDARD**

- closed mind inhibited the personal growth and professional development of those supervised; not open to cultural diversity
- exhibited inferior proficiency levels and technical aspects of (his/her) position; induced units inability to achieve desired results
- used poor judgment during the rated period; removed as the Senior Career Counselor; impeded units capability to accomplish retention goals

#### **MET STANDARD**

- displayed the ability to adapt to changing situations; relied on intuition, experience, knowledge and input from subordinates; accomplished assigned missions
- challenged and inspired Soldiers through tactical and technical proficiency; persuaded Soldiers to think outside the box and generate appropriate solutions to unit predicaments
- recognized changing mission dynamics; used all tools available to enhance organizational success; created a work place that shared lessons learned

#### **EXCEEDED STANDARD**

- employed tenants of Mission Command; empowered leaders that earned distinguished mission accomplishment honors within the battalion; ranked XX of XX centers for FY XX
- formulated an innovative Selective Reenlistment Bonus training package for (his/her) division; resulted in unprecedented zero bonus errors for two consecutive fiscal years
- displayed outstanding mental agility; created individual mission plans for (his/her) area of responsibility; adopted by battalion leadership, required use by all area personnel

#### **FAR EXCEEDED STANDARD**

- established an innovated vision that influenced Soldiers to eclipse entire assigned mission; selected over XX First Sergeants as the USAREC First Sergeant of the year
- selected as the Secretary of the Army Career Counselor of the Year; incomparable retention knowledge resulted in unit far exceeded installation FY XX retention goals
- revived a dysfunctional company; improved unit expertise through mentorship; XX Soldiers promoted, XX college credits earned, XX% completed relevant SSD level

### **LEADS**

#### **DID NOT MEET STANDARD**

- failed to communicate critical information; Soldiers were unable to reach shared understanding and obtain simple solutions for solvable issues and concerns
- lacked ability to extend influence and lead subordinate Career Counselors; unit finished last in all statistical categories

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- failed to address concerns and monitor risk factors affecting team members; undermined the trust of subordinates; resulted in mission deterioration

#### **MET STANDARD**

- integrated XX new Soldiers to the unit and educated them on current recruiting operations; capitalized on individual strengths to enhance center effectiveness
- prepared and polished Soldiers before appearance to the FORSCOM Career Counselor of the Year Board; represented organization with pride and distinction
- led Soldiers to meet objectives and accomplish tasks; focused and dedicated; (his/her) leadership efforts are reflected through Soldiers commitment to duty

#### **EXCEEDED STANDARD**

- prepared all for increased leadership responsibilities; sought out for (his/her) sage advice and counsel; XX of (his/her) Soldiers earned below zone promotions
- communicated essential TTPs that led to the brigades exceeding first and second quarter retention objectives; coached XX Soldiers to achieve XX% during rated period
- placed long-term success over short-term gain and understood the second and third order effects of leadership decisions; unit increased XX% METL efficiency versus FY XX

#### **FAR EXCEEDED STANDARD**

- led the brigade with a triumphant program that spurred professional competition and enhanced AR mission focus; generated an increase of XX% enlistments versus FY XX
- received III Corps Early Bird Award; unparalleled leadership was instrumental in the brigades ability to accomplish all retention objectives months ahead of schedule
- led two separate areas deprived of a first line supervisor; achieved XX% of assigned missions and effective communication skills enhanced organizational effectiveness

#### **DEVELOPS**

#### **DID NOT MEET STANDARD**

- hesitated to address issues that undermined trust and confidence within the unit, despite encouragement and efforts from peers
- lacked the necessary expertise needed to foster a winning work environment; unable to create a cohesive retention team focused on mission goals
- downplayed feedback from Soldiers; fostered a zero-defects expectation from team members; hindered subordinates growth and development

#### **MET STANDARD**

- refined a company level NCO Professional Development Program that was effective, timely and supported the units mission; stimulated critical thinking within the company
- developed a retention awards program that resulted in appropriate recognition of successful subordinate units; resulted in a climate intent on critical performance
- incorporated and evaluated feedback from subordinates; created conditions that supported Soldier development and opportunities to prosper

#### **EXCEEDED STANDARD**

- nurtured a battalion command climate that demanded and rewarded behavior consistent with Army Values; ethical standard-bearer leading to XX less RIs this FY
- conducted XX installation conferences and seminars to promote Army Retention programs; CG acknowledged (his/her) gifted presentations locked FY retention missions

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- developed a hearty work environment that cultivated Esprit de Corps; enhanced subordinates skills assured mission accomplishment XX months before other areas

#### **FAR EXCEEDED STANDARD**

- presided over the USAREC Sergeant Audie Murphy Club as president; volunteered to support XX community affairs; strengthened relationships within the commonwealth
- embraced the challenge to mentor and coach XX subordinate Career Counselors; adroitly locked FY XX retention missions XX months early, overproduced by XX%
- mentored and coached NCOs to achieve premium results during NCOES; XX Soldiers earned distinction as honor graduates and XX acquired commandants list recognition

#### **ACHIEVES**

#### **DID NOT MEET STANDARD**

- portrayed constant inability to provide purpose, direction and guidance; lacked situational awareness; Soldiers misunderstood goals and priorities;
- failed to accomplish quarterly retention objectives for FY XX; misinterpreted the changing operational environment; failed to initiate contingency plans
- required constant supervision; spirit to achieve and win was overshadowed by ineffective use of time and resources; unit exhausted limited assets to cover shortfalls

#### **MET STANDARD**

- recognized individual and team efforts that shaped positive morale, motivation and future actions; increased Soldiers sense of worth through appropriate recognition
- supervised, managed and controlled priorities of work; resulted in Soldiers activities determining proper avenues to achieve predetermined end state
- identified ways to maintain levels of unit readiness; managed a retention budget in excess of \$XX and processed \$XX bonus payments with zero errors

#### **EXCEEDED STANDARD**

- exceeded battalion RA and AR missions for FY XX; critical recruiting operations activities were expertly executed; increased Future Soldier sustainment rates by XX%
- ensured courses of action focused on desired outcome; produced the top RA Career Counselor in the brigade for FY XX; commended by the TRADOC CG for performance
- overachieved IRR to SELRES enlisted mission; led XX areas for FY XX with a combined transfer rate of XX%; command exceeded the FY Officer SELRES mission

