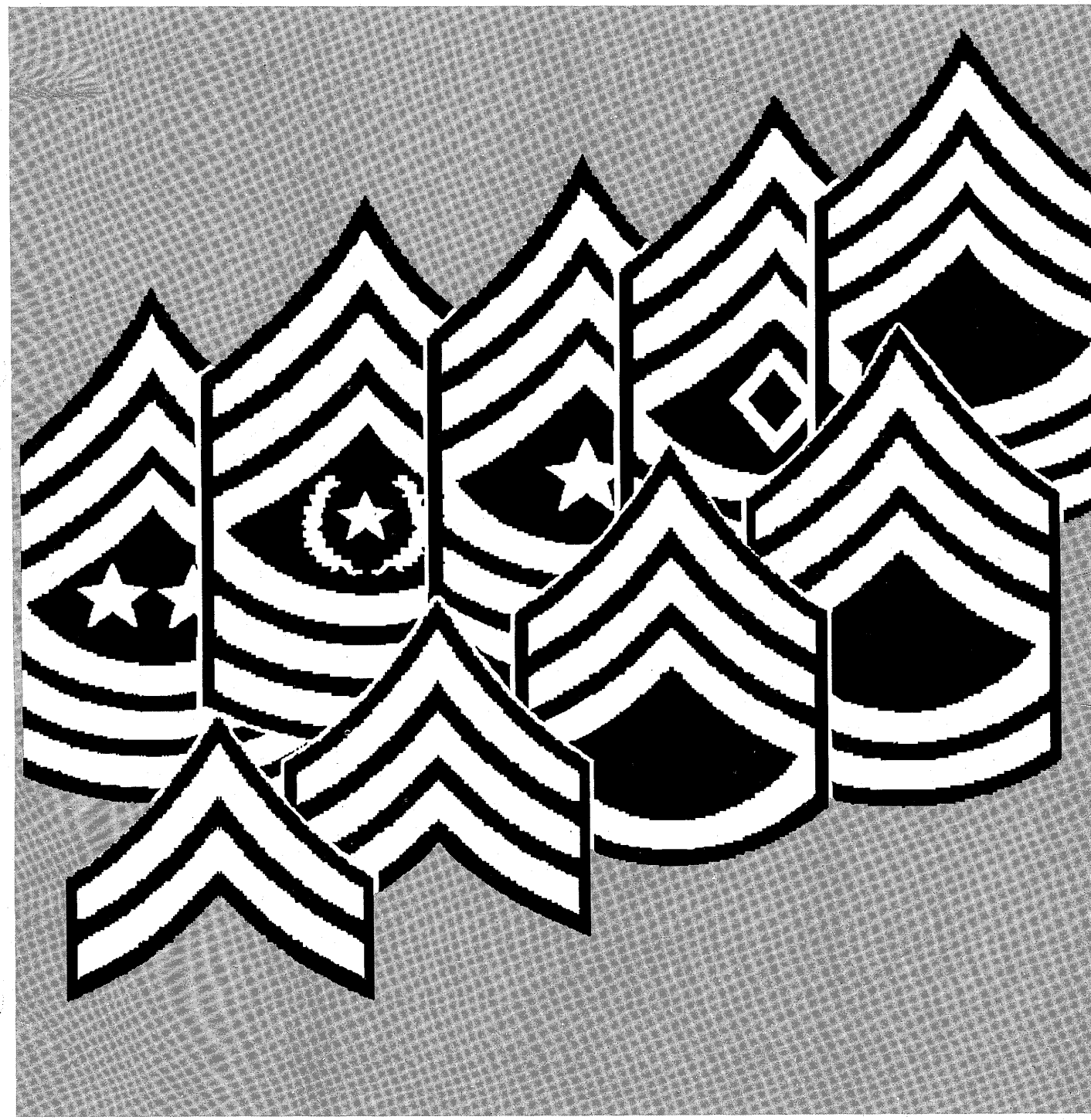
Headquarters
Department of the Army
Washington, D.C.
January 1988

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Department of the Army
Pamphlet 623-205

The Noncommissioned Officer Evaluation Reporting System "In Brief"



DEDICATED TO NONCOMMISSIONED OFFICER EXCELLENCE

SERGEANT JOSEPH WHITE
CONTINENTAL ARTILLERY
1775 - 1777

ONE OF THE FIRST IDENTIFIABLE AMERICAN NONCOMMISSIONED OFFICERS, DURING THE BATTLE OF TRENTON ON 26 DECEMBER 1776, SERGEANT WHITE'S CANNON WAS DISABLED AFTER FIRING THREE ROUNDS. SGT WHITE THEN PARTICIPATED IN A BAYONET CHARGE, CAPTURED AN ENEMY CANNON AND TURNED AND FIRED IT BACK ON THE RETREATING HESSIANS. DURING THE WITHDRAWAL AFTER THE BATTLE, HE MADE A SIGNIFICANT CONTRIBUTION TO THE DEVELOPMENT OF THE ARTILLERY TRADITION OF NEVER ABANDONING A WEAPON TO THE ENEMY. AGAINST MUCH ADVICE, HE AND HIS MEN DRAGGED THE DISABLED CANNON NINE MILES BACK TO THE DELAWARE RIVER CROSSING SITE. THE VICTORY WAS THEN COMPLETE, NO CANNON WAS LOST TO THE ENEMY.

SERGEANT BELTON SAVARIE
2D BATTALION, FREE MEN OF COLOR,
LOUISIANA MILITIA
1814 - 1815

ONE OF THE FIRST IDENTIFIABLE BLACK AMERICAN NONCOMMISSIONED OFFICERS, SERGEANT BELTON SAVARIE SAW COMBAT IN OPERATIONS ATTENDANT TO THE BATTLE OF NEW ORLEANS DURING THE WAR OF 1812, HE SERVES AS AN EXAMPLE OF THE COUNTLESS NUMBERS OF NONCOMMISSIONED OFFICERS FROM THE RESERVE FORCES WHO RALLIED TO AMERICA'S DEFENSE THROUGHOUT OUR HISTORY. SERGEANT SAVARIE MADE THE SUPREME SACRIFICE TO HIS COUNTRY. HE WAS MORTALLY WOUNDED AND DIED ON 10 JANUARY 1815.

Headquarters
Department of the Army
Washington, D.C.
29 January 1988

Department of the Army
Pamphlet 623–205

The Noncommissioned Officer Evaluation Reporting System "In Brief"

This pamphlet introduces and briefly explains the new Noncommissioned Officer Evaluation Reporting System. It provides examples for rating officials to follow in preparing the new forms. Detailed information on the new Noncommissioned Officer Evaluation Reporting System is in DA Circular 623–88–1.

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NCO-ER, A NEW BEGINNING

• The idea for a new NCO-ER began with the work of the NCO Professional Development Study Group in 1985. As the group went around the Army discussing NCO professional development with NCOs and officers, it became obvious that a better report was needed. The group also found that there was not sufficient communication between raters and rated NCOs. The most important contribution, however, was the group's list of what the Army requires its NCOs to be and know. This list was a real breakthrough.

• Finally, we had something that was focused totally on the NCO and it became immediately obvious that what are now called the NCO responsibilities should be emphasized, taught, and evaluated by a new NCO evaluation system. The task of developing a new system began with the instructions from the Army leadership that the NCO responsibilities, which includes the Army values, be included, and that the NCO Corps was to be heavily involved in the development.

• The development included the usual things, such as looking at other systems, past and present, getting input from selection boards, and listening to the Army's senior officers and NCOs. Beyond that was the input from the NCO Corps. The development group talked with over 1,000 NCOs of all grades, and surveyed 2,500 more.

• The NCOs had a lot to say, most of which had a major role in the development of the new system, however, from the very first moment it became clear that the single strongest message was the need for more counseling, and some assist with getting it done.

• By January of 1986 enough feedback was received to proceed. A concept was developed and approved. The heart of the concept is the new systems functions.

• It is with these functions as the guide that the techniques were selected, the forms designed and the new system put together. The forms and major policy changes were then staffed with the Army's Major Commands, and on 16 June 1987, approved by the CSA.

NCO-ER FUNCTIONS

• To strengthen the ability of the NCO Corps to meet the professional challenges of the future through the inculcation of values and basic NCO responsibilities.

• To ensure the selection of the best NCOs to serve in positions of increasing responsibility by providing rating chain view of performance/potential for use in centralized selection, assignment, and other EPMS decisions.

• To contribute to Armywide improved performance and professional development by increased emphasis on performance counseling.

