

Department of the Army Inspector General Action Request System

Wednesday, February 22, 2006

Electronic 1559

Page 1

FJ060218

Case Number: Close Date: Open Date:

Suspense Date: _____ External Suspense Date: _____

Complaint Made To: Receipt Mode:

Case Status: Non-IG Referral: _____

Initiator Information Name Last: First: M.I.: SSN:

Component: Grade: Gender:

Acknowledge Date: _____ Home UIC: _____ Race:

Complainant Information Name Last: First: M.I.: SSN:

Component: Grade: Gender:

Home UIC: _____ Race:

Case Label: Home IG: _____

Problem Area:

Notification Date: _____ Inspector General:

Location:

Subject Information: Last Name: _____ First: _____ M.I.: _____ SSN: _____
Component: _____ Grade: _____ Gender: _____
Race: _____ Organization ID: _____

Other Issues or Allegations: Function:
Determination:
User Data: _____ TIM Category: Operation: _____
Organization ID:

Synopsis:

FORMERLY DRAGON BRIGADE COMPLAINED SHE HAD STILL NOT RECEIVED HER NCOER AND IT WAS PAST DUE TO USAEREC. PROVIDED ASSISTANCE. AND INTERVIEWED THE RATER, THE AND HE STATED HE HAD COMPLETED THE NCOER AND SUBMITTED IT TO THE SENIOR RATER, THE ACTING BRIGADE (REAR). INTERVIEWED (ACTING BDE CDR) AND AT THE

B-4a

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This document contains information EXEMPT FROM MANDATORY DISCLOSURE under the FOIA, Exemptions 5, 6 & 7 Apply.



EXHIBIT 2

INTERVIEW HE STATED THE NCOER HAD BEEN COMPLETED ON 10 FEB 06 AND SIGNED BY [REDACTED] [REDACTED] EXPLAINED THE NCOER WAS LATE DUE TO NEEDED CHANGES AND DELAYS CAUSED BY REDEPLOYMENT AND RECONSTITUTION. [REDACTED] SPOKE TELEPHONICALLY WITH [REDACTED] (21 FEB 06) AND SHE ACKNOWLEDGED SIGNING THE NCOER AND IS AWAITING RECEIPT OF AN OFFICIAL COPY FROM PSB. DURING HER REQUEST FOR ASSISTANCE, [REDACTED] STATED SHE FELT THE UNTIMELY PROCESSING OF HER NCOER WAS A CONTINUATION OF A REPRISAL SHE ALLEGED EARLIER. THAT REPRISAL CASE IS AWAITING A DETERMINATION FROM DODIG. [REDACTED] EXPLAINED TO [REDACTED] THAT AN NCOER LATE TO USAREC WAS NOT AN ADVERSE PERSONNEL ACTION IN THAT IT WOULD NOT ADVERSELY AFFECT OR HINDER HER CAREER AND/OR PROMOTION. [REDACTED] ACKNOWLEDGED AN UNDERSTANDING. CASE CLOSED.

End-of-Report

1 Records

INSPECTOR GENERAL ACTION REQUEST

For use of this form, see AR 20-1; the proponent agency is the Office of The Inspector General and Auditor General.

DATA REQUIRED BY THE PRIVACY ACT OF 1974

AUTHORITY: Title 10, USC, Section 3039.

PRINCIPAL PURPOSE: To secure sufficient information to make inquiry into the matters presented and to provide a response to the requestor(s) and/or take action to correct deficiencies.

ROUTINE USES: Information is used for official purposes within the Department of Defense; to answer complaints or respond to requests for assistance, advice or information; by Members of Congress and other Government agencies when determined by The Inspector General and Auditor General to be in the best interest of the Army; and in certain cases in trial by court martial other military matters as authorized by the Uniform Code of Military Justice.

DISCLOSURE OF THE SOCIAL SECURITY NUMBER AND OTHER PERSONAL INFORMATION IS VOLUNTARY. HOWEVER, FAILURE TO PROVIDE COMPLETE INFORMATION MAY HINDER PROPER IDENTIFICATION OF THE REQUESTOR, ACCOMPLISHMENT OF THE REQUESTED ACTION(S) AND RESPONSE TO THE REQUESTOR.

LAST NAME - FIRST NAME - MIDDLE INITIAL GRADE SSN DUTY TELEPHONE
803 251-4048/42
910 273-8196

COMPLETE PRESENT MILITARY ADDRESS (If no military address, state current civilian address, including Zip Code.)