#### **FAR EXCEEDED STANDARD**

- one of only XX to earn the master recruiter badge for FY XX, the capstone of USAREC awards; placed among the elite XX% of the command; enhanced the face of USAREC
- chosen over XX NCOs by the Division CSM to serve as the Retention Operations NCO for the 82nd Airborne Division due to (his/her) exemplary FY XX retention rates
- assessed (his/her) battle space to obliterate organizational goals; earned commands preeminent reenlistment award; overachieved XX% for FY XX

## 88 CMF

### **CHARACTER**

#### **DID NOT MEET STANDARD**

- relieved from duty for an inappropriate relationship with his subordinate
- received two substantiated IG complaint for his handling of female Soldiers during Post-partum PT
- exercised poor judgment during off-duty hours; cited for driving a motor vehicle while intoxicated

#### **MET STANDARD**

- extremely devoted NCO that accomplished all tasks with superb results; fully supports the Army's SHARP program
- promotes a climate in which people are treated with dignity and respect regardless of their race , gender, creed, or religious beliefs; unparalleled integrity
- embodies the highest standards of loyalty and integrity; a trusted and pivotal member of the team

### **PRESENCE**

#### **DID NOT MEET STANDARD**

- failed last APFT
- failed to motivate 30% of her Soldiers to pass the Army APFT
- fail to meet Army physical fitness standards

#### **MET STANDARD**

- passed last APFT with a score of 200
- encouraged 80% of her Soldiers to past the APFT
- exemplary military bearing and appearance; very adaptive and experienced leader

#### **EXCEED STANDARD**

- scored 270 on his last APFT, raising his score by 20 points
- motivated her unit to achieve an overall APFT score of 270
- his platoon consistently runs 4 miles in less than the FORCOM standard of 36 minutes, exceeding it by four minutes

#### **FAR EXCEED STANDARD**

- maintained Army physical fitness badge by consistently scoring 300 on last APFT
- led his unit to winning the Battalion APFT Award for highest APFT average
- developed and implemented a rigorous and challenging physical training program for his branch, resulting in an average score of 293, highest in the division

### **INTELLECT**

#### **DID NOT MEET STANDARD**

- failed to prepare for Advanced Leader's Course
- failed to achieve minimum standards in two functional courses
- 85% of the NCOERs written within the company are returned by the battalion CSM for administrative errors

### **MET STANDARD**

- coached and mentored three NCOs on Logistic convoys, enhancing the units driver training program
- provided seamless in-transit visibility for over 1700 convoys comprised of over 60,000 pieces of cargo in direct support of OEF
- awarded a technical certification as a Demonstrated Senior Logistician by the International Society of Logistics (SOLE) for excellence in the field of logistics

### **EXCEED STANDARD**

- selected over eight seniors and 15 peers by the Deputy Commanding General, TRADOC to serve as Master Driver for the incoming LT General
- supervised split based A/DACG operations throughout the region; Supported five combat outposts and the Kabul International airport
- completed an Associate's Degree in General Studies; working towards a Bachelor Degree in Transportation Logistics Management

### **FAR EXCEED STANDARD**

- received a Master's Degree in Transportation Logistics; his unit's deployment plans were selected as the standard for the battalion
- received commendable ratings on all quarterly evaluations; recognized by the Commandant as being the very best NCO Academy Instructor
- completed 18 semester hours toward a Bachelor's Degree in Transportation Logistics Management; maintained a 4.0 GPA

### **LEADS**

### **DID NOT MEET STANDARD**

- exercised poor judgment during off-duty hours; cited for driving a motor vehicle while intoxicated
- demonstrated a lack of leadership skill; lacks the confidence, managerial skills, and ability to make immediate decisions without supervisor's guidance
- Soldier's flaccid leadership style degraded squad moral by failing to provide guidance, support or confidence to his subordinates

### **MET STANDARD**

- spearheaded the collection, inventory, and turn in of over 20,000 dollars' worth of out dated or unserviceable equipment resulting in zero loss for the section
- led the execution of 167 sling load operations within RC-South delivering more than 150,000lbs of critical supplies
- routinely sought out by officers, NCOs, and Soldiers for advice and guidance

### **EXCEED STANDARD**

- selected to serve as Detachment NCOIC of an A/DACG section consisting of 48 Soldiers in support of Operation Enduring Freedom (Staff Sergeant)
- led the successful planning and execution of the first ever Joint TOBC/ANCOC Manassas Run Live Fire Exercise
- flawlessly served as the Brigade Operations Sergeant Major for 60 days in the Absence of the SGM; resulted in no loss of momentum to training or operations

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#### **FAR EXCEED STANDARD**

- one of three MSGs selected Army-wide to lead in the Army Research Institutes Test Program Advisory Team to discuss critical attributes for Soldier MOS selections
- led his team to exceed mission requirements for Drill Sergeants, AIT Platoon Sergeants, Recruiters
- demonstrated the prepotency expertise that led to his Career Management Field being selected as one of the Army's first of 26 CMFs to implement the Army's Career Tracker

#### **DEVELOPS**

#### **DID NOT MEET STANDARD**

- counseled by the Battalion CSM for having the least qualified platoon in the company
- unable to train others due to his lack of knowledge of his occupational specialty
- demonstrated a lack of knowledge in most assigned duties, does not comply with instructions and is a threat to the safety of the company

#### **MET STANDARD**

- created a climate that encouraged all NCOs and Soldiers to excel and meet every challenge they faced
- monitored TRADOC training requirements for eight Soldiers and five Civilians to ensure 100% compliance with training standards at all times
- served as NCOIC/RSO on multiple small arms ranges; assisted in the qualification of 224 Soldiers throughout the battalion

#### **EXCEED STANDARD**

- mentored six subordinate Battalion Operations SGTs during a three month red cycle of 3,700 Soldiers; lauded by BDE CSM for unparalleled performance
- mentored three Small Group Leaders to compete and win the Installation Instructor of the Quarter
- increased the license posture in the company from 60% to 93% to ensure uninterrupted logistical support during daily support operations

#### **FAR EXCEED STANDARD**

- groomed two SR NCOs for selection by the Army G1 Classification Branch to assist in training 12 Personnel Developers from three other Career Management Fields
- planned, resourced and conducted training for one of the largest BCT's on the installation; his training plan has become the model for the division
- resourced an effective battalion Drivers Training program that licensed 400 Soldiers IOT execute APO mail delivery for the EUCOM theater, saving over 1 million dollars