NCO–ER
A NEW BEGINNING

COMMANDER'S EVALUATION REPORTS (1958–1968)	• 1ST CUT
ENLISTED EFFICIENCY/ EVALUATION REPORTS (EERs) (1968–1988)	• RETIRED AFTER 20 YEARS OF SUCCESSFUL USE BY THE ARMY
NCO EVALUATION REPORT (NCO–ER) (1988–UNTIL)	• FOCUSED SPECIFICALLY ON THE NCO • BUILT WITH NCO PARTICIPATION AND ADVICE • DEDICATED TO NCO EXCELLENCE • EMPHASIZES THE IMPORTANT ROLE THE NCO PLAYS IN THE ARMY'S SUCCESS • WORTHY OF NCO PRIDE

NCOPD STUDY SAID:

WE NEED A NEW EER THAT:

- ***BETTER SUPPORTS NCO PROFESSIONAL DEVELOPMENT***
- ***INCREASES COMMUNICATION BETWEEN RATERS AND RATEES***
- ***ADDRESSES SKILLS AND ATTRIBUTES ARMY REQUIRES OF ITS NCOs***

NCO–ER
FUNCTIONS

LEADER DEVELOPMENT

VALUES/NCO RESPONSIBILITIES

SELECTION BOARDS

PERFORMANCE COUNSELING

NCO CORPS WANTS PERFORMANCE COUNSELING

NCO-ER SYSTEM OVERVIEW

• New Roles of Rating Chain. Rater—Primary evaluation focus on performance and responsibility for performance counseling. Senior rater (new name for indorser)—Primary evaluation focus on potential; responsible for overwatching performance evaluation; and responsible for mentoring (future focus). Reviewer—Responsible for rating safeguard overwatch; comments only when he/she disagrees with rater and/or senior rater.

• The new system requires performance counseling in order to improve performance and professionally develop the NCO. Face-to-face performance counseling is mandatory for all NCOs (CPL thru CSM).

o Initial counseling is required within 30 days of beginning of rating period.

o Later counseling sessions will be conducted at least quarterly for Active Army and AGR NCOs and at least semiannually for ARNG and USAR NCOs performing IDT.

• The NCO-ER System uses two forms: the NCO Counseling Checklist/Record (DA Form 2166–7–1) which is used by the rater to assist in counseling subordinate NCOs and the NCO Evaluation Report (DA Form 2166–7) which replaces the Enlisted Evaluation Report (EER). All parts of each of these new forms will be addressed in detail in this pamphlet.

o The Counseling Checklist provides examples, definitions, and step-by-step assistance to the rater for informing subordinates about their jobs as well as expected performance standards, and for providing feedback on actual performance. The checklist is used within the first 30 days of the rating period and periodically afterward for performance counseling.

o The NCO-ER places emphasis on the Army values and the NCO responsibilities developed by the NCO Professional Development Study Group. The form relies on box marks as opposed to numbers, utilizes a reduced narrative in the form of "bullet comments/examples", and promotes the concept of excellence.

NEW FORMS

NCO COUNSELING CHECKLIST/RECORD

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

NAME OF RATED NCO | RANK | DUTY POSITION | UNIT

PURPOSE: The primary purpose of counseling is to improve performance and to professional always looking forward. It does not dwell on the past and on what was done, rather on the futur end of the rating period is too late since there is no time to improve before evaluation.

RULES:

1. Face-to-face performance counseling is mandatory for all Noncommissioned Officers
2. This form is for use along with a working copy of the NCO-ER for conducting NCO pe content and dates. Its use is mandatory for counseling all NCOs, CPL thru SFC/PSG, anc
3. Active Component. Initial counseling must be conducted within the first 30 days of eac Reserve Components. (ARNG, USAR). Counseling must be conducted at least semiannually. the rating period.

CHECKLIST - FIRST COUNSELING SESSION AT THE BEGINNING

PREPARATION

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

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

7. Decide what you consider necessary for success (a meets standards rating) for each value/responsibility. Use the examples listed on pages 3 and 4 of this form as a guide in developing your own standards for success. Some may apply exactly, but you may have to change them or develop new ones that apply to your situation. Be specific so the rated NCO will know what is expected.
8. Make notes in blank spaces in Part IV of NCO-ER to help when counseling.
9. Review counseling tips in FM 22-101.

COUNSELING

1. Make sure rat
2. Show rated NC of the NCO-ER. Exp before, ask for any
3. Discuss the me NCO-ER. Use the tr definitions on page
4. Explain how e duty position by sh meets standards rati as a start point. Be expected.
5. When possible, apply. This gives th Remember that onl excellence always accomplishments of
6. Give rated NC suggestions.

AFTER COUNSELI

1. Record rated N
2. Write key point
3. Show key poin
4. Save NCO-ER

CHECKLIST - LATER COUNSELING SESSIONS DURING TH

PREPARATION

1. Schedule counseling session, notify rated NCO, and tell him/her to come prepared to discuss what has been accomplished in each value/responsibility area.
2. Look at working copy of NCO-ER you used during last counseling session.
3. Read and update duty description. Especially note the area of special emphasis; the priorities may have changed.
4. Read again, each of the values/responsibilities in Part IV of NCO-ER and the expanded definitions and examples on pages 3 and 4 of this form; then think again, about your standards for success.
5. Look over the notes you wrote down on page 2 of this form about the last counseling session.
6. Think about wh rating period (specifi and results).
7. For each valu First, what has happ during the last coun well?; and Third, wh
8. Make notes in b when counseling. (U counseling session).
9. Review counse

DA FORM 2166-7-1, AUG 87

NCO EVALUATION REPORT

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

SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX E.

PART I - ADMINISTRATIVE DATA

a. NAME (Last, First, Middle Initial)	b. SSN	c. RANK	d. DATE OF RANK	e. PMOSC

f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND | g. REASON FOR SUBMISSION

h. PERIOD COVERED FROM (YY MM)	THRU (YY MM)	i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL	l. RATED NCO COPY (Check one and Date)	m. PSC Initials	n. CMD CODE	o. PSC CODE
					1. Given to NCO / Date 2. Forwarded to NCO			

PART II - AUTHENTICATION

a. NAME OF RATER (Last, First, Middle Initial)	SSN	SIGNATURE	
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT			DATE
b. NAME OF SENIOR RATER (Last, First, Middle Initial)	SSN	SIGNATURE	
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT			DATE
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. Part I, height/weight and APFT entries are verified. I have seen this report completed through Part V. I am aware of the appeals process (AR 623-205).		SIGNATURE	DATE
d. NAME OF REVIEWER (Last, First, Middle Initial)	SSN	SIGNATURE	
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT			DATE

e. ☐ CONCUR WITH RATER AND SENIOR RATER EVALUATIONS ☐ NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)

PART III - DUTY DESCRIPTION (Rater)

a. PRINCIPAL DUTY TITLE	b. DUTY MOSC

c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars)

d. AREAS OF SPECIAL EMPHASIS

e. APPOINTED DUTIES

f. Counseling dates from checklist/record	INITIAL	LATER	LATER	LATER

PART IV - VALUES/NCO RESPONSIBILITIES (Rater)

a. Complete each question. (Comments are mandatory for "No" entries, optional for "Yes" entries.)

	YES	NO
1. Places dedication and commitment to the goals and missions of the Army and nation above personal welfare. 1		
2. Is committed to and shows a sense of pride in the unit - works as a member of the team. 2		
3. Is disciplined and obedient to the spirit and letter of a lawful order. 3		
4. Is honest and truthful in word and deed. 4		
5. Maintains high standards of personal conduct on and off duty. 5		
6. Has the courage of convictions and the ability to overcome fear - stands up for and does, what's right. 6		
7. Supports EO/EEO 7		

Bullet comments

V A L U E S

PERSONAL
Commitment
Competence
Candor
Courage

ARMY ETHIC
Loyalty
Duty
Selfless Service
Integrity

DA FORM 2166-7, SEP 87 REPLACES DA FORM 2166-6, OCT 81, WHICH IS OBSOLETE

PERFORMANCE COUNSELING

IMPROVE PERFORMANCE

DEVELOP NCO

EVALUATION

RATER -- Performance

SENIOR RATER -- Potential

REVIEWER -- Overwatch

PERFORMANCE COUNSELING

- Performance counseling informs soldiers about their jobs and the expected performance standards and provides feedback on actual performance.

  - o Counseling goal is to get all NCOs to be successful and meet standards.

  - o The best counseling is always looking forward. It does not dwell on the past and what was done, rather on the future and what can be done better.

  - o Counseling at the end of the rating period is too late since there is no time to improve before evaluation.

COUNSELING CHECKLIST

- NCO Counseling Checklist/Record is designed to be used with the NCO-ER as a sole source counseling support document. It contains just about all the information necessary to prepare for and conduct a counseling session. It also provides a place to record the results. Its use is required for counseling all NCOs, CPL through SFC/PSG, and is optional for counseling other senior NCOs.

- The rater keeps one checklist for each rated NCO until after the end of the rating period.