SPECIFIC ACTION REQUESTED

Late NCOER

INFORMATION PERTAINING TO THIS REQUEST (Use additional sheets if necessary; list inclosures if applicable.)

Ending period Nov 05
Due to USAEREC 1 Feb
Still at Dragon Bde

Talked to [redacted], later, [redacted]

Cannot get status

[redacted] Allegedly had meetings w/ later &

Snr later; had questions
Alleges this is part of her complaint of REPRISAL
"feels [redacted] (Reviewed) should finish but since general

DO NOT consent to the release of information contained within this Inspector General Action Request and the use of my name during the IG Inquiry

Have you taken action to resolve this issue/complaint through your chain of command/NCO Support Channel?

YES or NO

This information is submitted for the basic purpose of requesting assistance, correcting injustices affecting individual, or eliminating conditions considered detrimental to the efficiency or reputation of the Army. I fully understand that I may be held accountable for any statements which are proved to be knowingly untruthful.

DATE (YYYYMMDD) SIGNATURE
2 Feb 06 TELEPHONIC

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Chapter 1 Introduction

Section 1 Information

1-1. Purpose

This regulation prescribes the enlisted evaluation function of the military personnel system. It is linked to AR 600-8 and provides principles of support, standards of service, policies, tasks, rules, and steps governing all work required in the field to support the Noncommissioned Officer Evaluation Reporting System (NCOERS). It also provides guidance regarding redress programs including Commander's inquiries and appeals.

1-2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

1-4. Responsibilities

a. Executive agents. Acting as executive agents for the Secretary of the Army, the Commanding General (CG), PERSCOM; Chief, National Guard Bureau (CNGB); and the Commander, AR-PERSCOM are responsible for the effective operation of the NCOERS. In addition, State Adjutants General exercise certain responsibilities on behalf of the Army National Guard.

(1) The State Adjutants General will—

(a) Exercise final review authority on all evaluation reports prior to acceptance in the official files. This includes—
1. Determining that a report is correct as submitted and needs no further action.

2. Correcting, or returning to rating officials for correction, reports that may be in error, may violate provisions of this regulation, or would result in an injustice to an individual or a disservice to the Army.

3. Directing commanders to investigate apparent errors or violations of this regulation and to submit their findings or recommendations. These will be filed in official files or otherwise disposed of as the executive agent deems appropriate.

(b) Direct the rendering of reports when circumstances warrant and other provisions of this regulation do not apply.

(c) Dispose of commander's inquiries conducted according to paragraph 6-3 and the subject evaluation as deemed appropriate.

(2) The CG, PERSCOM (for the Active Army), CNGB (for the Army National Guard) and CAR (for the U.S. Army Reserve) will clarify or grant exceptions to policies, as the need arises.

b. Commanders.

(1) The commanders at all levels will ensure that—

(a) A copy of this regulation is available to the rated noncommissioned officer (NCO) and rating officials.

(b) Rating chains correspond as nearly as practical to the chain of command and supervision within an organization, regardless of component or geographical location.

(c) For all except ARNGUS, rating chains are drawn up by name, given effective dates, published, and distributed to each rated NCO and each member of the rating chain. Any changes to rating chains will also be published and distributed. No changes may be retroactive.

(d) For ARNGUS (not on Active Guard Reserve (AGR) or Full-Time National Guard Duty (FTNGD)), official rating schemes are published by duty position and posted in the unit so all NCOs are familiar with who their rating officials are (rater, senior rater, and reviewer). The published rating schemes will include the effective date of the rating chain. The rating scheme for ARNGUS/AGR NCOs will be by name.

(e) Each rating official is fully qualified to meet his or her responsibilities.

(f) Rating officials give timely counseling to subordinates on professionalism and job performance, encouraging self-improvement when needed.

(g) Reports are prepared by the rating officials designated in the published rating scheme.

(h) Rated NCOs are provided a copy of their completed evaluation report (see para 3-16).

(i) NCOs receive assistance, if requested, in preparing and submitting appeals (see chap 6).

(j) Reports are carefully prepared with a true sense of fairness, and submitted in sufficient time to reach the U.S. Army Enlisted Records and Evaluation Center (USAEREC), CNGB, the appropriate State Adjutant General (AG), or AR-PERSCOM, via first class mail, no later than the established suspense dates. Suspense dates are as follows: Not later than 60 days for Active Army and AGR NCOs, or 90 days for ARNGUS/USAR and soldiers not on active duty or FTNGD, after the ending month of the report. (See app B for addresses.)