#### **ACHIEVES**

#### **FAR EXCEED STANDARD**

- received I Corps Commanding Generals' three star award for outstanding performance during JRTC 02-02
- superior planning, organization, and coordination resulted in her leading the most successful deployment and redeployment of the 7 TBX in unit history The unit received the Army's Deployment Excellence Award



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- planned and coordinated the battalion truck rodeo that is now a Brigade standard His rodeos have been cited as the key to vehicle operator improvement and accident decline within the brigade

#### **EXCEED STANDARD**

- led an OCONUS deployment and redeployment to OEF 12-13; executed 427 TCO's, 167 sling loads, and accounted for \$75 million in property without loss
- developed and implemented the units charge of Quarters SOP; adopted by the BN CSM as the standard for all units within the battalion
- gained working knowledge of local language in order to facilitate effective communication between Soldiers and Afghan local nationals working in his section

#### **MET STANDARD**

- coordinated the inventory, packing, and delivery of over \$100,000 of section equipment in conjunction with BRAC move, maintaining 100% accountability
- managed the mandatory requirements to ensure eight companies were fully operational with the proper security clearances of 88N personnel
- achieved all tasks in a satisfactory manner Supported the commanders Safety and Sharp programs and accounted for all assigned equipment

#### **DID NOT MEET STANDARD**

- failed to achieve minimum standards of success
- unable to multitask in a high OPTEMPO area, due to lack of knowledge of his additional duty as security manager
- struggles with following up with tasks given to him by his first line leader

## **89 CMF**

### **CHARACTER**

#### **DID NOT MEET STANDARD**

- committed an act of sexual harassment against Soldier in unit orderly room; lacks moral judgment
- retaliated against a victim that filed a report of sexual harassment; does not support the SHARP program or possess any of the seven Army Values
- failed to respond to a complaint of sexual harassment by female Soldiers in the barracks

#### **MET STANDARD**

- supported the Army SHARP program; fostered an environment free of harassment through training and by his own example
- committed to Army Equal Opportunity Program and enabling Soldiers to grow as leaders
- treated Soldiers with respect regardless of rank gender or ethnicity

### **PRESENCE**

#### **DID NOT MEET STANDARD**

- failed to render the proper respect to Company XO on three occasions and was subject to non-judicial punishment twice



[Type here]

- complained openly about time spent in the field and during OEF deployment; adversely affected morale and discipline of junior Soldiers
- disciplined for assault in the barracks; was relieved of Platoon Sergeant duties

#### **MET STANDARD**

- presented impeccable military bearing regardless of the situation; exemplifies the meaning of pride and professionalism
- promoted healthy nutrition and exemplified the appearance of a physically fit fighting Soldier
- shows personal courage and the unquestionable ability to confront any Soldier acting Inappropriately

#### **EXCEEDED STANDARD**

- implemented a comprehensive physical training program which resulted in an average increase of 20 points in his Soldiers' scores
- scored 270 on APFT with ninety or more in each event which earned him the Army physical fitness badge
- implemented a company physical readiness program during deployment to ensure his Soldiers maintained their physical fitness; maintained company APFT average of 259

#### **FAR EXCEEDED STANDARD**

- scored 300 points and above consistently during APFT; maintained APFT Badge for six years
- selected Tobyhanna Army Depot's Athlete of the Year
- hand-picked by 3rdBDE CSM to run the Master Fitness Program for Fort Richardson; increased unit fitness by 30% in all effected formations

### **INTELLECT**

#### **DID NOT MEET STANDARD**

- failed to use sound judgment; violated Article 128 of UCMJ
- failed SLC; inefficient in his inability to perform duties making him ineffective as an NCO
- failed to identify proper safe area during demolition operations; resulted in \$56K worth of damage to EOD response vehicle and inability of unit to respond to UXO incidents in the state of Oklahoma

#### **MET STANDARD**

- excelled as a NCOIC of the Ammunition Transfer Holding Point (ATHP) for 3rdBDE ATP during combined FTX; maintain 100% accountability of all Class V
- displayed high technical and tactical proficiency; maintained 90% equipment readiness rate for 12 consecutive months on all MHE
- exhibited excellent interpersonal tact when dealing with 30 ASP customer units; led to proper formulation of solutions to resolve issues and concern

#### **EXCEEDED STANDARD**

- planned and orchestrated the movement of 13 pieces of sensitive equipment and 78 classified documents resulting in no down time for the EOD operations center
- identified new tasks and eliminated training gaps during the DA level 89B Critical Task Site Selection Board; prepared the force through effective training for the future
- successfully rendered safe IEDs consisting of over 7,300 lbsNEW, depriving the enemy of explosives and preventing casualties on the battlefields

### **FAR EXCEEDED STANDARD**

- provided invaluable technical and tactical EOD guidance to Lithuanian Army, Navy and Special Forces instrumental in Lithuanian Counter-IED TTP development
- ensured and was directly responsible for the successful safe movement of 45,000 short ton of Class V during OEF
- established a successful relationship with three government agencies in order to provide timely EOD support and training within the 586,400 square miles of Alaska
- wrote the BDE's first SOP on Class V operation and the establishment of a FASP; resulting in an efficient and safe BDE ammunition operation

### **LEADS**

### **DID NOT MEET STANDARD**

- lacked the communication skills and tact required of an effective and credible NCO; did not properly clear Battalion Headquarters nor stress the danger of existing UXO in the building placing personnel in danger
- failed to maintain proper record keeping of ammunition turn ins; resulted in ASP shut down and Soldiers spending extra hours inventorying ASP for unaccounted lot numbers
- failed to take responsibility for the actions of Soldiers under his charge resulting in catastrophic loss of EOD equipment and injury to personnel

### **MET STANDARD**

- processed 130 ammunition issue, turn-in and shipment request, ensuring safety and mission accomplishment
- maintained accountability of over 90 shorts tons valued at over \$3M during NTC rotation 14-013; resulted in proper allocation and distribution of Class V to forces across the battlefield
- selected to run the 144th Battalion ammunition supply point; excelled at the operation, safety, and organization required for the M2 range

### **EXCEEDED STANDARD**

- supervised and instructed 24 Soldiers and 17 Afghan Local Nationals contracted to perform construction of AHA magazines to standard on COB Wolverine
- trained 284 deploying Soldiers of the 4/25 IN on current IED threats and enemy TTPs, enhancing their knowledge on explosive safety and IED awareness; increased Soldiers survivability on the battle field
- stood out among peers; took on supervision of over 100 ammunition inventories covering 120 separate DODICs to assist in scheduled inventories and ASP maintenance