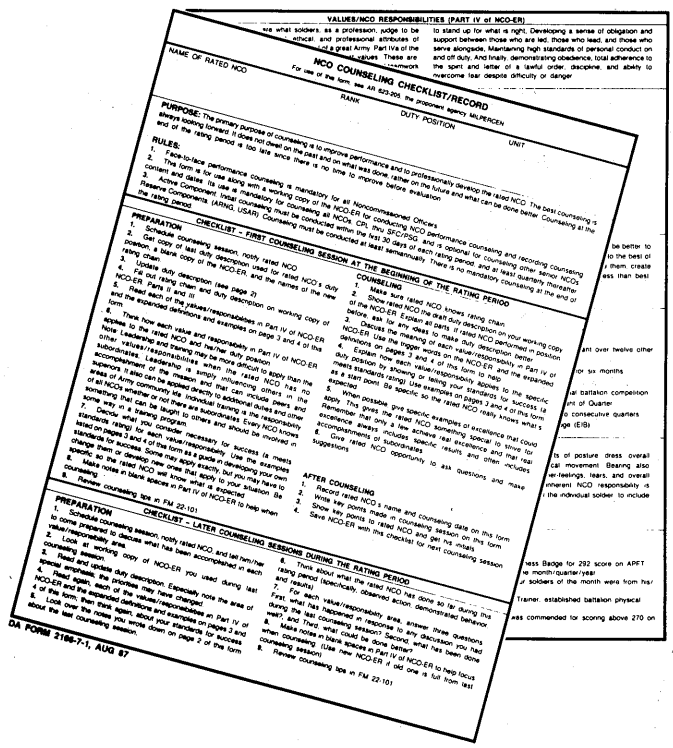
- At first glance the checklist appears long; however, most of it is reference material concerning the "what" of counseling, the Army values and NCO responsibilities.

  - o Many NCOs have said that once they sat down and read the checklist, they liked what they read, since for the first time, in one place, they are able to read what the Army expects of its NCOs.

  - o The NCO Counseling Checklist/Record contains good information, but **it must be read.**

PERFORMANCE COUNSELING

Informs soldiers about their jobs and the expected performance standards and provides feedback on actual performance



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

NCO COUNSELING CHECKLIST/RECORD

NAME OF RATED NCO — RANK — DUTY POSITION — UNIT

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

RULES:
1. Face-to-face performance counseling is mandatory for all Noncommissioned Officers.
2. The form is for use along with a working copy of the NCO-ER for conducting NCO performance counseling and recording counseling content and dates. Its use is mandatory for counseling all NCOs. CPL thru SFC/E-7/PSG, and is optional for counseling other senior NCOs.
3. Active Components (ARNG, USAR) Counseling must be conducted at least semiannually. There is no mandatory counseling at the end of the rating period.

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

1. Schedule counseling session, notify rated NCO.
2. Get copy of last duty description used for rated NCO's duty position, a blank copy of the NCO-ER, and the names of the new rating chain.
3. Update duty description (see page 2).
4. Fill out rating chain and duty description on working copy of NCO-ER, Parts I and III.
5. Read each of the values/responsibilities in Part IV of NCO-ER and the expanded definitions and examples on page 3 and 4 of this form.
6. Think how each value and responsibility in Part IV of NCO-ER applies to the rated NCO and his/her duty position.
Note: Leadership and training may be more difficult to apply than the other values/responsibilities when the rated NCO has no subordinates. Leadership is simply influencing others in the accomplishment of the mission and that can include peers and superiors. It also can be applied directly to additional duties and other areas of Army/community life. Individual training is the responsibility of all NCOs, whether or not there are individual trainees in the unit. Even at home, why in a training program.
7. Decide what you consider, necessary for success in meeting standards (rating) for each value/responsibility listed in Part IV of the form. Some may apply exactly, but you may have to change them or develop new ones that apply to your situation. Be specific so the rated NCO will know what is expected.
8. Make notes in blank spaces in Part IV of NCO-ER to help when counseling.
9. Review counseling tips in FM 22-101.

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

AFTER COUNSELING
1. Record rated NCO's name and counseling date on this form.
2. Write key points made in counseling session on this form.
3. Show key points made in counseling session on this form and get his initials.
4. Save NCO-ER with this checklist for next counseling session.

PREPARATION CHECKLIST - LATER COUNSELING SESSIONS DURING THE RATING PERIOD

1. Schedule counseling session, notify rated NCO, and tell him/her to come prepared to discuss what has been accomplished in each value/responsibility area.
2. Look at working copy of NCO-ER you used during last counseling session.
3. Read and review duty description. Especially note the area of special emphasis; the principles may have changed.
4. Read again, each of the values/responsibilities on Part IV of NCO-ER and then, each of the values/responsibilities on Page 3 and 4 of this form. Read the expanded definitions and examples on pages 3 and 4 of this form, then think again, about your standards for success.
5. Look over the notes you wrote down on page 2 of this form about the last counseling session.
6. Think about what the rated NCO has done so far during this (rating period (specifically, observed action, demonstrated behavior and results).
7. For each value/responsibility area, answer three questions during the last counseling session? Second, what has been done well?, and Third, what could be done better?
8. Make notes in blank spaces in Part IV of NCO-ER to help focus when counseling. (Use new NCO-ER if old one is full from last counseling session).
9. Review counseling tips in FM 22-101

DA FORM 2166-7-1, AUG 87

COUNSELING CHECKLIST

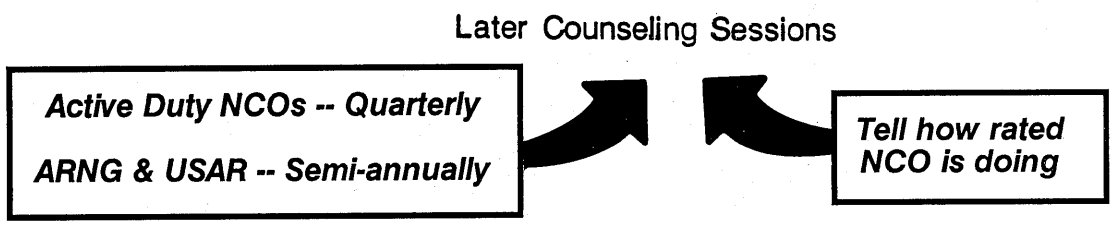
"Has information needed to counsel"

COUNSELING CHECKLIST/RECORD—PAGES 1 & 2

- Step-by-step checklists for rater on "How To" plan for and conduct:



Rater shows the rated NCO the rating chain and a complete duty description, discusses the meaning of the values and responsibilities contained on the NCO-ER, explains the standards for success, records key points discussed and obtains the rated NCO's initials.



Rater updates the duty description and based on observed action, demonstrated behavior and results, discusses what was done well and what could be done better, records key points discussed and obtains the rated NCO's initials.

- Counseling Record - Place to record:
  - o Counseling dates
  - o Key points made
  - o Rated NCO's initials

- Breakdown of duty description on NCO-ER

Rater must start counseling by showing a copy of the duty description

NCO COUNSELING CHECKLIST/RECORD

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

NAME OF RATED NCO	RANK	DUTY POSITION	UNIT
DARRYL G. RINES	SGT	LIGHT-WHEEL VEHICLE MECHANIC	11th EN BN (CBT HVY)

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

RULES:

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

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

PREPARATION

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

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

7. Decide what you consider necessary for success (a meets standards rating) for each value/responsibility. Use the examples listed on pages 3 and 4 of this form as a guide in developing your own standards for success. Some may apply exactly, but you may have to change them or develop new ones that apply to your situation. Be specific so the rated NCO will know what is expected.
8. Make notes in blank spaces in Part IV of NCO-ER to help when counseling.
9. Review counseling tips in FM 22-101.

COUNSELING

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

AFTER COUNSELING

1. Record rated NCO's name and counseling date on this form.
2. Write key points made in counseling session on this form.
3. Show key points to rated NCO and get his initials.
4. Save NCO-ER with this checklist for next counseling session.

CHECKLIST - LATER COUNSELING SESSIONS DURING THE RATING PERIOD

PREPARATION

1. Schedule counseling session, notify rated NCO, and tell him/her to come prepared to discuss what has been accomplished in each value/responsibility area.
2. Look at working copy of NCO-ER you used during last counseling session.
3. Read and update duty description. Especially note the area of special emphasis; the priorities may have changed.
4. Read again, each of the values/responsibilities in Part IV of NCO-ER and the expanded definitions and examples on pages 3 and 4 of this form; then think again, about your standards for success.
5. Look over the notes you wrote down on page 2 of this form about the last counseling session.
6. Think about what the rated NCO has done so far during this rating period (specifically, observed action, demonstrated behavior, and results).
7. For each value/responsibility area, answer three questions: First, what has happened in response to any discussion you had during the last counseling session? Second, what has been done well?; and Third, what could be done better?
8. Make notes in blank spaces in Part IV of NCO-ER to help focus when counseling. (Use new NCO-ER if old one is full from last counseling session).
9. Review counseling tips in FM 22-101.

DA FORM 2166-7-1, AUG 87

Page 1. NCO-ER Counseling Checklist/Record

COUNSELING

1. Go over each part of the duty description with rated NCO. Discuss any changes, especially to the area of special emphasis.