Para 1-4b(j)

B-4c

- e. Verify parts I and II and enter the Army physical fitness test (APFT) and height and weight result entries in part IVc of the NCO-ER.
- f. Date and sign the report in part IIa.
- g. Sign part IIb and d when also serving as senior rater and reviewer per paragraphs 2-5e and 2-6f.

2-10. The senior rater

- a. The senior rater uses his or her position and experience to evaluate the rated NCO from a broad organizational perspective. His or her evaluation is the link between the day-to-day observation of the rated NCO's performance by the rater and the longer-term evaluation of the rated NCO's potential by DA selection boards.
- b. Normally, to evaluate an NCO, the senior rater must be designated and serve in that capacity for at least 60 rated days. The exception to this policy is a Relief-for-Cause Report (see para 3-30).

2-11. Program responsibilities of the senior rater

The senior rater's role is primarily to evaluate potential, over-watch the performance evaluation, and mentor subordinates. The senior rater will—

- a. Use all reasonable means to become familiar with the rated NCO's performance throughout the rating period.
- b. Prepare a fair, correct report evaluating the NCO's duty performance, professionalism, and potential.
- c. Date and sign the report in part IIb.
- d. Obtain the rated NCO's signature in part II of the NCO-ER; ensure the rated NCO is aware that his or her signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. The rated NCO's signature indicates that he or she has seen the completed report (except parts II d and e), has verified that the administrative data (part I) is correct, the rating officials are proper (part II), and the duty description is accurate (part III) and includes the counseling dates. When counseling dates are omitted, the senior rater will enter a statement in part Ve, explaining why counseling was not accomplished. The rated NCO's signature also verifies that the APFT and height/weight entries are correct (part IVc) and shows awareness of the appeals process contained in chapter 6. If the NCO refuses to sign the report or is unavailable to sign the report, enter the appropriate statement "NCO refuses to sign" or "NCO is not available for signature" in part IIc.
- e. Ensure the specific bullet examples support the appropriate ratings in part IVb-f.
- f. Ensure the bullet "senior rater does not meet minimum qualifications" is entered in part Ve when the senior rater does not meet the minimum time requirement.
- g. Not render an evaluation in part Vc or d when the minimum time requirement is not met.
- h. Sign part II d when also serving as reviewer.
- i. Not direct the rater to change an evaluation that he or she believes to be honest.

2-12. The reviewer

The reviewer is responsible for rating safeguard over-watch. He or she may comment only when in disagreement with the rater and/or senior rater.

2-13. Program responsibilities of the reviewer

The reviewer will—

- a. Ensure that the proper rater and senior rater complete the report.
- b. Examine the evaluations rendered by the rater and senior rater to ensure they are clear, consistent, and just, in accordance with known facts. Special care must be taken to ensure the specific bullet comments support the appropriate excellence, success, or needs improvement ratings in part IVb-f (see para 3-10 for definitions).
- c. Indicate concurrence or nonconcurrence with rater and/or senior rater by annotating the appropriate box with a typewritten or handwritten "X" in part II and adding an enclosure (not to exceed one page), when the nonconcurrence box is marked (see para 3-14).
 - (1) When the reviewer determines that the rater and/or senior rater have not evaluated the rated NCO in a clear, consistent or just manner based on known facts, the reviewer's first responsibility is to consult with one or both rating officials to determine the basis for the apparent discrepancy.
 - (a) If the rater and/or senior rater acknowledge the discrepancy and revise the NCO-ER so that the reviewer agrees with the evaluation, then the reviewer checks the concur box in part II.
 - (b) If the rater and/or senior rater fail to acknowledge a discrepancy and indicate that the evaluation is their honest opinion, the reviewer checks the nonconcur box in part II. The reviewer then adds an enclosure that clarifies the situation and renders his or her opinion regarding the rated NCO's performance and potential.
 - (c) The reviewer may not direct that the rater and/or senior rater change an evaluation believed to be honest.
 - (d) In cases where neither the rater nor the senior rater is an NCO, the reviewer may find it useful to get additional informal input from the senior NCO subordinate to the reviewer.
 - (2) The reviewer's enclosure is submitted in the format shown at figure 3-8 and is limited to one page. The reviewer

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will notify the rating chain and rated NCO of nonconcurrency with the report. This ensures the rating chain and rated NCO have been informed of the completed report and may allow for a possible request for a Commander's Inquiry or appeal if desired.

