

DEVELOPMENTAL COUNSELING FORM

For use of this form, see ATP 6-22.1; the proponent agency is TRADOC.

PRIVACY ACT STATEMENT

AUTHORITY: 5 USC 301, Departmental Regulations, 10 USC 3013, Secretary of the Army.

PRINCIPAL PURPOSE: These records are created and maintained to manage the member's Army and Army National Guard service effectively, to document historically a member's military service, and safeguard the rights of the member and the Army.

NOTE: For additional information, see the System of Records Notice A0600-8-104b AHRC, <https://dpcl.d.defense.gov/Privacy/SORNs/Index/DOD-wide-SORN-Article-View/Article/570051/a0600-8-104b-ahrc/>.

ROUTINE USE(S): There are no specific routine uses anticipated for this form; however, it may be subject to a number of proper and necessary routine uses identified in the system of records notice specified in the purpose statement above.

DISCLOSURE: Disclosure is voluntary.

PART I - ADMINISTRATIVE DATA

Name (Last, First, MI)	Rank/Grade	Date of Counseling
Organization	Name and Title of Counselor	

PART II - BACKGROUND INFORMATION

Purpose of Counseling: (Leader states the reason for the counseling, e.g. Performance/Professional/Event-Oriented counseling, and include the leader's facts and observations prior to the counseling.)

Approach: Non Directive Combined Directive

Type of Counseling: General Form Professional Growth Performance Event Oriented

Purpose of Counseling: Identify and review strengths and weaknesses, create an Individual Development Plan (IDP).

PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

Key Points Discussion:

Key Point 1 - Include opportunities for civilian or military schooling, future duty assignments, special programs, available training support resources, reenlistment options, and promotion opportunities and considerations.

Key Point 2 - Soldier-identified strengths, weaknesses, and displayed Army Values:

Key Point 3 - Leader-identified strengths, weaknesses, and observed Army Values:

Key Point 4 - Short-term goals and objectives:

Key Point 5 - Long-term goals and objectives:

OTHER INSTRUCTIONS

This form will be destroyed upon: reassignment (*other than rehabilitative transfers*), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.

Plan of Action (Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specified time line for implementation and assessment (Part IV below).

Specific, measurable, achievable, realistic, time-based objectives and milestones:

Implementation start time:

Assessment date timeframe (monthly, quarterly, custom):

Session Closing: (The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees / disagrees and provides remarks if appropriate.)

Individual counseled: I agree disagree with the information above.

Individual counseled remarks:

Signature of Individual Counseled:

DATE (YYYYMMDD):

Leader Responsibilities: (Support to Soldier conducting SMART goals)

Signature of Counselor:

Date (YYYYMMDD):

PART IV - ASSESSMENT OF THE PLAN OF ACTION

Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling.)

Short-term goals reached / modified:

Long-term goals reached / modified:

SIGNATURES

Counselor:

Individual Counseled:

Date of Assessment (YYYYMMDD):

Note: Both the counselor and the individual counseled should retain a record of the counseling.

NCO EVALUATION REPORT SUPPORT FORM
 For use of this form, see AR 623-3; the proponent agency is DCS, G-1.

SEE PRIVACY ACT STATEMENT
 IN AR 623-3

PART I - ADMINISTRATIVE DATA

a. NAME (Last, First, Middle Initial)	b. SSN (or DOD ID No.)	c. RANK	d. DATE OF RANK	e. PMOSC
f. UNIT, ORG, STATION, ZIP CODE OR APO, MAJOR COMMAND			g. UIC	h. RATED NCO'S EMAIL ADDRESS (.gov or .mil)
i. SSD AND NCOES REQUIREMENT MET FOR NEXT GRADE OR NOMINATIVE/JOINT ASSIGNMENT? <input type="checkbox"/> YES <input type="checkbox"/> NO		MEL:		SSD:

PART II - AUTHENTICATION

a1. NAME OF RATER (Last, First, Middle Initial)	a2. SSN (or DOD ID No.)	INITIAL DATE (YYYYMMDD)	LATER DATE (YYYYMMDD)	LATER DATE (YYYYMMDD)	LATER DATE (YYYYMMDD)
a3. RANK	PMOSC/BRANCH	ORGANIZATION	DUTY ASSIGNMENT	a4. RATER'S EMAIL ADDRESS (.gov or .mil)	
b1. NAME OF SENIOR RATER (Last, First, Middle Initial)	b2. SSN (or DOD ID No.)	INITIAL	DATE (YYYYMMDD)	LATER	DATE (YYYYMMDD)
b3. RANK	PMOSC/BRANCH	ORGANIZATION	DUTY ASSIGNMENT	b6. SENIOR RATER'S EMAIL ADDRESS (.gov or .mil)	
c1. NAME OF SUPPLEMENTARY REVIEWER (Last, First, Middle Initial)	c2. SSN (or DOD ID No.)				
c3. RANK	PMOSC/BRANCH	ORGANIZATION	DUTY ASSIGNMENT	c4. SUPPLEMENTARY REVIEWER'S EMAIL ADDRESS (.gov or .mil)	
d. RATED NCO'S INITIALS	INITIAL DATE (YYYYMMDD)	LATER DATE (YYYYMMDD)	LATER DATE (YYYYMMDD)	LATER DATE (YYYYMMDD)	

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	

PART IV - PERFORMANCE GOALS AND EXPECTATIONS (Rated NCO)

INDICATE YOUR PERFORMANCE GOALS AND EXPECTATIONS DURING THIS RATING PERIOD:

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

a. CHARACTER: (Army Values, Empathy, Warriors Ethos/Service Ethos, Discipline. Fully supports SHARP, EO, and EEO.)

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:

LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

b. PRESENCE: (Military and professional bearing, Fitness, Confidence, Resilience)

APFT GOALS:
PU: _____ SU: _____ RUN: _____ HT/WT: _____ (ONLY AS NEEDED)

CURRENT RECORD APFT:
a. APFT Pass/Fail/Profile: _____ Date: _____
b. Height: _____ Weight: _____ Within Standard? _____

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:

LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

c. INTELLECT: (Mental agility, Sound judgment, Innovation, Interpersonal tact, Expertise)

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:

LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

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

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:

LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

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

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:

LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

f. ACHIEVES: (Gets results)

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:

LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

PART VI - SENIOR RATER COMMENTS

PARTS I-III INSTRUCTIONS. AR 623-3 outlines the administrative requirements necessary to complete these portions of the support form. Some key requirements:

The rater will -

- a. Provide a copy of his or her support form (or equivalent), along with the senior rater's support form (or equivalent), to the rated Soldier at the beginning of the rating period.
- b. Discuss the scope of the rated Soldier's duty description with him or her within 30 days after the beginning of the rating period. This counseling will include, as a minimum, the rated Soldier's duty description and the performance objectives to attain. The discussion will also include the relationship of the duty description and objectives with the organization's mission, problems, priorities, and similar matters.
- c. Counsel the rated Soldier.
 - (1) If the rated Soldier is recently assigned to the organization, the rater may use the counseling to outline a duty description and performance objectives. This discussion gives the rated Soldier a guide for performance while learning new duties and responsibilities in the unit of assignment.
 - (2) If the rater is recently assigned, this first counseling may be used to ask the rated Soldier for an opinion of the duty description and objectives. By doing this, the rater is given a quick assessment of the rated Soldier and the work situation. It will also help the rater develop the best duty description and performance objectives for the rated Soldier.
- d. Raters will also conduct quarterly follow-up counseling sessions to discuss performance, update and/or revise developmental tasks, as required, and assess developmental progress. Summary or key comments will be recorded for inclusion when preparing final NCOERs.

Senior raters and reviewing officials will -

- a. Ensure support forms (or equivalent) are provided to all rated Soldiers they senior rate at the beginning of and throughout the respective rating periods.
- b. Use all reasonable means to become familiar with a rated Soldier's performance. When practical, use personal contact, records, and reports, and the information provided on the rated Soldier's support form.

The rated NCO plays a significant role in counseling sessions and the evaluation process throughout the rating period. In the event of geographical separation, correspondence and telephone conversations will be used as alternatives to face-to-face counseling followed by face-to-face discussions between the rated Soldier and the rater at the earliest opportunity.