2. Tell rated NCO how he/she is doing. Use your success standards as a guide for the discussion (the examples on pages 3 and 4 may help). First, for each value/responsibility, talk about what has happened in response to any discussion you had during the last counseling session (remember, observed action, demonstrated behavior and results). Second, talk about what was done well. Third, talk about how to do better. The goal is to get all NCOs to be successful and meet standards.

3. When possible, give examples of excellence that could apply. This gives the rated NCO something to strive for, REMEMBER, EXCELLENCE IS SPECIAL, ONLY A FEW ACHIEVE IT! Excellence includes results and often involves subordinates.

4. Ask rated NCO for ideas, examples and opinions on what has been done so far and what can be done better. (This step can be done first or last).

AFTER COUNSELING

1. Record counseling date on this form.
2. Write key points made in counseling session on this form.
3. Show key points to rated NCO and get his initials.
4. Save NCO-ER with this checklist for next counseling session. (Notes should make record NCO-ER preparation easy at end of rating period).

COUNSELING RECORD

DATE OF COUNSELING	RATED NCO's INITIALS	KEY POINTS MADE
INITIAL 9 SEP 88	DGR	GET WITH INDIVIDUAL TRAINING, PREPARE FOR ANNUAL CTT, CE AND SQT. ENSURE SOLDIERS MEET STANDARDS AND SUSTAIN PROFICIENCY TO SUPPORT COMPANY AND BATTALION ARTEPS. NO FAILURES ON APFT, WEIGHT CONTROL, SQT OR CT. APPOINTED DUTY IS BATTERY REPAIR AND UPKEEP NCO.
LATER 15 DEC 88	DGR	YOUR SOLDIERS PERFORMED WELL ON SQT AND CE LAST QUARTER, CONCENTRATE ON COMMON TASKS - TOO MANY NO-GOs ON PRACTICE TEST. EVERY SOLDIER MUST MEET ALL STANDARDS TO ACCOMPLISH MISSION. OFFERED HELP!
LATER 15 MAR 89	DGR	GOOD JOB ON ALL TASKS DISCUSSED DURING EARLIER COUNSELING. KEEP SOLDIERS UP TO SPEED ON CTT. FOCUS NOW THRU JUNE ON PREPARING FOR REFORGER.
LATER		

DUTY DESCRIPTION (PART III of NCO-ER)

The duty description is essential to performance counseling and evaluation. It is used during the first counseling session to tell rated NCO what the duties are and what needs to be emphasized. It may change somewhat during the rating period. It is used at the end of the rating period to record what was important about the duties.

The five elements of the duty description:

1 & 2. Principal Duty Title and Duty MOS Code. Enter principal duty title and DMOS that most accurately reflects actual duties performed.

3. Daily Duties and Scope. This portion should address the most important routine duties and responsibilities. Ideally, this should include number of people supervised, equipment, facilities, and dollars involved and any other routine duties and responsibilities critical to mission accomplishment.

4. Area of Special Emphasis. This portion is most likely to change somewhat during the rating period. For the first counseling session, it includes those items that require top priority effort at least for the first part of the upcoming rating period. At the end of the rating period, it should include the most important items that applied at any time during the rating period (examples are preparation for REFORGER deployment, combined arms drills training for FTX, preparation for NTC rotation, revision of battalion maintenance SOP, training for tank table qualification, ITEP and company AMTP readiness, related tasks cross-training, reserve components annual training support (AT) and SIDPERS acceptance rate).

5. Appointed Duties. This portion should include those duties that are appointed and are not normally associated with the duty description.

COUNSELING CHECKLIST/RECORD—PAGES 3 & 4

EXPANDED DEFINITIONS

- ***Tells what Army expects of its NCOs***
- ***Matches Part IV of NCO-ER***

EXPANDED DEFINITIONS/SPECIFIC EXAMPLES—Used by rater for counseling

- ***Counseling goal is to get all NCOs to be successful and meet standards***

o Bullets under values and **left** side under each responsibility provide a start point for telling the rated NCO what is expected. At the very least, the rater can read or show these examples to the rated NCO. The more confident rater can adjust the examples somewhat to take into account the specific duty position, chain of command emphasis, local situation, etc.

- ***Excellence—a new concept being introduced by NCO-ER***

o Bullets on **right** side under each responsibility are examples of excellence. Excellence is achieved by only a very few as the examples clearly indicate; however, all NCOs should constantly strive to achieve excellence in as many areas as possible. The examples of excellence are used by the rater to discuss the concept with the rated NCO and to offer help in achieving excellence when possible.

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

VALUES: Values are what soldiers, as a profession, judge to be right. They are the moral, ethical, and professional attributes of character. They are the heart and soul of a great Army. Part IVa of the NCO-ER includes some of the most important values. These are: Putting the welfare of the nation, the assigned mission and teamwork before individual interests; Exhibiting absolute honesty and courage to stand up for what is right; Developing a sense of obligation and support between those who are led, those who lead, and those who serve alongside; Maintaining high standards of personal conduct on and off duty; And finally, demonstrating obedience, total adherence to the spirit and letter of a lawful order, discipline, and ability to overcome fear despite difficulty or danger.

Examples of standards for "YES" ratings:

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

COMPETENCE: The knowledge, skills and abilities necessary to be expert in the current duty assignment and to perform adequately in other assignments within the MOS when required. Competence is both technical and tactical and includes reading, writing, speaking and basic mathematics. It also includes sound judgment, ability to weigh alternatives, form objective opinions and make good decisions. Closely allied with competence is the constant desire to be better, to listen and learn more and to do each task completely to the best of one's ability. Learn, grow, set standards, and achieve them, create and innovate, take prudent risks, never settle for less than best. Committed to excellence.

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

- Master the knowledge, skills and abilities required for performance in your duty position.
- Meet PMOS SQT standards for your grade.
- Accomplish completely and promptly those tasks assigned or required by duty position.
- Constantly seek ways to learn, grow and improve.

Examples of "Excellence":

- Picked as SSG to be a platoon sergeant over twelve other SSGs.
- Maintained SIDPERS rating of 98% for six months.
- Scored 94% on last SQT.
- Selected best truck master in annual battalion competition.
- Designated Installation Drill Sergeant of Quarter.
- Exceeded recruiting objectives two consecutive quarters.
- Awarded Expert Infantryman Badge (EIB).

PHYSICAL FITNESS AND MILITARY BEARING: Physical fitness is the physical and mental ability to accomplish the mission – combat readiness. Total fitness includes weight control, diet and nutrition, smoking cessation, control of substance abuse, stress management, and physical training. It covers strength, endurance, stamina, flexibility, speed, agility, coordination and balance. NCOs are responsible for their own physical fitness and that of their subordinates. Military Bearing consists of posture, dress, overall appearance, and manner of physical movement. Bearing also includes an outward display of inner-feelings, fears, and overall confidence and enthusiasm. An inherent NCO responsibility is concern with the military bearing of the individual soldier, to include on-the-spot corrections.

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

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

Examples of "Excellence":

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

LEADERSHIP: Influencing others to accomplish the mission. It consists of applying leadership attributes (Beliefs, Values, Ethics, Character, Knowledge, and Skills). It includes setting tough, but achievable standards and demanding that they be met; Caring deeply and sincerely for subordinates and their families and welcoming the opportunity to serve them; Conducting counseling; Setting the example by word and act/deed; Can be summarized by BE (Committed to the professional Army ethic and professional traits); KNOW (The factors of leadership, yourself, human nature, your job, and your unit); DO (Provide direction, implement, and motivate). Instill the spirit to achieve and win: Inspire and develop excellence. A soldier cared for today, leads tomorrow.

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

- Motivate subordinates to perform to the best of their ability as individuals and together as a disciplined cohesive team to accomplish the mission.
- Demonstrate that you care deeply and sincerely for soldiers and welcome the opportunity to serve them.
- Instill the spirit to achieve and win; Inspire and develop excellence through counseling.
- Set the example: BE, KNOW, DO.

Examples of "Excellence":

- Motivated entire squad to qualify expert with M-16.
- Won last three platoon quad inspections.
- Selected for membership in Sergeant Morales Club.
- Inspired mechanics to maintain operational readiness rating of 95% for two consecutive quarters.
- Led his squad through map orienteering course to win the battalion competition.
- Counseled two marginal soldiers ultimately selected for promotion.

TRAINING: Preparing individuals, units and combined arms teams for duty performance; The teaching of skills and knowledge. NCOs contribute to team training, are often responsible for unit training (Squads, Crews, Sections), but individual training is the most important, exclusive responsibility of the NCO Corps. Quality training bonds units: Leads directly to good discipline; Concentrates on wartime missions; Is tough and demanding without being reckless; Is performance oriented; Sticks to Army doctrine to standardize what is taught to fight, survive, and win, as small units when AirLand battle actions dictate. "Good training means learning from mistakes and allowing plenty of room for professional growth. Sharing knowledge and experience is the greatest legacy one can leave subordinates."