(3) The reviewer's enclosure is not to be used as a third reworded agreement with evaluations by the rater and senior rater.

d. Date and enter his/her signature in part IId and forward the report (for enclosure policy, see para 3-24) to officers listed below:

- (1) PSB for Active Army, ARNGUS title 10 AGR, and USAR-AGR NCOs.
 - (2) Appropriate ARNGUS personnel officer for ARNGUS and ARNGUS title 32 AGR NCOs.
 - (3) USAR unit personnel officer for USAR unit NCOs.
 - (4) Address shown in appendix B-1c for Individual Mobilization Augmentee (IMA) and Individual Ready Reserve (IRR) NCOs.
- e. Sign parts IIa, b, and d when serving as rater, senior rater, and reviewer.

Section IV Special Evaluation Requirements

2-14. Loss of a rating chain official

Special rules apply when a rating chain official is unable to render an evaluation on the rated NCO. These situations occur when a rating official dies, is suspended, relieved, reduced, absent without leave (AWOL), declared missing, or becomes incapacitated to such an extent that the reviewer, on the advice of medical authorities, believes he or she is unable to submit an accurate evaluation. When a rating official is relieved, reduced, AWOL, or incapacitated, he or she will not be permitted to evaluate his or her subordinates.

2-15. Applicable rules after loss of a rating chain official

The following rules apply to the situations described in paragraph 2-14 above:

- a. The removal of the senior rater or reviewer from the rating chain is treated as a routine change. A new rating official is designated, and may participate in the evaluation after completing the required minimum time in position.
- b. When the rater or senior rater is suspended, the suspended time will be counted as non-rated time.
- c. When the rater is removed from the rating chain, it must be determined whether the minimum rating period for an evaluation report has been met.
 - (1) If the minimum rating period (90 rated days) has not been met, the period is non-rated and a new rater is designated.
 - (2) If the minimum rating period (90 rated days) has been met, the senior rater will perform the rater's functions provided rater qualifications are met. The senior rater will serve as both the rater and senior rater and the senior rater's information will be entered into part IIa and b.
 - (3) When the senior rater performs the functions of the rater, the rated period of the report will be the period the senior rater has been in the rating chain.

Chapter 3 Evaluation Forms and Preparation

Section I The Evaluation Process

3-1. Overview

This chapter governs evaluation principles, forms, preparation, and submission of evaluation reports. Special requirements for Army National Guard of the United States and U.S. Army Reserve NCOs can be found in chapters 4 and 5, respectively. Throughout this chapter, there are references to various figures to use as examples. Additionally, there are several examples given in figures 3-9 through 3-20 to provide assistance/guidance in requesting preparation of NCO-ERs, submitting completed NCO-ERs, and correction of NCO-ERs. These are samples only. The actual content/ wording of memorandums may vary depending on the organization and/or circumstances.

3-2. Evaluation principles

- a. Reports will not be submitted unless authorized by this regulation or directed by HQDA.
- b. Reports are submitted on all NCOs in the grade of SGT through CSM. Reports are not required but optional for CSMs serving in three and four star nominative positions, except for Relief-for-Cause Reports. When CSMs serving in

MEMORANDUM FOR [REDACTED]

SUBJECT: IGAR- [REDACTED] (2 FEB 06)

ON 2 FEB 06, [REDACTED] AGAIN CALLED AND COMPLAINED HER NCOER WAS NOT SUBMITTED TO USAEREC BY THE REQUIRED DATE OF 1 FEB 06. SHE FURTHER ALLEGED THE REASON FOR NOT COMPLETING THE NCOER WAS REPRISAL FOR HER COMPLAINT AGAINST THE COMMAND EARLIER. SHE ASKED THIS REPRISAL ALLEGATION BE ADDED TO HER "CASE".

AFTER SPEAKING WITH THE RATER (DRAGON BDE [REDACTED]) THE REASON FOR THE NCOER NOT BEING PROCESSED IS NOT CLEAR, SINCE HE HAS NOT BEEN QUERIED ABOUT THE NCOER. AR 623-205 CLEARLY OUTLINES THE RESPONSIBILITIES OF THE REVIEWER IF HE DISAGREES WITH THE RATER OR ACCURACY OF THE NCOER. IT WOULD NOT APPEAR, ON THE SURFACE, THAT THE REVIEWER COMPLIED WITH THOSE REQUIREMENTS. AR 623-205 LEAVES NO DOUBT THE NCOER IS REQUIRED TO BE AT USAEREC NOT LATER THAN 60 DAYS FROM THE ENDING MONTH OF THE RATING PERIOD (IN THIS CASE 1 FEB 06).