PART IV INSTRUCTIONS. The rated NCO will provide a list of his/her goals and expectations to the rater and senior rater at the beginning of the rating period.

PART V INSTRUCTIONS. The rated NCO performance objectives will align with the attributes and competencies required for all NCOs. The overall definition of each attribute and competency is addressed in the base support form. Key points:

a. **CHARACTER: (Army Values, Empathy, Warriors Ethos/Service Ethos, and Discipline)**

Character, a person's moral and ethical qualities, helps determine what is right and gives a leader motivation to do what is appropriate, regardless of the circumstances or consequences. An informed ethical conscience consistent with the Army Values strengthens leaders to make the right choices when faced with tough issues. Army leaders must embody these values and inspire others to do the same. Character is essential to successful leadership. It determines who people are, how they act, helps determine right from wrong and choose what is right. Elements internal and central to a leader's core are:

- Army Values - Values are principles, standards, or qualities considered essential for successful leaders. Values are fundamental to help people discern right from wrong in any situation. The Army has seven values to develop in all Army individuals: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. The rater will assess the rated Soldier's performance in fostering a climate of dignity and respect and adhering to the requirements of the SHARP Program. This assessment should identify, as appropriate, any significant actions or contributions the rated officer or NCO made toward --
 - (1) Promoting the personal and professional development of subordinates;
 - (2) Ensuring the fair, respectful treatment of unit personnel; and
 - (3) Establishing a workplace and overall command climate that fosters dignity and respect for all members of the unit.
 - (4) This assessment must identify any failures by the rated Soldier to foster a climate of dignity and respect and adhere to the SHARP Program.
- Empathy - The propensity to experience something from another person's point of view. The ability to identify with and enter into another person's feelings and emotions. The desire to care for and take care of Soldiers and others.
- Warrior Ethos/Service Ethos - The internal shared attitudes and beliefs that embody the spirit of the Army profession for Soldiers and Army Civilians alike.
- Discipline - Control of one's own behavior according to Army Values; mindset to obey and enforce good orderly practices in administrative, organizational, training, and operational duties.

b. **PRESENCE: (Military and professional bearing, Fitness, Confidence, Resilience)**

The impression a leader makes on others contributes to his success in leading them. This impression is the sum of a leader's outward appearance, demeanor, actions and words. Leaders illustrate through their presence that they care. There is no greater inspiration than leaders who routinely share in team hardships and dangers. Being where subordinates perform duties allows the leader to have firsthand knowledge of the real conditions Soldiers and Army Civilians face. Presence is a critical attribute leaders need to understand. It is not just a matter of showing up; actions, words and the manner in which leaders carry themselves convey presence. A leader's effectiveness is dramatically enhanced by understanding and developing the following areas:

- Military and professional bearing - Possessing a commanding presence. Projecting a professional image of authority.
- Fitness - Having sound health, strength, and endurance that support one's emotional health and conceptual abilities under prolonged stress.
- Confidence - Projecting self-confidence and certainty in the unit's ability to succeed in its missions. Demonstrating composure and outward calm through control over one's emotions.
- Resilience - Showing a tendency to recover quickly from setbacks, shock, injuries, adversity, and stress while maintaining a mission and organizational focus.

c. INTELLECT: (Mental agility, Sound judgment, Innovation, Interpersonal tact, Expertise)

An Army leader's intellect draws on the mental tendencies and resources that shape conceptual abilities applied to one's duties and responsibilities. Conceptual abilities enable effective problem solving and sound judgment before implementing concepts and plans. They help one think creatively and reason analytically, critically, ethically and with cultural sensitivity to consider unintended as well as intended consequences. Leaders must anticipate the second- and third-order effects of their actions. The conceptual components affecting an Army leader's intellect include:

- **Mental agility** - Flexibility of mind; the ability to break habitual thought patterns. Anticipating or adapting to uncertain or changing situations; to think through outcomes when current decisions or actions are not producing desired effects. The ability to apply multiple perspectives and approaches.
- **Sound judgment** - The capacity to assess situations shrewdly and draw sound conclusions. The tendency to form sound opinions, make sensible decisions and reliable guesses. The ability to assess strengths and weaknesses of subordinates, peers, and enemy to create appropriate solutions and action.
- **Innovation** - The ability to introduce new ideas based on opportunity or challenging circumstances. Creativity in producing ideas and objects that are both novel and appropriate.
- **Interpersonal tact** - The capacity to understand interactions with others. Being aware of how others see you and sensing how to interact with them effectively. Conscious of character, reactions and motives of self and others and how they affect interactions. Recognizing diversity and displaying self-control, balance, and stability.
- **Expertise** - Possessing facts, beliefs, logical assumptions and understanding in relevant areas.