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

- Make sure soldiers-
  a. Can do identified common tasks.
  b. Are prepared for SQT and Commander's Evaluation.
  c. Develop and practice skills for duty position.
  d. Train as a squad/crew/section.
- Identify and recommend subordinates for professional development courses.
- Participate in unit training program.
- Share knowledge and experience with subordinates.

Examples of "Excellence":

- Taught five common tasks resulting in 100% GO on Annual CTT for all soldiers in directorate.
- Trained best howitzer section of the year in battalion.
- Coached subordinates to win consecutive soldier of month competitions.
- Established company Expert Field Medical Badge program resulting in 85% of all eligible soldiers receiving EFMB.
- Distinguished 1 tank and qualified 3 tanks in platoon on first run of tank table VIII.
- Trained platoon to fire honor battery during annual service practice.

RESPONSIBILITY AND ACCOUNTABILITY: The proper care, maintenance, use, handling, and conservation of personnel, equipment, supplies, property, and funds. Maintenance of weapons, vehicles, equipment, conservation of supplies, and funds is a special NCO responsibility because of its links to the success of all missions, especially those on the battlefield. It includes inspecting soldier's equipment often, using manual or checklist; Holding soldiers responsible for repairs and losses; Learning how to use and maintain all the equipment soldiers use; Being among the first to operate new equipment; Keeping up-to-date component lists; Setting aside time for inventories; and Knowing the readiness status of weapons, vehicles, and other equipment. It includes knowing where each soldier is during duty hours; Why he is going on sick call, where he lives, and his family situation; It involves reducing accidental manpower and monetary losses by providing a safe and healthful environment; It includes creating a climate which encourages young soldiers to learn and grow, and, to report serious problems without fear of repercussions. Also, NCOs must accept responsibility for their own actions and for those of their subordinates.

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

- Make sure your weapons, equipment, and vehicles are serviceable, maintained and ready for accomplishing the mission.
- Stop waste of supplies and limited funds.
- Be aware of those things that impact on soldier readiness e.g., family affairs, SQT, CTT, PQR, special duty, medical conditions, etc.
- Be responsible for your actions and those of your subordinates.

Examples of "Excellence":

- His emphasis on safety resulted in four tractor trailer drivers logging 10,000 miles accident free.
- Received commendation from CG for organizing post special olympics program.
- Won the installation award for Quarters of the Month.
- His constant instruction on maintenance resulted in six of eight mechanics earning master mechanic badges.
- Commended for no APCs on deadline report for six months.
- His learn and grow climate resulted in best platoon ARTEP results in the battalion.

Page 4. NCO-ER Counseling Checklist/Record

PARTS I & II, NCO-ER

- Part I—ADMINISTRATIVE DATA

o The format is new but the content is similar to the previous EER.

o Nonrated time is no longer recorded. Although many NCOs have worried about nonrated time in the past, it happens to everyone at one time or another and is normally not important.

- Part II—AUTHENTICATION

o Signing sequence remains the same—rater, senior rater, rated NCO, reviewer.

o The rated NCO's signature block has been expanded to include assurance that the form is complete at the time of signature, and to remind the rated NCO of appeal rights.

o New in Part II is a box to be marked by the reviewer. During the development of the form, there was a strong consensus from the NCO Corps that the reviewer should play a more active role in overwatching the system. In this block, the reviewer indicates concurrence or nonconcurrence with the rater and/or senior rater. Of course, if the reviewer disagrees with the rater and/or senior rater it is the reviewer's first responsibility to attempt to resolve the differences. This could result in rater and senior rater changing their ratings, although, the reviewer may not force the change. If, however, the reviewer is unable to change the minds of the rater and/or senior rater and still disagrees, then, the proper box is marked with an "X" and a nonconcurrence enclosure is mandatory. A special note is important here—the enclosure is for nonconcurrence. It is not to be used to add a third differently worded concurrence to the report.

o Placing an "X" in one of these blocks also introduces another new feature of this form—all "Xs" placed in the boxes are done in pen and ink by the rating official—NO TYPEWRITERS.

NCO EVALUATION REPORT

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

SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX E.

PART I - ADMINISTRATIVE DATA

a. NAME (Last, First, Middle Initial)	b. SSN	c. RANK	d. DATE OF RANK	e. PMOSC
RINES, DARRYL G.	012-34-5678	SGT	870919	63B20

f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND	g. REASON FOR SUBMISSION
HSC, 11th EN BN (CBT HVY), Ft Belvoir, VA 22060 FORSCOM	02 Annual

h. PERIOD COVERED FROM YY	FROM MM	THRU YY	THRU MM	i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL	l. RATED NCO COPY (Check one and Date)	Date	m. PSC Initials	n. CMD CODE	o. PSC CODE
88	09	89	08	12		0	X 1. Given to NCO / 2. Forwarded to NCO	890915	RDD	FC	TD12

PART II - AUTHENTICATION

a. NAME OF RATER (Last, First, Middle Initial)	SSN	SIGNATURE
GUNTER, RONALD D.	123-45-6789	Ronald D. Gunter

RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT	DATE
SFC, 63B40, HSC, 11th EN BN (CBT HVY), Ft Belvoir, VA 22060, Motor Sergeant	890901

b. NAME OF SENIOR RATER (Last, First, Middle Initial)	SSN	SIGNATURE
FREEMAN, ELWOOD R.	234-56-7890	Elwood R. Freeman

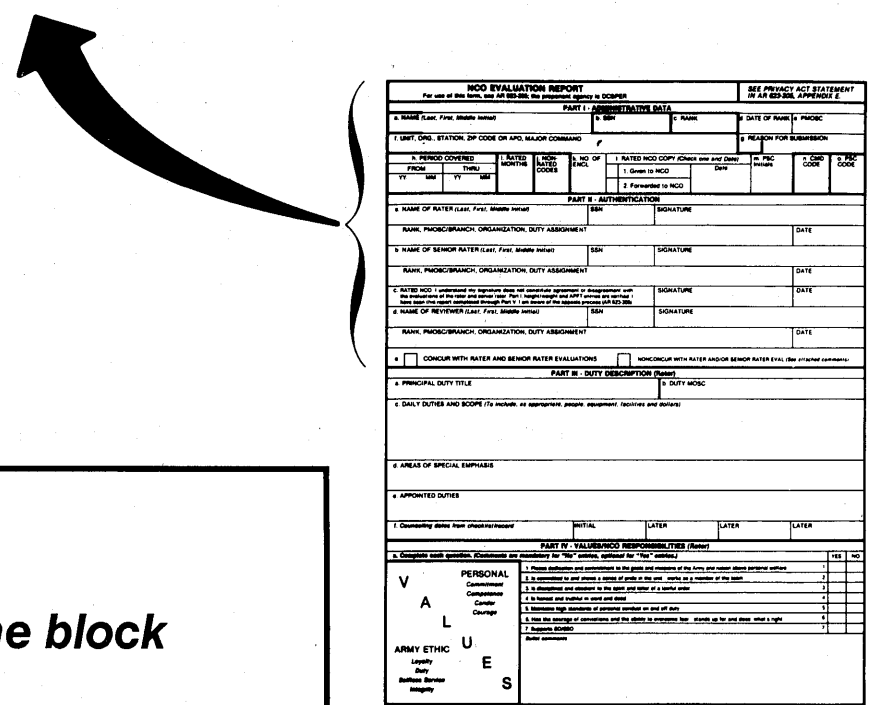
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT	DATE
CW2, 621A HSC, 11th EN BN (CBT HVY), Ft Belvoir, VA 22060, Motor Officer	890905

c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. Part I, height/weight and APFT entries are verified. I have seen this report completed through Part V. I am aware of the appeals process (AR 623-205).	SIGNATURE	DATE
	Darryl G. Rines	890905

d. NAME OF REVIEWER (Last, First, Middle Initial)	SSN	SIGNATURE
DePASTINA, DAVID A.	345-67-8901	David A. DePastina

RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT	DATE
CPT, EN, HSC, 11th EN BN (CBT HVY), Ft Belvoir, VA 22060, CDR	890907

e. [X] CONCUR WITH RATER AND SENIOR RATER EVALUATIONS [ ] NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL *(See attached comments)*



NEW

- **No non-rated time block**
- **Box for Reviewer to check concurrence/nonconcurrence**
- **Pen only for box Xs**

PART III, NCO-ER

- Part III—DUTY DESCRIPTION

  o The new format is designed to eliminate unnecessary words and highlight the most important.

  o A well-written duty description is essential for counseling the rated NCO at the beginning of the rating period.

  o Selection board experience has shown the duty description to be far more critical to centralized selection than is generally assumed.