ON 9 FEB 06, I SPOKE WITH MR. ANDERSON AT THE 18TH PSB EVALUATION SECTION AND HE DOES NOT HAVE A RECORD OF THE NCOER BEING SUBMITTED.

RECOMMENDATIONS:

+THOUGH [REDACTED] ALLEGES THE NONSUBMISSION OF THE NCOER IS REPRISAL, IT DOES NOT APPEAR FAILURE TO COMPLY WITH THE REGULATORY TIMELINE IS REPRISAL (NOT AN ADVERSE PERSONNEL ACTION). THEREFORE, I RECOMMEND A DECLINATION OF WHISTLEBLOWER REPRISAL.

+AR 623-205 ESTABLISHES A REQUIREMENT THAT THE NCOER BE SUBMITTED TO USAEREC NOT LATER THAN 60 DAYS FROM THE ENDING PERIOD OF THE NCOER. IN THAT THE RATER HAS NOT BEEN CONSULTED ABOUT ANY PERCEIVED PROBLEMS WITH THE NCOER, THE APPEARANCE IS THE REVIEWER IS NOT ACTIVELY PURSUING ANY ISSUES HE HAS WITH THE NCOER AND THEREFORE HIS NONSUBMISSION IS A REGULATORY VIOLATION. THEREFORE, I RECOMMEND THE DRAGON BRIGADE [REDACTED] BE REQUIRED TO RESPOND AS A SUBJECT FOR AN ALLEGATION THAT HE FAILED TO COMPLY WITH PARAGRAPH 1-4b(j), AR 623-205. (NOTE: LOGICALLY I ANTICIPATE THE REPSOND TO BE THAT THE [REDACTED] DID NOT AGREE WITH THE REPORT, ETC, ETC, AND THAT HE WAS TAKING ACTION TO CORRECT; HOWEVER, PARAGRAPH 2-13 OUTLINES THE RESPONSIBILITIES OF THE REVIEWER, TO INLCUDE

b-4e

REQUIRED ACTIONS WHEN HE NONCONCURS. PA INDICATES HE HAS NOT
TAKEN THE INITIAL STEPS, WHICH WOULD BE TO CONSULT WITH THE
RATER AND REVIEWER TO EXPRESS NONCONCURRENCE. ANOTHER
ANTICIPATED RESPONSE WOULD BE TIMELINES DUE TO REDEPLOYMENT,
BUT THE REVIEWER HAD THE REPORT IN IRAQ LONG BEFORE
REDEPLOYMENT.)

R
9 Feb 06

RECOMMENDATION FOR AWARD

For use on this form, see AR 600-8-22; the proponent agency is DCSPER

For valor/heroism/wartime and all awards higher than MSM, refer to special instructions in Chapter 3, AR 600-8-22.

1. TO Cdr, VII Abn Corps Ft. Bragg, NC 28310	2. FROM Cdr, Hqs Co, USAG Ft. Bragg, NC 28310	3. DATE 5 Dec 05
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PART I - SOLDIER DATA

4. NAME <small>(b)(7)(C)</small>	5. RANK <small>(b)(7)(C)</small>	6. SSN <small>(b)(7)(C)</small>
7. ORGANIZATION Hqs Co, USAG Ft. Bragg, NC 28310	8. PREVIOUS AWARDS HSM-1, NOPDR-3, ASR-1, GWTSM-1, MSM-1, ARCOM-3, AAM-6, AGCM-5, NDSM-2	
9. BRANCH OF SERVICE	10. RECOMMENDED AWARD MSM	11. PERIOD OF AWARD a. FROM 16 Sep 02 b. TO 9 Dec 05
12. REASON FOR AWARD 12a. INDICATE ACH, SVC, PCS, ETS, OR RET PCS		13. POSTHUMOUS YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
12b. INTERIM AWARD YES <input type="checkbox"/> NO <input checked="" type="checkbox"/> IF YES, STATE AWARD GIVEN		

PART II - RECOMMENDER DATA

14. NAME <small>(b)(7)(C)</small>	15. ADDRESS Dragon Brigade S-4 Ft. Bragg, NC 28310	
16. TITLE/POSITION S-4 Officer	17. RANK <small>(b)(7)(C)</small>	19. <small>(b)(7)(C)</small>
18. RELATIONSHIP TO AWARDEE Supervisor		

PART III - JUSTIFICATION AND CITATION DATA *(Use specific bullet examples of meritorious acts or service)*

20. ACHIEVEMENTS

ACHIEVEMENT #1
(b)(7)(C) performance as the Dragon Brigade Property Book Officer has been superb. Her efforts had Corps level impact. She was selected over 10 other noncommissioned and commissioned officers to manage a property book valued over \$50 million dollars, by use of the Property Book Unit Supply Enhanced System. She assisted numerous units in proper supply procedures and supply operations. Special emphasis was applied to Standard Operating Procedures, proper accountability procedures, office files, document registers etc..