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

Army leaders apply character, presence, intellect and abilities to the core leader competencies while guiding others toward a common goal and mission accomplishment. Direct leaders influence others person-to-person, such as a team leader who instructs, encourages hard work and recognizes achievement. Organizational and strategic leaders influence within their sphere of influence, including immediate subordinates and staffs, but often guide their organizations using indirect means of influence. At every level, leaders take advantage of formal and informal processes to extend influence beyond the traditional chain of command. Influence is the essential element of leadership. Influence refers to how people create and relay their messages, behaviors and attitudes to affect the intentions, beliefs, behaviors and attitudes of another person or group of people. The major forms of influence are commitment and compliance. Army leaders have choices in influence methods dependent on audience, intent and expected reaction. Leaders use several influence methods that reduce resistance and fall along a continuum between compliance and commitment. The methods described below seek different degrees of compliance:

- **Leads others** - Leaders motivate, inspire, and influence others to take initiative, work toward a common purpose, accomplish critical tasks, and achieve organizational objectives. Influence focuses on compelling others to go beyond their individual interests and to work for the common good.
- **Builds trust** - Leaders build trust to mediate relationships and encourage commitment among followers. Trust starts from respect among people and grows from common experiences and shared understanding.
- **Extends influence beyond the chain of command** - Leaders need to influence beyond their direct lines of authority and beyond chains of command to include unified action partners. In these situations, leaders use indirect means of influence: diplomacy, negotiation, mediation, arbitration, partnering, conflict resolution, consensus building, and coordination.
- **Leads by example** - Leaders serve as role models. They maintain standards and provide effective examples through their actions. All Army leaders should model the Army Values. Modeling provides tangible evidence of desired behaviors and reinforces verbal guidance through demonstration of commitment and action.
- **Communicates** - Leaders communicate effectively by clearly expressing ideas and actively listening to others. By understanding the nature and importance of communication and practicing effective communication techniques, leaders will relate better to others and be able to translate goals into actions. Communication is essential to all other leadership competencies.

e. DEVELOPS: (Create a positive environment/Fosters esprit de corps, prepares self, Develops others, Stewards the profession)

To have future focus and maintain balance in the present, Army leaders set priorities and weigh competing demands. They carefully steer their organization's efforts to address short and long term goals, while continuing to meet requirements that could contribute directly to achieving those goals. Accounting for other demands that vie for an organization's resources, a leader's job becomes difficult. Guidance from higher headquarters may help, but leaders have to make the tough calls to keep a healthy balance. Developing people and the organization with a long-term perspective requires leaders who --

- **Create a positive environment/Foster esprit de corps** - Leaders establish and maintain positive expectations and attitudes to support effective work behaviors and healthy relationships. Leaders improve the organization while accomplishing missions. They should leave the organization better than it was when they arrived.
- **Prepares self** - Leaders prepare to execute their leadership responsibilities fully. They are aware of their limitations and strengths and seek self-development. Leaders maintain self-discipline, physical fitness, and mental well-being. They continue to improve the expertise required of their leadership roles and their profession.
- **Develops others** - Leaders encourage and support others to grow as individuals and teams. They facilitate the achievement of organizational goals through helping others to develop. They prepare others to assume new positions elsewhere in the organization, making the organization more versatile and productive.
- **Stewards the profession** - Leaders take care of the Army profession by applying a mindset that embodies cooperative planning and management of all resources, but especially providing for a strong Army team. Leaders actively engage in sustaining full military readiness and preventing the loss of effectiveness as far into the future as possible.

f. ACHIEVES: (Gets Results)