### **FAR EXCEEDED STANDARD**

- provided guidance for future professional development and broadening opportunities for 33,000 Soldiers through rewriting DA PAM 600-25 for CMF 89
- tasked and supervised more than 280 Division/Brigade ammunition support requests; ensured that all work was completed on time with 93% accuracy
- led 22 instructors consisting of military, civilian contractor, and augmented OCs conducting over 14,000 academic hours enforcing learning objectives

## **DEVELOPS**

### **DID NOT MEET STANDARD**

- created a hostile work environment by displaying explicit materials in workspace; counseled on two separate incidents to remove pictures by supervisor
- failed to use proper time management; Soldier and subordinates missed movement to FTX due to improper load plans and placarding of Class V resulting in delayed mission timeline
- displayed apathetic attitude towards demolitions training; training was always substandard and safety of Soldiers present was in question

### **MET STANDARD**

- increased the tactical knowledge of Coalition and Afghan forces by conducting over 120 man hours of hand held metal detector and IED/ordnance awareness classes
- managed the coordination and execution of 12 qualification ranges ensuring 100% of the Soldiers were qualified on all assigned weapons in preparation for deployment to OEF
- provided technical expertise and used AARs to capture lessons learned to improve overall EOD TTPs during all demolition events

### **EXCEEDED STANDARD**

- developed and implemented an Afghan EOD training program which ensured the successful certification of 30 Afghan National Army Soldiers through the Afghan EOD course, increasing capability
- managed training during company EOD STX for 30 Soldiers; ensured the intent of the lanes and testing was conducted to the standard with a 100% pass rate
- provided SAAS-MOD training to 15 Soldiers and 10 Civilians resulting in a 99.50% input accuracy rate increased the unit's operational capabilities by developing a Team Leader certification program leading to the qualification of six additional EOD Team Leaders

### **FAR EXCEEDED STANDARD**

- completed 15 semester hours of college level education from Austin Peay State University and Excelsior College completing a B.S. in Mathematics with a 3.8 GPA
- volunteered to instruct Level one and Level two Combatives classes for USARAK: provided valuable training and certification to over 250 Soldiers
- prepared and executed Counter-IED/UXO dismounted training lanes for 200 Soldiers of the 23d EN CO improving their combat readiness and survival during their OEF 14-15 deployment

## **ACHIEVES**

### **DID NOT MEET STANDARD**

- failed to take charge of his platoon; was counseled numerous times to counsel and mentor subordinates
- failed to keep accountability of assigned M4 during FTX; resulting in \$650.00 Financial Liability Investigation of Property Loss (FLIPL)
- committed safety violation during explosive operations while deployed to OEF resulting in injury to subordinate Soldiers; revoked EOD badge and Team Leader certification 91 CMF Organizational

### **MET STANDARD**

- arranged Class V storage points during gunnery Table 18, ensured the proper placement of munitions was in accordance with NEW and blast radius

[Type here]

- committed to mission at hand; focused attention to detail in evidence collection directly resulted in the apprehension of 21 high value individuals
- transported 250,000 rounds of standard ammunition and 700 rounds of pyrotechnics in support of unit's CREW ground mount qualifications and in preparation for additional training during the AT period

#### **EXCEEDED STANDARD**

- synchronized and directed the tactical ground shipment of over 950 short tons of ammunition, ranging from individual weapons to crew serve, to Bagram, Afghanistan in support of OEF
- planned and executed 47 CONUS EOD missions, disposing of 583lbs of unstable UXOs without damage to infrastructure, property or loss of life
- liaised with 10 Allied NATO Armed Forces and the Kandahar Airfield Ammunition Supply Point; established a plan to destroy unserviceable ammunition saving those nations \$3M
- integrated one of the first EOD teams with two SF ODA teams for 60 operations; selected above peers to lead autonomously from the company for this geographically dispersed assignment

#### **FAR EXCEEDED STANDARD**

- provided crucial EOD support to the U.S. Secret Service on multiple missions for the protection of POTUS and heads of State during United Nations General Assembly (UNGA)
- issued over \$2.5M worth of ammunition to three Batteries at six FOBs and COBs across 20 miles of austere terrain in Afghanistan without incident or loss of accountability
- tracked and processes over 5500 Class V transactions valued at over \$65M during OEF with zero errors

## **91 CMF**

### **CHARACTER**

#### **DID NOT MEET STANDARD**

- placed his integrity in question; failed to do what was legally and morally right
- did not exemplify the Army Values, fostered a toxic work environment in his shop
- failed to comply with orders; showed disrespect to NCOs and required constant supervision

#### **MET STANDARD**

- fostered a work environment that displayed dignity and respect for his team members
- he never compromised standards; always used tact and made on the spot corrections to seniors, peers and subordinates
- conducted duties in highest professional manner plausible; a true credit to the NCO Corps

### **PRESENCE**

#### **DID NOT MEET STANDARD**

- was relieved of his duties as squad leader; counseled by the 1SG on numerous occasions for failure to maintain his military bearing
- complained multiple times to junior Soldiers about time spent in the field and deployments; his comments adversely affected unit morale and discipline

[Type here]

- failed to show confidence and exhibit a command presence in front of his company; Soldiers in his company lacked discipline

#### **MET STANDARD**

- maintained impeccable military bearing and appearance even when placed in high-stress situations and when working long hours
- projected self-confidence, authority, and enthusiasm in every assigned mission; very tactful in dealing with leaders and Soldiers
- accepted many adverse situations and overcame them with the drive and determination that compelled others to do the same

#### **EXCEEDED STANDARD**

- scored 285 on Army Physical Fitness Test exceeded Unit's standard
- scored 90 in each event on Army Physical Fitness Test earned the Army Physical Fitness Badge
- supervised a rigorous PRT program; resulted in a 100% APFT pass rate for all unit Soldiers through the rated period

#### **FAR EXCEEDED STANDARD**

- scored 300 on last two Army Physical Fitness Test
- decreased temporary profiles by 20% across the unit due to the development and implementation of a Profile Physical Training program
- improved section's average APFT score by 72 points, five Soldiers received the Army Physical Fitness Badge