ACHIEVEMENT #2
(b)(7)(C) was responsible for the successful fielding of several systems used by Corps Headquarters personnel as well as subordinate units. In addition, her superior materiel management, resulted in the Brigade's overall excess equipment decreasing from 235 pieces to 0 in less than 30 days, generating a maintenance savings in excess of \$65,000. Her great attention to detail and meticulous application of required procedures resulted in several commendable ratings during unit IG/ORI inspections.

ACHIEVEMENT #3
(b)(7)(C) single-handedly ordered and tracked over \$30 million dollars of equipment to reconstitute units deploying in support of OEF/OIF. Her flawless contract management skills resulted in the highest acquisition rate in the brigade, with no loss of accountability. (b)(7)(C) also developed and implemented the Total Immersion Logistics Training Program. As a result of her efforts, supply operations in the brigade increased tremendously.

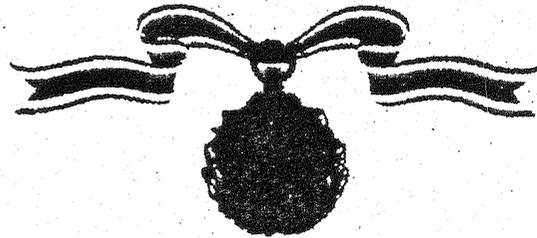
ACHIEVEMENT #4
(b)(7)(C) was very instrumental in the mobilization and deployment of National Guard, Reserve component, and active duty units in support of Operation Enduring Freedom. Her efforts were nothing short of outstanding. She cross leveled equipment within the Dragon Brigade and obtained required items from various sources on short notice, thus improving not only the unit's readiness rating for the Brigade, but also for the Corps as well. She also cross trained two 92A soldiers and several civilians to 92Y positions.

21. PROPOSED CITATION
For outstanding meritorious service, while serving as the Dragon Brigade S-4 NCOIC/PBO NCOIC/PBO, during the period 16 September 2002 to 9 December 2005. (b)(7)(C) outstanding leadership, professionalism, and devotion to duty contributed significantly to her unit's high level of operational readiness. Her personal motivation and high standards of excellence ensured mission accomplishments during real world deployments, training, and field exercises. (b)(7)(C) exemplary performance of duty reflects great credit upon herself and is in keeping with the finest traditions of the US Army.

64318-DB 51- (b)(7)(C) - FAXNG-2 Feb 06

#2 B4P

B-49



THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETING: THIS IS TO CERTIFY THAT THE PRESIDENT OF THE UNITED STATES OF AMERICA AUTHORIZED BY EXECUTIVE ORDER, 16 JANUARY 1969 HAS AWARDED

THE MERITORIOUS SERVICE MEDAL

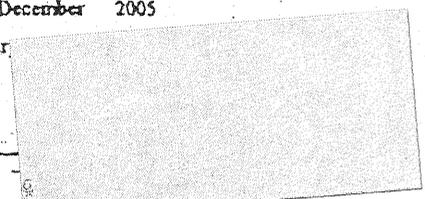
TO

[REDACTED]
[REDACTED] ARMY GARRISON-FORT BRAGG

FOR exceptionally meritorious service while serving as [REDACTED] Noncommissioned Officer-In-Charge. Her outstanding leadership, professionalism, and devotion to duty contributed significantly to her unit's high level of operational readiness. [REDACTED] exemplary performance of duty reflects great credit upon her, the USAG-Fort Bragg, the XVIII Airborne Corps, and the United States Army.

FROM: 16 September 2002 TO 9 December 2005

THIS 5th DAY OF January



PO 005-013, 5 January 2006
Commander, XVIII Airborne Corps
Fort Bragg, North Carolina



[REDACTED], USA
Acting Commander

1 MAR 2006
LAWSON BUE 5-1
EGSB-350-B03Y
16:36
08/02/2006

RECOMMENDATION FOR AWARD

For use of this form, see AR 600-8-22; the proponent agency is DDCSPER

For valor/heroism/wartime and all awards higher than MSM, refer to special instructions in Chapter 3, AR 600-8-22.