Leadership builds effective organization. Effectiveness directly relates to the core leader competency of getting results. From the definition of leadership, achieving focuses on accomplishing the mission. Mission accomplishment co-exists with an extended perspective towards maintaining and building the organization's capabilities. Achieving begins in the short-term by setting objectives. In the long-term, achieving requires getting results in pursuit of those objectives. Getting results focuses on structuring what needs to be done to produce consistent results. Getting results embraces all actions to get the job done on time and to standard:

- **Gets results** - A leader's ultimate purpose is to accomplish tasks and achieve results. A leader gets results by providing guidance and managing resources, as well as performing the other leader competencies. *Gets results* focuses on consistent and ethical task accomplishment through supervising, managing, monitoring, and controlling the work.

NCO EVALUATION REPORT (SGT)

For use of this form, see AR 623-3 and DA PAM 623-3; the proponent agency is DCS, G-1.

SEE PRIVACY ACT STATEMENT
IN AR 623-3

PART I - ADMINISTRATIVE DATA

a. NAME (Last, First, Middle Initial)		b. SSN (or DOD ID No.)	c. RANK	d. DATE OF RANK	e. PMOSC
f. UNIT, ORG, STATION, ZIP CODE OR APO, MAJOR COMMAND			g. STATUS CODE	h. UIC	i. REASON FOR SUBMISSION
j. PERIOD COVERED		k. RATED MONTHS	l. NONRATED CODES	m. NO OF ENCLOSURES	n. RATED NCO'S EMAIL ADDRESS (.gov or .mil)
FROM	THRU				
YEAR MONTH DAY	YEAR MONTH DAY				

PART II - AUTHENTICATION

a1. NAME OF RATER (Last, First, Middle Initial)		a2. SSN (or DOD ID No.)	a3. RATER'S SIGNATURE		a4. DATE (YYYYMMDD)
a5. RANK	PMOSC/BRANCH	ORGANIZATION	DUTY ASSIGNMENT		a6. RATER'S EMAIL ADDRESS (.gov or .mil)
b1. NAME OF SENIOR RATER (Last, First, Middle Initial)		b2. SSN (or DOD ID No.)	b3. SENIOR RATER'S SIGNATURE		b4. DATE (YYYYMMDD)
b5. RANK	PMOSC/BRANCH	ORGANIZATION	DUTY ASSIGNMENT		b6. SENIOR RATER'S EMAIL ADDRESS (.gov or .mil)
c1. SUPPLEMENTARY REVIEW REQUIRED? <input type="checkbox"/> YES <input type="checkbox"/> NO	c2. NAME OF SUPPLEMENTARY REVIEWER (Last, First, Middle Initial)	c3. RANK	PMOSC/ BRANCH	ORGANIZATION	DUTY ASSIGNMENT
c4. COMMENTS ENCLOSED? <input type="checkbox"/> YES <input type="checkbox"/> NO	c5. SUPPLEMENTARY REVIEWER'S SIGNATURE		c6. DATE (YYYYMMDD)	c7. SUPPLEMENTARY REVIEWER'S EMAIL ADDRESS (.gov or .mil)	
<p>RATED NCO: I understand my signature does not constitute agreement or disagreement with the assessments of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating officials and counseling dates in Part II, the duty description in Part III, and the APFT and height/weight entries in Part IVa and IVb are correct. I have seen the completed report. I am aware of the appeals process of AR 623-3.</p>					
d1. COUNSELING DATES	INITIAL	LATER	LATER	LATER	d2. RATED NCO'S SIGNATURE
d3. DATE (YYYYMMDD)					

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	

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

a. APFT Pass/Fail/Profile: _____ Date: _____	b. Height: _____ Weight: _____ Within Standard? _____
(Comments required for "Failed" APFT, "No" APFT, or "Profile" when it precludes performance of duty, and "No" for Army Weight Standards.)	