### **INTELLECT**

#### **DID NOT MEET STANDARD**

- failed to understand the importance of his duties, took advantage of every situation to avoid responsibility
- wasted unit rations during FTX, resulting in a \$2K FLIPL
- displayed a lack of respect for superiors, creating dissention in ranks lowering unit morale

#### **MET STANDARD**

- maintained over \$1.4M worth of equipment with 100% accountability
- dedicated long hours to training Soldiers and ensuring no question went unanswered; resulted in full comprehension of Battalion and section mission by subordinates
- supervised and enforced key control and security procedures for Battalion Motor Pool

#### **EXCEEDED STANDARD**

- successfully established the SAMS, TMDE and SSA accounts for all units upon deployment, allowed for a seamless RIP and TOA with outgoing unit 30 days ahead schedule
- displayed extraordinary endurance during Range density and MRE spending a minimum of 18 hours per day ensuring Battalion maintenance needs were met
- saved the Battalion \$220K in welding equipment through the use of alternate resources; allowed the Battalion to complete mission critical jobs

#### **FAR EXCEEDED STANDARD**

- single-handedly established the overall NTV program and tracking system for the Battalion; oversaw transfer of 60 vehicles with no delay in subordinate units missions
- coordinated training with 123rdBSB on NVG repair in order to facilitate Battalion Communication and Electronics section; resulting in \$500K saved

[Type here]

- provided Staff Assistance Visits to unit to ensure compliance with Brigade and Battalion AOAP and TMDE OIP checklist prior to Brigade BMO SAV

## **LEADS**

### **DID NOT MEET STANDARD**

- demonstrated a lack of leadership skill; his failure to tackle Soldiers problems with confidence negatively affected their morale and well being
- failed to ensure all mandatory maintenance reporting requirements were on time; the motor pool failed a Staff Assisted Visit (SAV) and a Command Inspection
- was an unsuccessful mentor to his subordinate junior leaders; counseled by the 1SG three times for failing to provide effective and timely counseling

### **MET STANDARD**

- took the time to counsel, teach and mentor Soldiers under his charge
- worked tirelessly for Soldiers health, moral, and welfare, never off duty when it came them
- placed the needs of the Battalion and the platoon above his own to ensure overall mission accomplishment

### **EXCEEDED STANDARD**

- supervised 22 Soldiers in five maintenance shops; maximized over 50,000 work hours in eight months which reduced backlog and increased readiness
- outstanding leader whose qualities and respect enabled him to be selected over three senior Noncommissioned Officers to fill the First Sergeant position for 30 days
- exceptional knowledge and experience enabled her to manage the TAMMS/PLL systems for six units resulting 12 consecutive 100% on the Recon Report

### **FAR EXCEEDED STANDARD**

- obtained all supplies needed to create a C&E section; acquired all necessary tools and parts in order to service and repair 600 NVD's within the Battalion
- allowed her team to complete over 30 services while manned at 67% in a 5-month period through depth of knowledge in maintenance operations
- served as Range Safety Officer for the First Brigade Best Sapper Competition qualified 20 competitors on M203, M204, M249, M16A2, and M9

## **DEVELOPS**

### **DID NOT MEET STANDARD**

- did not share his knowledge and experience with his Soldiers; his failure resulted in his team providing the worst Allied Trades support in Theater
- failed in his performance as a shop foreman, was unable to manage maintenance job orders
- counseled by the 1SG twice for failure to complete SSD III; she hindered her opportunity to attend the Advanced Leadership Course (ALC)

### **MET STANDARD**

- developed and implemented an intensive hands-on training program for her Soldiers which increased the overall knowledge and confidence on performance of daily duties
- mentored and cross-trained his subordinates so they could perform to the highest standards of Maintenance



[Type here]

- scheduled and supervised low density training on SAMS-1E System for eight 92A's in the Battalion; designed and integrated a standardized continuity book for SAMS-1E

#### **EXCEEDED STANDARD**

- developed NCOs and Soldiers by counseling, teaching, and mentoring them to attend the Soldier/NCO of the Month Board with one Soldier and NCO winning the board
- created a VSAT training program for five STAMIS systems which ensured high level of mobility and communication among units during MRE
- integrated new equipment types such as Bobcats, MRAPs and cranes into Driver's Training Program allowing for diversity among unit operators

#### **FAR EXCEEDED STANDARDS**

- served as a primary trainer, conducted Squad Lanes by instructing and qualifying 75 Soldiers on 10 different individual and squad tasks; excellent abilities as a trainer
- conducted individual SAMS-E oriented training to 10 personnel in six different companies to become multifunctional Automated Logistical Specialists
- tested, trained and licensed over 132 Soldiers on Non-Tactical Vehicles in six week period enhancing the Battalion's mission readiness

#### **ACHIEVES**

#### **DID NOT MEET STANDARD**

- failed to understand the importance of her duties, took advantage of every situation to avoid responsibility
- failed to realize the importance of performing assigned unit mission tasks on time
- was negligent in meeting his responsibilities causing numerous obstacles to mission accomplishment

#### **MET STANDARD**

- was responsible for ensuring Battalion motor pool facilities; increased Battalion maintenance capability and infrastructure
- emphasized safety during Battalion Range Density rotations, resulting in zero accidents
- accepted responsibility for her actions and those of subordinates

#### **EXCEEDED STANDARD**

- ensured the Battalion received a first time "Go" during its CIP assessment by conducting impromptu inspections for each company within the Battalion
- created a program that enabled the unit to exceed the standard during the Department of the Army Environmental inspection resulting in "Best in Garrison"
- enabled three companies in the Battalion to meet or exceed DA goal by turning-in excess equipment within a 90 day period; saving the Army over \$276K

#### **FAR EXCEEDED STANDARD**

- maintained 100% accountability of all assigned property with a value over \$1M; filled \$120K worth of shortages through reuse agencies
- prevented fraud, waste and abuse with stringent tracking of over \$130K worth of Class IX parts, received a 100% on bi-weekly Reconciliation Reports
- managed the Battalion NTV contract valued at over \$750K; acted as sole Battalion liaison with local TMP and ITO office in a deployed environment

## 92 CMF

### **CHARACTER**

#### **DOES NOT MEET THE STANDARD**

- Fails to understand and share in Soldiers personal challenges
- Removed from SHARP position due to integrity lapse
- Does not relate to the total Soldier concept; numerous off post incidents
- Soldier does not show unquestionable values of trust; provided false data on platoon readiness
- Soldier does those things that are unbecoming and/or compromises the foundation of what a leader should, be, know, and do (improper relationship, fraternization, loyalty and integrity questioned etc.)