1. TO Cdr, XVIII Abn Corps Ft Bragg, NC 28310	2. FROM Cdr, Hqs Co, USAG Ft Bragg, NC 28310	3. DATE 5 Dec 05
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PART I - SOLDIER DATA

4. NAME (b)(6)	5. RANK (b)(6)	6. SSN (b)(6)
7. ORGANIZATION Hqs Co, USAG Ft Bragg, NC 28310	8. PREVIOUS AWARDS HSM-1, NOPDR-3, ASR-1, GWTSM-1, MSM-1, ARCOM-3, AAM-6, AGCM-5, NDGM-2	
9. BRANCH OF SERVICE	10. RECOMMENDED AWARD MSM	11. PERIOD OF AWARD a. FROM 16 Sep 02 b. TO 9 Dec 05
12. REASON FOR AWARD	13. POSTHUMOUS YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	
12a. INDICATE ACH, SVC, PCS, ETS, OR RET PCS	12b. INTERIM AWARD IF YES, STATE AWARD GIVEN YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	

PART II - RECOMMENDER DATA

14. NAME (b)(6)	15. ADDRESS Dragon Brigade S-4 Ft Bragg, NC 28310
16. TITLE/POSITION S-4 Officer	17. RANK (b)(6)
18. RELATIONSHIP TO AWARDEE Supervisor	19. (b)(6)

PART III - JUSTIFICATION AND CITATION DATA (Use specific bullet examples of meritorious acts or services)

20. ACHIEVEMENTS

ACHIEVEMENT #1
(b)(6) performance as the Dragon Brigade (b)(6) has been superb. Her efforts had Corps level impact. She was selected over 10 other noncommissioned and commissioned officers to manage a property book valued over \$50 million dollars, by use of the Property Book Unit Supply Enhanced System. She advised numerous units in proper supply procedures and supply operations. Special emphasis was applied to Standard Operating Procedures, proper accountability procedures, office files, document registers etc...

ACHIEVEMENT #2
(b)(6) was responsible for the successful fielding of several systems used by Corps Headquarters personnel as well as subordinate units. In addition, her superior material management, resulted in the Brigade's overall excess equipment decreasing from 235 pieces to 0 in less than 30 days, generating a maintenance savings in excess of \$65,000. Her great attention to detail and meticulous application of required procedures resulted in several commendable ratings during last IG/ORA inspections.

ACHIEVEMENT #3
(b)(6) single-handedly ordered and tracked over \$30 million dollars of equipment to reconstitute units deploying in support of OEF/OIP. Her flawless contract management skills resulted in the highest acquisition rate in the brigade, with no loss of accountability. (b)(6) also developed and implemented the Total Immersion Logistics Training Program. As a result of her efforts, supply operations in the brigade increased tremendously.

ACHIEVEMENT #4
(b)(6) was very instrumental in the mobilization and deployment of National Guard, Reserve component, and active duty units in support of Operation Enduring Freedom. Her efforts were nothing short of outstanding. She cross leveled equipment within the Dragon Brigade and obtained required items from various sources on short notice, thus improving not only the unit's readiness rating for the Brigade, but also for the Corps as well. She also cross trained two 92A soldiers and several civilians to 92Y positions.

21. PROPOSED CITATION
For outstanding meritorious service, while serving as the Dragon Brigade (b)(6) during the period 16 September 2002 to 9 December 2005. (b)(6) outstanding leadership, professionalism, and devotion to duty contributed significantly to her unit's high level of operational readiness. Her personal motivation and high standards of excellence ensured mission accomplishments during real world deployments, training, and field exercises. (b)(6) exemplary performance of duty reflects great credit upon herself and is in keeping with the finest traditions of the US Army.

(b)(6)

From: (b)(6)
Sent: Monday, January 23, 2006 4:08 PM
To: (b)(6)
Cc: (b)(6)
Subject: ANNUAL NCOER

Re: (b)(6)