<p>c. CHARACTER: (Include bullet comments addressing Rated NCO's performance as it relates to adherence to Army Values, Empathy, Warrior Ethos/Service Ethos, and Discipline. Fully supports SHARP, EO, and EEO.)</p> <p>MET STANDARD <input type="checkbox"/></p> <p>DID NOT MEET STANDARD <input type="checkbox"/></p>	<p>COMMENTS:</p>
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PART IV - PERFORMANCE EVALUATION, PROFESSIONALISM, ATTRIBUTES, AND COMPETENCIES (Rater)

<p>d. PRESENCE: (Military and professional bearing, Fitness, Confidence, Resilience.)</p> <p align="center"> MET STANDARD DID NOT MEET STANDARD <input type="checkbox"/> <input type="checkbox"/> </p>	<p>COMMENTS:</p>
<p>e. INTELLECT: (Mental agility, Sound judgment, Innovation, Interpersonal tact, Expertise.)</p> <p align="center"> MET STANDARD DID NOT MEET STANDARD <input type="checkbox"/> <input type="checkbox"/> </p>	<p>COMMENTS:</p>
<p>f. LEADS: (Leads others, Builds trust, Extends influence beyond the chain of command, Leads by example Communicates.)</p> <p align="center"> MET STANDARD DID NOT MEET STANDARD <input type="checkbox"/> <input type="checkbox"/> </p>	<p>COMMENTS:</p>
<p>g. DEVELOPS: (Creates a positive command/ workplace environment, Fosters esprit de corps, Prepares self, Develops others, Stewards the profession.)</p> <p align="center"> MET STANDARD DID NOT MEET STANDARD <input type="checkbox"/> <input type="checkbox"/> </p>	<p>COMMENTS:</p>
<p>h. ACHIEVES: (Gets results.)</p> <p align="center"> MET STANDARD DID NOT MEET STANDARD <input type="checkbox"/> <input type="checkbox"/> </p>	<p>COMMENTS:</p>

RATER OVERALL PERFORMANCE

i. I currently rate _____ NCOs in this grade.
COMMENTS:

PART V - SENIOR RATER OVERALL POTENTIAL

<p>a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate _____ NCOs in this grade.</p> <p> <input type="checkbox"/> MOST QUALIFIED <input type="checkbox"/> HIGHLY QUALIFIED <input type="checkbox"/> QUALIFIED <input type="checkbox"/> NOT QUALIFIED </p>	<p>b. COMMENTS:</p>
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c. List two successive assignments and one broadening assignment (3-5 years).
Successive Assignment: 1) _____ 2) _____ Broadening Assignment: _____

NCO EVALUATION REPORT (SSG-1SG/MSG)

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

SEE PRIVACY ACT STATEMENT
IN AR 623-3

PART I - ADMINISTRATIVE DATA

a. NAME (Last, First, Middle Initial)		b. SSN (or DOD ID No.)	c. RANK	d. DATE OF RANK	e. PMOSC
f. UNIT, ORG, STATION, ZIP CODE OR APO, MAJOR COMMAND			g. STATUS CODE	h. UIC	i. REASON FOR SUBMISSION
j. PERIOD COVERED		k. RATED MONTHS	l. NONRATED CODES	m. NO OF ENCLOSURES	n. RATED NCO'S EMAIL ADDRESS (.gov or .mil)
FROM	THRU				
YEAR MONTH DAY	YEAR MONTH DAY				

PART II - AUTHENTICATION

a1. NAME OF RATER (Last, First, Middle Initial)		a2. SSN (or DOD ID No.)	a3. RATER'S SIGNATURE		a4. DATE (YYYYMMDD)	
a5. RANK	PMOSC/BRANCH	ORGANIZATION	DUTY ASSIGNMENT		a6. RATER'S EMAIL ADDRESS (.gov or .mil)	
b1. NAME OF SENIOR RATER (Last, First, Middle Initial)		b2. SSN (or DOD ID No.)	b3. SENIOR RATER'S SIGNATURE		b4. DATE (YYYYMMDD)	
b5. RANK	PMOSC/BRANCH	ORGANIZATION	DUTY ASSIGNMENT		b6. SENIOR RATER'S EMAIL ADDRESS (.gov or .mil)	
c1. SUPPLEMENTARY REVIEW REQUIRED? <input type="checkbox"/> YES <input type="checkbox"/> NO	c2. NAME OF SUPPLEMENTARY REVIEWER (Last, First, Middle Initial)	c3. RANK	PMOSC/ BRANCH	ORGANIZATION	DUTY ASSIGNMENT	
c4. COMMENTS ENCLOSED? <input type="checkbox"/> YES <input type="checkbox"/> NO	c5. SUPPLEMENTARY REVIEWER'S SIGNATURE		c6. DATE (YYYYMMDD)	c7. SUPPLEMENTARY REVIEWER'S EMAIL ADDRESS (.gov or .mil)		
RATED NCO: I understand my signature does not constitute agreement or disagreement with the assessments of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating officials and counseling dates in Part II, the duty description in Part III, and the APFT and height/weight entries in Part IVa and IVb are correct. I have seen the completed report. I am aware of the appeals process of AR 623-3.						
d1. COUNSELING DATES	INITIAL	LATER	LATER	LATER	d2. RATED NCO'S SIGNATURE	d3. DATE (YYYYMMDD)