#### **MEETS THE STANDARD**

- Stellar example of the Army Values; makes the one the spot correction
- Ability to relate to Soldier provides an avenue to refer Soldier to appropriate services
- Established an EO and SHARP culture within the Platoon that was quickly emulated across the battalion; incidents fell by 65%
- Uses the Warrior Ethos to teach newly assigned personnel unit actions
- Exposed corruption in the SSA; choosing Army Values over personal safety
- Breaks Soldier concerns down to the actionable level; every one resolved without a lost Soldier
- Soldier shows professionalism and is morally and ethically strong
- Soldier never compromised *standards*

### **PRESENCE**

#### **DOES NOT MEET THE STANDARD**

- Utilizes social media to vent about unit actions but fails to engage leaders with concerns
- Soldier unable to maintain a professional appearance; consistently counseled about grooming standards
- Fails to maintain military bearing while in discussion with senior leaders; referred to battalion Command Sergeant Major as dude
- Soldier continues to have deficiencies with their presence

#### **MEETS THE STANDARD**

- Provides input to group discussions when ask
- Sets the example that others naturally follow; makes others stop and ask is this what he would do
- Completed required on line training by established suspense date
- Soldier maintains regulatory guidance at all times

#### **FAR EXCEEDS THE STANDARD**

- Continued to display military bearing when threatened by an armed robber; getting everyone to a safety zone with no injuries
- Provides personal training sessions in the post gym to Soldiers who APFT score is less than 240; increase average score by 36 points
- Completed the Division Army Ten Miler qualification in 32 minutes; number three out of 32K



[Type here]

- Rated NCO performs extraordinarily above the required Army standards and organizational goals of leader competencies and attributes
- Leadership enables Soldiers and unit to far surpass required organizational and Army standards
- Demonstrated performance epitomizes excellence in all aspects
- This NCO and his/her Soldiers consistently take disciplined initiative in applying leader competencies and attributes
- Results have an immediate impact and enduring effect on the mission, their Soldiers, the unit, and the Army; often demonstrated by the top 5% of the NCOs of the same grade
- Soldier gets recognition from outside organizations; a professional that never goes unnoticed

#### **EXCEEDS THE STANDARD**

- Soldier achieved Master Instructor Certification; awarded Master Instructor Badge
- When squad lost a Soldier in a traffic accident she used it to redefine their team commitment to gunnery
- Scored 329 on the last APFT three days after completing the division 12 mile road march with a time of 2:05
- Rated NCO performs above the required Army standards and organizational goals of leader competencies and attributes
- This NCO and his/her Soldiers often take disciplined initiative in applying leader competencies and attributes
- Results have an immediate impact on the mission, their Soldiers, the unit, and the Army; this level of performance is not common, typically demonstrated by the upper 20% of the NCOs of the same grade
- Soldier sets the example for all unit members to follow; selected for Corps Honor Guard

#### **INTELLECT**

#### **DOES NOT MEET THE STANDARD**

- Failed to respond to counseling; makes no effort to corrective deficiencies
- Executed task to the lower skill level for grade; failed to respond to retraining
- Does not have the skills to interact with groups larger than two
- Soldier does not prove proficiency at current skill level
- Just filling the slot with no intentions of improving the team and/or unit (currently working above his/her mental capacity)

#### **MEETS THE STANDARD**

- Soldier certified as Basic Instructor
- Served on the Malfunction Review Board to prevent accidents
- Processed the supply support activities conversion to Global Combat Support System –Army on schedule
- Soldier showed intellect and knowledge of MOS and position
- Soldier operating at the expected level per grade

#### **EXCEEDS THE STANDARD**

- Creates simple solutions to complex problem sets; teaches Soldiers how to solve problems
- Rated NCO challenged assigned credentials and passed all levels on first testing
- Fabricated a special connection to ensure fuel delivery through nonstandard NATO fuel handling equipment

[Type here]

- Soldier is known as a SME at their MOS or position and is sought by others for guidance
- Not afraid of a challenge and engages every task with the mindset of improving efficient and quality

#### **FAR EXCEEDS THE STANDARD**

- Designs frame work and programs to support Army through Department of Defense Initiatives and shape policy
- Recognized by scholars and senior leaders for ability to frame complex issues and solutions in logistics technology
- Soldier continues to seek missions and learning opportunities at higher levels
- operates at a level beyond current grade effectively and has the potential to benefit both troop leading and staff positions (think tank and innovator)
- selected as the Army Supply Excellence Award Recipient

#### **LEADS**

#### **DOES NOT MEET THE STANDARD**

- Failed to prepare for training events; executes task at the minimal acceptable level
- Not a trusted member of the team due to continuous moral lapses
- Allowed three Soldiers to take unauthorized passes; one over 1000 miles from duty location
- Soldier does not lead at appropriate times
- reluctant/ dereliction of duty (fails to perform and/or total disregard to position authority)

#### **MEETS THE STANDARD**

- Keeps platoon informed of requirements through squad leaders; every member consentingly has the same information
- Met assigned recruiting goal by processing 10 applicants per quarter
- Completed the Army Ten Miler as a member of the Fort Shore Team
- Soldier leads Soldiers according to his/her level
- Performing at expected level for grade and TIS

#### **EXCEEDS THE STANDARD**

- Selected as the CASCOM Non Commissioned Officer of the Year
- Faced with an increasing non mission capable equipment growth determined the deficiency, resourced outside assistance and corrected it
- Company is known across the installation as the standard bearer; dominates almost every unit competition
- Soldier leads from the front; can lead at current level as well as higher levels
- not afraid; willing to operate outside own capacity for the challenge in order to remain competent and ready

#### **FAR EXCEEDS THE STANDARD**

- Builds teams with civic, institutional and government leadership to establish, shape and provide policy for Army Credentialing Program; \$1.8 M effort
- Personally invited to meet with the senior leaders of the Department of Defense on Veterans unemployment issues
- Built a lasting relationship with sister service logistics agencies to support current and future operations; served as a reviewer of their doctrine
- Soldier shows leadership competency of senior grade; a true leader capable of leading Soldiers to success

[Type here]

- Clearly in a class all on his/her own Takes on each assigned task and assignment as if it's a life or death challenge (shows no fear!)