- Parts IIIa&b—PRINCIPAL DUTY TITLE and DUTY MOSC are self-explanatory

- Part IIIc—DAILY DUTIES AND SCOPE

  o This area should include only the most important routine duties and responsibilities. Ideally, it includes the number of persons supervised; equipment, facilities, and dollars involved, and any other routine duties and responsibilities critical to mission accomplishment.

- Part IIId—AREAS OF SPECIAL EMPHASIS

  o This represents a new concept. When the rater first shows this part to the rated NCO during the first counseling session, it serves to emphasize those items that need to receive top priority effort at least during the first part of the rating period. That is another way of letting the rated NCO know what is expected. At the end of the rating period when it is time to fill out the form, this area should include, and therefore highlight to anyone that reads it, the most important items that applied any time during the rating period. Examples are: Preparation for REFORGER deployment, training for tank table qualification, SIDPERS acceptance rate.

- Part IIIe—APPOINTED DUTIES

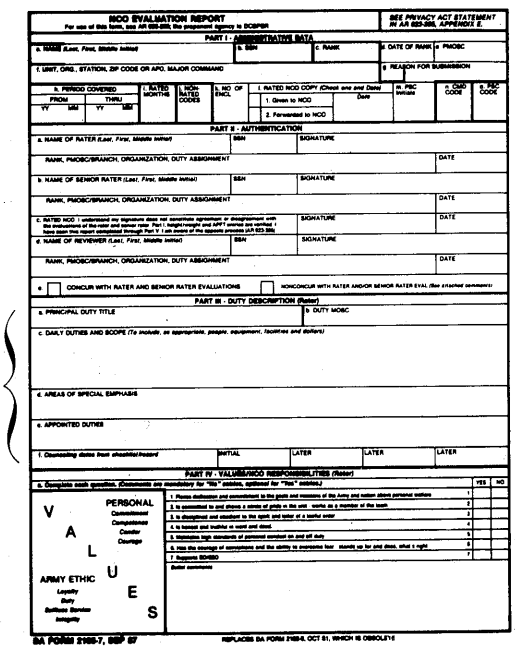
  o These are duties which are not normally associated with the duty position. They are what used to be known as additional duties. The NCO Corps was very vocal about having these included on any new form, since often much effort and time are involved.

- Part IIIf—COUNSELING DATES

  o The initial and later counseling dates are supplied by the rater from the Counseling Checklist/Record.

PART III - DUTY DESCRIPTION (Rater)				
a. PRINCIPAL DUTY TITLE Light-Wheel Vehicle Mechanic	b. DUTY MOSC 63B20			
c. DAILY DUTIES AND SCOPE *(To include, as appropriate, people, equipment, facilities and dollars)* Serves as light-wheel vehicle mechanic for a consolidated battalion maintenance section in a REFORGER-deployable FORSCOM combat heavy Engineer Battalion; provides technical guidance and supervision to lower grade mechanics; employs applicable test, measuring, and diagnostic equipment (TMDE) in conjunction with technical publications to diagnose and troubleshoot malfunctions.				
d. AREAS OF SPECIAL EMPHASIS Preparation for REFORGER				
e. APPOINTED DUTIES Battery repair and upkeep NCO				
f. *Counseling dates from checklist/record*	INITIAL 880909	LATER 881215	LATER 890315	LATER 890615

COMPLETED BY RATER



NEW

- ***Spaced to eliminate unnecessary words***
- ***Areas of special emphasis***
  - ***Appointed duties***
  - ***Counseling dates***

PART IVa, NCO-ER

- Part IVa—VALUES/NCO RESPONSIBILITIES

o Part IV is the evaluation of performance by the rater. Part IVa uses as criteria, the Army values and the NCO responsibilities developed by the NCO Professional Development Study Group. These are covered in greater depth on the checklist. The rater needs to read the checklist before evaluating just as much as before counseling. Part IVa requires a Yes/No response from the rater concerning many of the basic values. Comments are mandatory for all "No" ratings. These are placed in the space provided at the bottom of the page. Again, the goal in this section is to get all good NCOs to meet standards, and to identify those who do not. Therefore, comments on "Yes" entries are optional, and a rated NCO should not be hurt because this space may be left blank.

o When comments are written they must be in "bullet" narrative format adhering to the following rules:

- Short, concise, to the point
- Ideal bullet is 1 line, but no more than 2
- No more than 1 bullet to a line
- Must double-space between bullets
- Best bullets start with action verbs or possessive pronouns (his/her)
- Avoid using NCO's name or the personal pronouns he/she
- Each bullet will be preceded by a small o

o Adherence to these rules is so important to selection boards that reports not in compliance with the bullet narrative rules will not be accepted by HQDA.

PART IV - VALUES/NCO RESPONSIBILITIES *(Rater)*

a. Complete each question. ***(Comments are mandatory for "No" entries, optional for "Yes" entries.)***

		YES	NO
1. Places dedication and commitment to the goals and missions of the Army and nation above personal welfare.	1	X	
2. Is committed to and shows a sense of pride in the unit - works as a member of the team.	2	X	
3. Is disciplined and obedient to the spirit and letter of a lawful order.	3	X	
4. Is honest and truthful in word and deed.	4	X	
5. Maintains high standards of personal conduct on and off duty.	5	X	
6. Has the courage of convictions and the ability to overcome fear - stands up for and does, what's right.	6	X	
7. Supports EO/EEO	7	X	

V A L U E S

PERSONAL
Commitment
Competence
Candor
Courage

ARMY ETHIC
Loyalty
Duty
Selfless Service
Integrity

Bullet comments

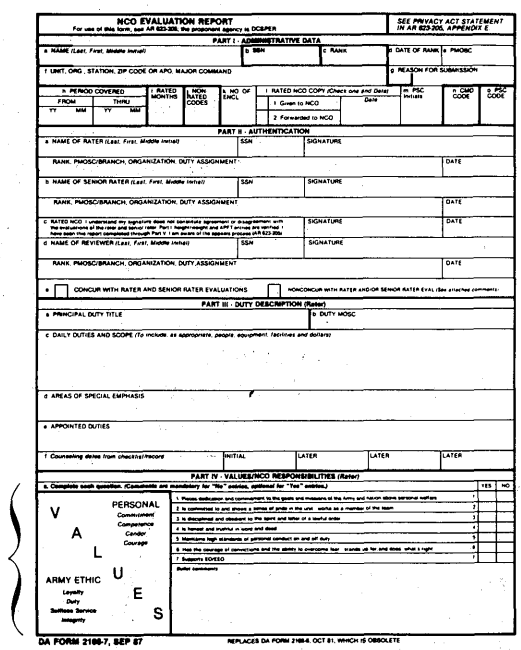
o his candor was refreshing

o leader in all unit sponsored functions

o totally honest & demands the same from others

DA FORM 2166-7, SEP 87 REPLACES DA FORM 2166-6, OCT 81, WHICH IS OBSOLETE

COMPLETED BY RATER


NCO EVALUATION REPORT

SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX E

PART I - ADMINISTRATIVE DATA

PART II - AUTHENTICATION

PART III - DUTY DESCRIPTION (Rater)

PART IV - VALUES/NCO RESPONSIBILITIES (Rater)

DA FORM 2166-7, SEP 87 REPLACES DA FORM 2166-6, OCT 81, WHICH IS OBSOLETE

NEW

- ***Values/Responsibilities***
- ***Bullet narrative***

PART IVb–f, NCO-ER

- Part IVb–f—VALUES/NCO RESPONSIBILITIES

o On the left, each responsibility is listed and highlighted by trigger words. For each responsibility, the rater places an X in one of the four boxes based on the following criteria:

- **EXCELLENCE:** Exceeds standards; demonstrated by specific example(s) and measurable results; special and unusual, achieved by only a few; clearly better than most others. (Examples:

  - o Scored 94 on last SQT;
  - o Received Physical Fitness Badge for 292 score on APFT;
  - o Qualified entire squad as expert with M–16 and M–60;
  - o Awarded the Expert Infantryman Badge (EIB)).

- **SUCCESS:** Meets all standards; majority of ratings; intended to be the equivalent of 125 score on the old EER; fully competitive for schooling and promotion; counseling goal to bring all NCOs to this level (Examples:

  - o Shares experiences readily, constantly teaching soldiers;
  - o Constantly seeking to improve, completed three subcourses during rating period;
  - o Coached and played on company softball team;
  - o Established a comprehensive cross training program for his section;
  - o His platoon had only one tank on deadline report (for 10 days) during last 11 months).

- **NEEDS IMPROVEMENT:**

  Missed meeting some standard (Examples:

  - o Was often unaware of whereabouts of subordinates;
  - o Had the highest deadline rate in the company due to apathy;
  - o Lacks the endurance/stamina to complete company runs;
  - o Unprepared to conduct formal training on three occasions).