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	

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

a. APFT Pass/Fail/Profile: _____ Date: _____	b. Height: _____ Weight: _____ Within Standard? _____
(Comments required for "Failed" APFT, "No" APFT, or "Profile" when it precludes performance of duty, and "No" for Army Weight Standards.)	

c. CHARACTER: (Include bullet comments addressing Rated NCO's performance as it relates to adherence to Army Values, Empathy, Warrior Ethos/Service Ethos, and Discipline. Fully supports SHARP, EO, and EEO.) MET STANDARD <input type="checkbox"/> DID NOT MEET STANDARD <input type="checkbox"/>	COMMENTS:
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RATED NCO'S NAME (Last, First, Middle Initial)	SSN (or DOD ID No.)	THRU DATE
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PART IV - PERFORMANCE EVALUATION, PROFESSIONALISM, ATTRIBUTES, AND COMPETENCIES (Rater)

<p>d. PRESENCE: (Military and professional bearing, Fitness, Confidence, Resilience)</p> <p>FAR EXCEEDED STANDARD EXCEEDED STANDARD MET STANDARD DID NOT MEET STANDARD</p> <p align="center"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </p>	<p>COMMENTS:</p>
<p>e. INTELLECT: (Mental agility, Sound judgement, Innovation, Interpersonal tact, Expertise)</p> <p>FAR EXCEEDED STANDARD EXCEEDED STANDARD MET STANDARD DID NOT MEET STANDARD</p> <p align="center"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </p>	<p>COMMENTS:</p>
<p>f. LEADS: (Leads others, Builds trust, Extends influence beyond the chain of command, Leads by example, Communicates)</p> <p>FAR EXCEEDED STANDARD EXCEEDED STANDARD MET STANDARD DID NOT MEET STANDARD</p> <p align="center"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </p>	<p>COMMENTS:</p>
<p>g. DEVELOPS: (Creates a positive command/workplace environment, Fosters esprit de corps, Prepares self, Develops others, Stewards the profession)</p> <p>FAR EXCEEDED STANDARD EXCEEDED STANDARD MET STANDARD DID NOT MEET STANDARD</p> <p align="center"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </p>	<p>COMMENTS:</p>
<p>h. ACHIEVES: (Gets results)</p> <p>FAR EXCEEDED STANDARD EXCEEDED STANDARD MET STANDARD DID NOT MEET STANDARD</p> <p align="center"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </p>	<p>COMMENTS:</p>

RATER OVERALL PERFORMANCE

i. Select one box representing Rated NCO's overall performance compared to others in the same grade whom you have rated in your career. I currently rate _____ Army NCOs in this grade.

FAR EXCEEDED STANDARD EXCEEDED STANDARD MET STANDARD DID NOT MEET STANDARD

j. COMMENTS:

PART V - SENIOR RATER OVERALL POTENTIAL

<p>a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate _____ Army NCOs in this grade.</p> <p><input type="checkbox"/> MOST QUALIFIED (limited to 24%)</p> <p><input type="checkbox"/> HIGHLY QUALIFIED</p> <p><input type="checkbox"/> QUALIFIED</p> <p><input type="checkbox"/> NOT QUALIFIED</p>	<p>b. COMMENTS:</p>
<p>c. List two successive assignments and one broadening assignment (3-5 years).</p> <p>Successive Assignment: 1) _____ 2) _____ Broadening Assignment: _____</p>	