## **DEVELOPS**

### **DOES NOT MEET THE STANDARD**

- Failed to complete Structured Self Development even with dedicated training time
- 75% of squad has not enrolled in SSD for grade
- Soldier fails to reach Army requirements and goals set at his/her skill level
- never shows the will and/or desire to take charge or lead
- Expects to ride to victory on the shirt tale of others while clearly operating away from the action.
- Fails to provide the necessary resources (mentor, develop, teach, train, lead, etc) to Soldiers to better the individual and unit

### **MEETS THE STANDARD**

- Provides directed training to section only within the requirements given
- Requires Soldiers to accomplish all mandatory training prior to recommending future training
- Complete SSD for grade
- Soldier has met Army requirements at his/her skill level
- possesses the mental ability to train and lead Continue to mentor and educate to further develop skills to
- operate in a higher capacity in the future

### **EXCEEDS THE STANDARD**

- Provided refresher training to squad on Soldiers Task and Battle Drills; produces the only squad with all first time goes
- Wrote a detail training plan for the entire command on a new requirement to ensure a basic knowledge of the requirement
- Soldier strives to remain at a level above their current position; always searching to broaden their military and civilian knowledge
- Thinks beyond day-to-day activities. Shows the mental capacity for building sound, audacious, competent, and agile leaders through intense but effective teaching methods.

### **FAR EXCEEDS THE STANDARD**

- Designed a complete logistics program through virtual means to teach and provide Soldiers refresher knowledge on Supply Room Operations
- Formed and leaded a working group specifically designed to develop future logisticians to operate in all environments
- Soldier plans ahead and shares with Soldiers; always seeking to remain one step ahead of change
- Embodies the teach, train, and lead. Envisions what the NCO 2020/2025 concept is and works diligently to further improve on developing today's junior leaders on meeting such requirements

## **ACHIEVES**

### **DOES NOT MEET THE STANDARD**

- Accomplished only three of the seven quarterly training objectives
- Section failed to complete mandatory training, even when allotted additional resources

[Type here]

- Unable to maintain team cohesion during training events; results in platoon demoralization
- Soldier fails to complete missions
- A body for the slot and nothing more. Places self, I, and me before his/her Soldiers

#### **MEETS THE STANDARD**

- Accomplished all assigned task within standards; on or ahead of time
- Achieves directed standards within directed timelines
- Builds teams that support the commander's vision and intent
- Soldier successfully accomplished assigned tasks or missions
- Does what is needed and only when needed

#### **EXCEEDS THE STANDARD**

- Sought out by subordinate and peers alike due to vast knowledge of GCCS-A; increased successful transaction rate by 40%
- Produced three of the four Soldiers of the Quarter in the 10th INF DIV (L)
- Number one producer of new recruits in the entire recruiting command with 15% tier I applicants
- Soldier achieved Senior Army Instructor Badge nine months ahead of schedule
- Soldier can achieve mission success with little or no guidance; performs at a high level
- Simply put; this is a reliable source to meet mission requirement without fail

#### **FAR EXCEEDS THE STANDARD**

- Resources a 25K project with private sector host at no cost to the organization to enhance training selection for the future Soldier
- Provided the Army Solution to retrograde of equipment that saw a 100% increase of accountability and return to inventory; \$5.8B in assets
- Developed, coordinated and executed the III Corps wayward equipment roundup; resulting in the reestablishment of \$28M in missing equipment
- Produced the Distinguished Honor Graduate for the last 10 cycles
- Soldier is always mission ready, thinking outside of the box. Capable of turning any mission into a great success clearly head and shoulders above his/her peers
- Acknowledged for being resourceful in going above and beyond the expectations. Currently performs at level(s) above grade
- Is a reliable source that the chain of command & NCO support channel can depend on to get the most demanding, difficult, and challenging task. He/she will get it done

## **94 CMF**

### **CHARACTER**

#### **DID NOT MEET STANDARD**

- demonstrated a lack of concern for Soldiers welfare; committed an act of sexual harassment against his Soldier
- displayed poor leadership; failed to report a sexual assault that occurred during a FTX
- retaliated against a Soldier making an EO complaint

## **MET STANDARDS**

- supported the Army SHARP program; fostered an environment free of harassment through training and by his own example
- committed to Army Equal Opportunity Program and enabling Soldiers to grow as leaders
- treated Soldiers with respect regardless of rank gender or ethnicity
- identified SHARP deficiencies in the company and took appropriate steps to ensure guilty Soldiers received punishment; increased spirit de corps throughout the organization

## **PRESENCE**

### **DID NOT MEET STANDARD**

- operated poorly in high op-tempo environments and stressful situations; unable to complete critical missions on time
- displayed an unkempt appearance; portrayed a negative image for the Army
- lacked confidence in the presence of Soldiers; failed to project military bearing which reduced Soldier morale and esprit de corps

### **MET STANDARDS**

- maintained physical and personal appearance in accordance with Army regulations
- exhibited an appearance above reproach and displayed an image for others to emulate
- operated extremely well under pressure and mitigated stressful situations; demonstrated confidence and resilience effectively during high operational tempo

### **EXCEEDED STANDARDS**

- awarded the Army Physical Fitness Badge by scoring over 90 points in each event on his APFT
- created a tough physical fitness program; aided in raising his Soldiers' APFT average from 250 to 270 and meeting all body fat standards
- displayed a professional manner, commanding presence, and confident demeanor

### **FAR EXCEEDED STANDARDS**

- awarded the Army Physical Fitness Badge consecutively by scoring over 300 points on the APFT; scored on the extended scale for all three events
- developed the unit's PT program resulting in a 280 point average; established 100% APFT pass rate with ten Physical Fitness Badges and no ABCP enrollments
- regarded as an expert in drill and ceremonies for establishing the brigade drill team; resulted in two of his NCOs being selected for the division color guard
- led from the front during company physical readiness training (PRT); scored a 293 on the APFT and awarded the ARMY physical fitness badge

## **INTELLECT**

### **DID NOT MEET STANDARD**

- failed to update internal and external electronic maintenance SOPs; his shop received a needs improvement rating during division CIP
- degraded maintenance support capabilities within the section, as a result of his lack of technical proficiency
- displayed a lack of sound judgment during off duty hours; which resulted in a conviction for driving under the influence of alcohol