- The rating that most NCOs will receive is SUCCESS; therefore, a report with all SUCCESS ratings is the equivalent of a 125 EER. EXCELLENCE is very difficult to achieve and few NCOs will do so. Bullet examples of EXCELLENCE ratings are mandatory and must **exceed** standards, contain **specific** evidence or results, and be **special.** Opinions must be supported by **facts.** Bullet examples of SUCCESS ratings are optional; however, they must **meet** standards, contain what's expected of good NCOs, and will **not** meet one or more of the requirements of an EXCELLENCE rating. Bullet examples of NEEDS IMPROVEMENT ratings are mandatory and must reflect **below** standard performance and be **specific.** Remember that bullet examples reflect the **results** of performance.

- If the rated NCO is a good performer, but the rater does not have specific examples, then the space is left blank, and the NCO is considered to be exactly as rated—successful, fully proficient in that responsibility, and as a result, a solid asset to his organization and the U.S. Army and fully competitive for schooling and promotion. See sample excellence bullets on the checklist and on pages 24 and 25 of this pamphlet. Finally, a single bullet example can only be used once, so the rater must decide which responsibility fits best, also, the same bullet narrative rules apply here as well—must double-space between bullets, each bullet not more than two lines, preferably one.

RATED NCO'S NAME (Last, First, Middle Initial)	SSN	THRU DATE
RINES, DARRYL G.	012-34-5678	8908

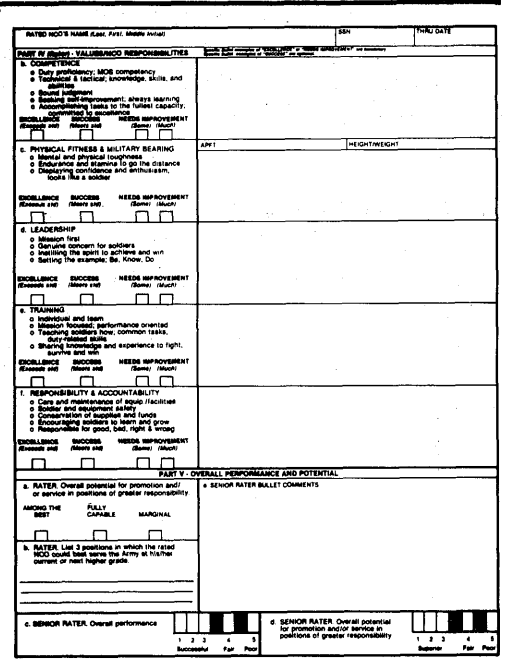
PART IV (Rater) - VALUES/NCO RESPONSIBILITIES — *Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Bullet examples of "SUCCESS" are optional.*

b. COMPETENCE o Duty proficiency; MOS competency o Technical & tactical; knowledge, skills, and abilities o Sound judgment o Seeking self-improvement; always learning o Accomplishing tasks to the fullest capacity; committed to excellence EXCELLENCE (Exceeds std) ☐ SUCCESS (Meets std) ☒ NEEDS IMPROVEMENT (Some) ☐ (Much) ☐	o scored 87 on SQT o his advice is sought by other mechanics
c. PHYSICAL FITNESS & MILITARY BEARING o Mental and physical toughness o Endurance and stamina to go the distance o Displaying confidence and enthusiasm; looks like a soldier EXCELLENCE (Exceeds std) ☒ SUCCESS (Meets std) ☐ NEEDS IMPROVEMENT (Some) ☐ (Much) ☐	APFT PASS/8904 — HEIGHT/WEIGHT 72/170 YES o received physical fitness badge for score of 292 on APFT
d. LEADERSHIP o Mission first o Genuine concern for soldiers o Instilling the spirit to achieve and win o Setting the example; Be, Know, Do EXCELLENCE (Exceeds std) ☐ SUCCESS (Meets std) ☒ NEEDS IMPROVEMENT (Some) ☐ (Much) ☐	
e. TRAINING o Individual and team o Mission focused; performance oriented o Teaching soldiers how; common tasks, duty-related skills o Sharing knowledge and experience to fight, survive and win EXCELLENCE (Exceeds std) ☐ SUCCESS (Meets std) ☒ NEEDS IMPROVEMENT (Some) ☐ (Much) ☐	
f. RESPONSIBILITY & ACCOUNTABILITY o Care and maintenance of equip./facilities o Soldier and equipment safety o Conservation of supplies and funds o Encouraging soldiers to learn and grow o Responsible for good, bad, right & wrong EXCELLENCE (Exceeds std) ☐ SUCCESS (Meets std) ☒ NEEDS IMPROVEMENT (Some) ☐ (Much) ☐	o his emphasis on safety resulted in no accidents during this rating period

COMPLETED BY RATER

NEW

- ***NCO responsibilities***
- ***Definitions of: EXCELLENCE***
  SUCCESS
  NEEDS IMPROVEMENT
- ***Bullet examples***



PART V, NCO-ER

• Part Va—The rater marks a box to indicate the rated NCO's overall potential for promotion as follows:

o **Among the best**—NCOs who have demonstrated success and/or excellence; a very good, solid performance and a strong recommendation for promotion and/or service in positions of greater responsibility.

o **Fully capable**—NCOs who have demonstrated success; a good performance, and should sufficient slots be available, a promotion recommendation.

o **Marginal**—NCOs who need improvement in one or more areas; do not promote at this time.

• Part Vb—The rater lists up to three duty positions for which the rated NCO is recommended.

• Part Vc&d—The senior rater marks a block to indicate the rated NCO's overall performance/potential as follows:

o **Successful/Superior**—Both a "1" and a "2" rating on both scales represents a very good, solid performance and a strong recommendation for promotion; of course, a "2" is not as good as a "1". A "3" rating also represents a good performance, and should sufficient slots be available, a promotion recommendation—but of course, it is not as good as a "2".

o **Fair**—NCOs who need improvement and/or additional training in one or more areas; do not promote at this time.

o **Poor**—NCOs who need significant improvement and/or additional training in more than one area; do not promote.

• Part Ve—The senior rater makes mandatory bullet comments that are focused on potential. It is OK for the senior rater to comment on performance; however, the emphasis must clearly be on potential. That is the primary role of the senior rater—to make the tough call on potential of the rated NCO, i.e., a recommendation for promotion, schooling, assignment, etc. The same bullet narrative rules apply here except the senior rater is not restricted to the use of examples like the rater is in Part IVb–f.

PART V - OVERALL PERFORMANCE AND POTENTIAL

a. RATER. Overall potential for promotion and/or service in positions of greater responsibility.

AMONG THE BEST	FULLY CAPABLE	MARGINAL
☒	☐	☐

b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.

Sr Lt Whl Veh Mech
Motor SGT
Drill SGT

e. SENIOR RATER BULLET COMMENTS

- o showed genuine concern for subordinates, was constantly teaching
- o is always seeking better ways to maintain Bn vehicles
- o send to school, promote, & make Sr Light-Wheel Vehicle Mechanic now

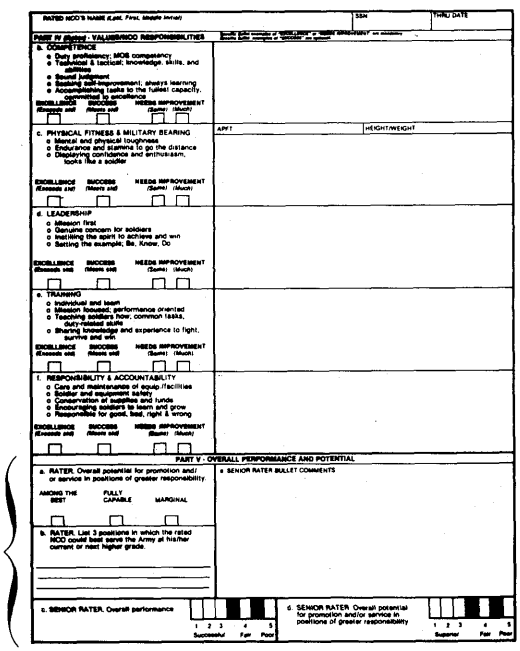
c. SENIOR RATER. Overall performance

1 2 3 4 5
Successful Fair Poor

d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.

1 2 3 4 5
Superior Fair Poor

COMPLETED BY RATER AND SENIOR RATER



NEW

- ***No total score***
- ***Positions list***
- ***Senior rater focus on potential***

PRACTICAL EXERCISE

1	**Directions:** Review the definitions for EXCELLENCE, SUCCESS, and NEEDS IMPROVEMENT shown on page 20. Next, review the following requirements for bullet examples used in Part IV of the NCO-ER:

Bullet examples of Excellence Ratings:

1. Must **exceed** standards
2. Must contain **specific evidence** or results
3. Opinions must be supported by **facts**
4. Must be **special**/achieved by only a few

Bullet examples of Success Ratings:

1. Must **meet** standards
2. Must contain what's expected of good NCOs
3. May contain specific results
4. Do not meet one or more of the requirements for an Excellence Rating

Bullet examples of Needs Improvement Ratings:

1. Must reflect **below standard** performance
2. Must be **specific**

2	**Directions:** Read the example problem below. Letter c is circled because it is the only bullet example that truly represents excellence. Look at the reasons to see why.

Example problem:		*Reasons:*
a.	Kept on top of readiness status of platoon weapons, vehicles, & other equipment	SUCCESS—Not special; expected of all good NCOs
b.	Is the most dedicated NCO I know	SUCCESS—Opinion; no facts/specific evidence
(c.)	Received annual Best Trainer Award from Bde CDR	EXCELLENCE—Achieved by only a few; contains facts/evidence
d.	Did not regularly counsel subordinates	NEEDS IMPROVEMENT—Good NCOs counsel regularly
e.	Set tough but achievable standards	SUCCESS—Not special; expected of all good NCOs
f.	Instilled the spirit to achieve & win	SUCCESS—Not special; expected of all good NCOs
g.	Best NCO in Bn	SUCCESS—Opinion; no facts/specific evidence

3	**Directions:** Circle the letter of the **one** bullet example in the list for each of the following five NCO responsibilities that truly represents excellence. (Answers on page 28)

1. Competence

a. Received qualifying score on last 3 SQTs

b. Designated installation drill sergeant of the quarter

c. Accomplished all tasks better than any NCO I know

d. Knows job cold

2. Physical Fitness & Military Bearing

a. Is an excellent runner

b. Is the sharpest looking NCO in the battalion

c. Met Infantry School standards for 5-mile run

d. Received Physical Fitness Badge for score of 292 on APFT

3. Leadership

a. Demonstrated more care for soldiers than any NCO in Co

b. Sets the example: Be, Know, Do

c. Selected for membership in Sergeant Morales Club

d. Built 2nd Squad into a disciplined, cohesive team

4. Training

a. Distinguished 1 tank & qualified 3 tanks in platoon on first run of Tank Table VIII

b. Made sure her soldiers were proficient on CTT, SQT, & CDR's Evaluation tasks

c. Had best trained platoon in battalion

d. Shared knowledge & experience with subordinates continually—helped them grow

5. Responsibility & Accountability

a. His platoon's weapons, equipment, & vehicles were always maintained to standard

b. His emphasis on safety resulted in 4 tractor trailer drivers logging 10,000 miles accident-free

c. Had best supply room in the battalion

d. Knows his soldiers' status and helps them solve their problems

e. Seldom inspected soldiers clothing and equipment

TIPS FOR RATING OFFICIALS

RATER

1. The best advice to all NCOs and officers who rate NCOs is "Get a copy of the checklist, read it, use it, keep it."

2. Before counseling, a little extra time spent writing or reviewing the duty description will pay off. If you have a hard time understanding it, then you know the rated NCO will have trouble so keep it simple.

3. The hardest part of counseling is setting standards for your subordinates. For help, start with the "Examples of Standards" in checklist. You can use them as they are or adjust them to fit your situation.

4. When you counsel, spend most of your time talking to the future, what should be done, or what should be done better. Don't dwell on the past. Don't forget to get the rated NCO's ideas—then listen.

5. When you rate:

- Follow the rules for bullet comments—see page 18. Reports that don't follow the rules will be returned.

- A "no" in Part IVa of NCO-ER is serious since all NCOs are expected to adhere to the values. Don't use a "no" as an attention getter, etc. When you put a "no" on an NCO-ER mean it.

- The hardest part of the new report to get used to is the concept of excellence. See page 20. Excellence is special, only a few achieve it, so a report with all excellence ratings would be very unusual; however, the bullet examples will tell if it's really excellence. All success ratings in Part IVb–f won't hurt an NCO—(same as 125 on old EER), he/she is fully competitive for promotion and schooling. Specific examples are required for excellence or needs improvement. Don't worry if you rate all successes and leave the comment space blank, it won't hurt the rated NCO. On the other hand, if you have something to say about the success, say it with a bullet example.

- Read definitions for potential rating in Part V (page 22). A rated NCO with all success ratings in Part IV can be rated "among the best" in Part V.

SENIOR RATER

1. The better you know the rated NCO, the better you will do your duty as Senior Rater.

2. Check early to see that the rater is counseling and has a checklist for each rated NCO. This will be a matter of command and inspection interest, don't get caught short.

3. When it's time to rate, make sure rater's bullets follow the rules, especially double spacing, and no more than two lines per bullet. Also check to see that an excellence rating in Part IV is fully justified by examples. If it isn't, get with rater and offer help.

4. Your primary mission is to evaluate potential, so make sure your bullet comments include recommendations for the future. If you don't, you could disadvantage the rated NCO.

5. Read carefully definitions for box Xs on page 20. Either a 1 or a 2 represents a good solid performance and a strong recommendation for promotion.

REVIEWER

1. Consider yourself in charge. It is your responsibility to see that the evaluation on the NCO-ER is accurate, fair, and serves the best interests of the Army. Feedback from the NCO Corps indicated a strong desire to have a reviewer to overwatch the evaluation process—don't lose the trust.

2. Step in as soon as you see something going wrong, try to correct problem with rater and senior rater before report goes to DA. You can't force them to change an honest evaluation, but often discussion will resolve the issue.

3. When you are unable to resolve the problem, express your nonconcurrence with the enclosure. Only use an enclosure when you have a significant disagreement. Selection boards do not want a third agreement—that wastes everybody's time.

4. Remember to check to see that performance counseling is happening. Good counseling will result in better performance, is essential to leader development, and therefore is a subject of command and inspection interest.

5. When a report is submitted to you for signature, check to see that any excellence ratings by the rater are fully justified by bullet examples.

SPECIAL NOTE TO THOSE WHO RATE CSM/SGM AND 1SG/MSG

The purpose of counseling is to develop NCOs and to improve performance. The counseling checklist addresses both aspects through the use of values and NCO responsibilities, but the stronger emphasis is on development; therefore, its use is mandatory for counseling CPL thru SFC/PSG. When counseling your most senior NCOs it is appropriate to place less emphasis on their own development and greater emphasis on the importance of Senior NCOs supporting, emphasizing and teaching values and NCO responsibilities down through the ranks of your organization. Therefore, while optional when evaluating E-9s and E-8s, the checklist provides important information that needs to be transmitted through your NCO leadership to all NCOs.

PRACTICAL EXERCISE ANSWERS

		Reasons:
1. Competence		
a.	Received qualifying score on last 3 SQTs	SUCCESS—Not special; expected of all good NCOs
(b.)	Designated installation drill sergeant of the quarter	EXCELLENCE—Achieved by only a few; contains facts/evidence
c.	Accomplished all tasks better than any NCO I know	SUCCESS—Opinion; no facts/specific evidence
d.	Knows job cold	SUCCESS—Not special; expected of all good NCOs
2. Physical Fitness & Military Bearing		
a.	Excellent runner	SUCCESS—Opinion, no facts/specific evidence
b.	Sharpest looking NCO in the battalion	SUCCESS—Opinion; no facts/specific evidence
c.	Met Infantry School standards for 5-mile run	SUCCESS—Not special; expected of all good NCOs
(d.)	Received Physical Fitness Badge for score of 292 on APFT	EXCELLENCE—Special; achieved by very few
3. Leadership		
a.	Demonstrated more care for soldiers than any NCO in Co	SUCCESS—Opinion; no facts/specific evidence
b.	Sets the example: Be, Know, Do	SUCCESS—Not special; expected of all good NCOs
(c.)	Selected for membership in Sergeant Morales Club	EXCELLENCE—Special; achieved by very few
d.	Built 2nd Squad into a disciplined, cohesive team	SUCCESS—Not special; expected of all good NCOs
4. Training		
(a.)	Distinguished 1 tank & qualified 3 tanks in platoon on first run of Tank Table VIII	EXCELLENCE—Achieved by very few; contains facts/evidence
b.	Made sure her soldiers were proficient on CTT, SQT, & CDR's Evaluation tasks	SUCCESS—Not special; expected of all good NCOs
c.	Had best trained platoon in battalion	SUCCESS—Opinion; no facts/specific evidence
d.	Shared knowledge & experience with subordinates continually—helped them grow	SUCCESS—Not special; expected of all good NCOs
5. Responsibility & Accountability		
a.	His platoon's weapons, equipment, & vehicles were always maintained to standard	SUCCESS—Not special; expected of all good NCOs
(b.)	His emphasis on safety resulted in 4 tractor trailer drivers logging 10,000 miles accident-free	EXCELLENCE—Achieved by very few; contains facts/evidence
c.	Had best supply room in the battalion	SUCCESS—Opinion; no facts/specific evidence
d.	Knows his soldiers' status and helps them solve their problems	SUCCESS—Not special; expected of all good NCOs
e.	Seldom inspected soldiers clothing and equipment	NEEDS IMPROVEMENT—Good NCOs inspect regularly

The proponent agency of this pamphlet is the Office of the Deputy Chief of Staff for Personnel. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA(DAPC-MSE), Alexandria, VA 22332-0442.

By Order of the Secretary of the Army:

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