### **MET STANDARDS**

- displayed high technical and tactical proficiency; maintained 90% equipment readiness rate for 12 consecutive months
- exhibited excellent interpersonal tact when dealing with others; led to proper identification of problems, formulation of solutions to resolve issues and concerns
- created electronics maintenance parts accountability program that increased equipment repair efficiency by 10%

### **EXCEEDED STANDARDS**

- utilized expertise and knowledge of the DUKE systems to enable a 100% operational readiness rate of all crew systems; resulted in 100% RC-IED defeat for over 500 convoys
- created fleet management program that led to the expedited release and shipment of over 2,000 critical Class IX parts
- minimized equipment non-mission capable time by 50% by working closely with Battalion Motor Sergeants, TACOM LARs, and Field Service representatives

### **FAR EXCEEDED STANDARDS**

- aggressively completed all requirements to earn the Ordnance Munitions and Electronics Maintenance School (OMEMS) Master Instructor Badge
- implemented Lean Six Sigma principles to increase maintenance operations; reduced lost maintenance man hours by over 50% through increased efficiency
- developed and implemented the inaugural Communications and Electronics lane for the Brigade wide maintenance rodeo; increased maintenance readiness by 20%

### **LEADS**

### **DID NOT MEET STANDARD**

- failed to consistently communicate with Soldiers; resulted in tasks and missions not being completed to closure
- mismanaged Soldiers during shop operation hours; contributed to the lowest operational readiness rate within the brigade
- exhibited poor rapport with Soldiers which resulted in ineffective supervision and delegation of responsibilities

### **MET STANDARDS**

- provided seamless lines of communications with 3ID; his efforts enabled 3SB to provided continues logistical support throughout IRAQ Northern area of operation
- coached and mentored Soldiers; allowed them opportunities to serve in and learn from positions of greater responsibility
- was able to instill a team first mentality within the section; a charismatic leader

### **EXCEEDED Standards**

- used his extensive knowledge of electronics to facilitate the training of 80 AIT Soldiers which resulted in a 90% graduation rate
- influenced other units in the battalion to adopt preventive maintenance standards on electronics and communications equipment which saved the battalion \$60K on repair parts
- created a plan and set goals to train his section on the units METL tasks; resulting in a "T" rating on 8 of 10 tasks in the last training quarter



### **FAR EXCEEDED STANDARDS**

- mentored four NCOs to seek enrollment into the prestigious Sergeant Audie Murphy Club (SAMC); resulted in two NCOs being nominated for induction into the SAMC
- supervised the excess turn-in of over 1,000 serviceable repair parts; returning over \$2 million to the Army supply system
- supervised and managed over 482 TMDE items with zero delinquencies without affecting the daily arduous OPTEMPO in the battalion
- led his platoon to repair over 200 AN/PVS-7B in three days so the owning unit could deploy on time; each Soldier received a CG Coin of Excellence for their support

### **DEVELOPS**

### **DID NOT MEET STANDARD**

- displayed indifference towards suggestions for correcting substandard performance; missed numerous opportunities for improvement and career progression
- demonstrated favoritism towards a select few technicians in the shop; directly affected the morale, discipline, and development of the section
- failed to reinforce and develop shop processes, resulting in increased down-time for non-mission capable pacing items

### **MET STANDARDS**

- counseled Soldiers on the importance of initiative and acceptance of responsibility; provided positive feedback and alternate courses of action to consistently develop subordinates
- developed a team oriented repair section focused on reducing equipment down time; resulted in the reduction of the section's maintenance backlog by 25%
- encouraged Soldiers to pursue education and professional development opportunities; resulted in 100% of section enrolling in technical courses to improve proficiency
- placed the health and welfare of his Soldiers and their Families first; he met with all Family members within his platoon to ensure they were prepared for deployment

### **EXCEEDED STANDARDS**

- educated and empowered all the Soldiers in the troop as the SHARP and EOL; fostering a safe and healthy working environment
- reviewed records and advised over 30 NCOs on career progression and promotion potential; resulted in 26 NCO promotions
- encouraged Soldiers to engage in lifetime learning and civilian education; resulted in 15 Soldiers enrolled in an Associates, Bachelors, and Master's degree programs
- stressed civilian education; 90% of his platoon has enrolled in college and his Soldiers have completed over 45 hours of College Level Examination Program

### **FAR EXCEEDED STANDARDS**

- completed 15 credit hours to receive his Bachelor's Degree in Business Management; he utilized business management principles to increase shop production
- trained over 600 Soldier within the unit on preventing sexual assault and sexual harassment during the post SHARP stand down day
- earned a Bachelor of Science degree in Social Science; completed 12 semester hours while maintaining a 3.8 GPA

## **ACHIEVES**

### **DID NOT MEET STANDARD**

- was unable to maintain a reliable shop production rate without constant supervision
- failed to supervise subordinates and follow proper maintenance procedures; resulted in the loss of \$2K worth of repair equipment
- failed to follow orders leading to revocation of security clearance; resulted in reduced maintenance capabilities due to lack of supervision

### **MET STANDARDS**

- achieved 100% accountability of equipment during Change of Command inventories and had all identified shortages on order
- turned in over 200 lines of CL IX repair parts while reorganizing g the section's bench stock; returned over \$2K of serviceable repair parts to the Army supply system
- enforced the unit safety program during ranges, motor pool operations, and all training events; resulted in zero injuries during the rating period

### **EXCEEDED STANDARDS**

- trained and familiarized over 190 Soldiers on the use and maintenance of night vision devices and communications equipment; increased operator fault diagnosis by 25%
- utilized his personal combat experience to enhance organizational capabilities; sought after by the Battalion CSM for advice during Military Decision Making Process
- placed a strong emphasis on Soldier and equipment safety, resulting in the section performing over 150 service and support missions incident and accident free

### **FAR EXCEEDED STANDARDS**

- improved the Army's readiness; trained over 3,000 Soldiers, NCOs, and Officers across three continents on CMDP during AAME evaluations
- ensured unit completed all RESET operations on 1,564 pieces of equipment post deployment; resulted in the unit being mission ready 90 days ahead of schedule
- provided solutions for systemic faults identified across the BCT's 200 communications devices; resulted in new software upgrades which improved communications capabilities by 50%
- managed five BCTs 026 and CJME reports daily and worked to coordinate CL IX parts flow resulting in an average overall OR rating of 97%