How are you? I'm writing because I need to find out the status of my NCOER. I submitted it 11 Nov 05. Before, I PCS'ed, I was told it was awaiting signatures and would not be available to me until after I arrived my new unit. I have been continuously requesting status, but no one can tell me when it will be completed. It will be late to EREC on 1 Feb 06. My new (b)(6) needs an update on it as well, because I was not able to properly process the brigade, and I will show up on his books with having a late NCOER. Neither my rater, (b)(6) nor my senior rater, (b)(6) have informed me of any issues preventing the processing of my NCOER. However, I was informed last Friday by Ft Bragg IG and DA IG that (b)(6) stated that my reviewer, (b)(6) wants to change my duty position from (b)(6) to (b)(6) and my additional duty as the Bde (b)(6) he wants to remove totally. Please keep in mind that I was counseled for the positions listed on my NCOER, and I was also directed to rate 2- SFC's (b)(6) based on the MSG/E-8 position I held as Bde (b)(6) (b)(7)(D) (b)(6) held the Property Book NCOIC position and (b)(6) held the Property Book NCO position. I do have a copy of my appointment orders as the (b)(6) my counselings, and the S-4 rating scheme available for review, if necessary. I have been told that (b)(6) and (b)(6) have both returned from Iraq. I just wanted to give you heads up that my command would be calling to check on my NCOER. I'll give (b)(6) your telephone number as well as (b)(6). Lastly, if in fact, changes are made to the original NCOER I previously signed, I will be available for signature. Just let me know when its ready, and I'll drive down there to review and sign it. I can be reached at (b)(6). Thanks in advance for your assistance in this matter.

Very Respectfully,

(b)(6)

B-4h

10 Mar 05

MEMORANDUM FOR Organizational Property Book Officer, Dragon
Brigade, Ft. Bragg, NC 28310

SUBJECT: Duty Appointment (Property Book Officer)

1. Effective 11 Mar 05, [REDACTED] is appointed as the Organizational Property Book Officer, HHC, XVIII Abn Corps, WAUKHD/W36BZE, 1st Chem Det, WA89AA/W33VOB, 1st BCD, WDUPEAA/W80855, 1st Corps Det, WJFFAA/W81YFH, 101st Chem, WGF2AA/W36J07, USAG, WOU320/W9020H, 702nd AG Det, WJHWAA/W913E9, 22nd MPAD, WHLWHD/W81NFF.

2. Authority: DA Pam 710-2-1, para 4-4, DA Pam 600-8, and procedure 9-9.

3. Purpose: To perform duties as prescribed above.

4. Period: Indef.

5. Special Instructions: None.

[REDACTED]
Commander

CF:

- 1 - INDIV CONCERN
- 1 - DUTY APPOINTMENT BOOK
- 1 - SUPPLY FILE
- 1 - SSA

B-4i

PART I - ADMINISTRATIVE DATA

a. NAME (Last, First, Middle Initial) [Redacted]		b. SSN [Redacted]	c. RANK [Redacted]	d. DATE OF RANK 980901	e. FMOSC 92Y30
f. UNIT, ORG STATION, ZIP CODE OR APO, MAJOR COMMAND Hqs Co, USAG, Ft. Bragg, NC 28310 (FORSCOM)				g. REASON FOR SUBMISSION Change of Rater	
h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL	l. RATED NCO COPY (Check one and Date)
FR OM THRU YYYY MM YYYY MM 2002 09 2003 05		9			1. Given to NCO 2. Forwarded to NCO Date
			m. PSC INITIALS	n. CMD CODE FC	o. PSB CODE FS27

PART II - AUTHENTICATION

a. NAME OF RATER (Last, First, Middle Initial) [Redacted]	SSN [Redacted]	SIGNATURE [Redacted]
RANK, PMOC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT 92A, Hqs Co, USAG, Property Book Officer		DATE
b. NAME OF SENIOR RATER (Last, First, Middle Initial) [Redacted]	SSN [Redacted]	SIGNATURE [Redacted]
RANK, PMOC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT Dragon Brigade S-4 Officer		DATE 21 MAR 03
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluation of the rater and senior rater. I further understand my signature certifies that the administrative data in Part I, the rating included in Part II, the duty description to include the counseling dates in Part III, and the "AP" and "REQ/RES" entries in Part IV are correct. I have seen the report completed through Part V, except Parts II and III. I am aware of the responsibilities of AR 623-205.		SIGNATURE [Redacted]
d. NAME OF REVIEWER (Last, First, Middle Initial) [Redacted]	SSN [Redacted]	SIGNATURE [Redacted]
RANK, PMOC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT 1N, Hqs Co, USAG, Dragon Brigade Executive Officer		DATE
e. <input type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)		

PART III - DUTY DESCRIPTION (Rater)

a. PRINCIPAL DUTY TITLE Property Book NCOIC	b. DUTY MOSC 92Y40
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars) Property Book NCOIC responsible for maintenance of organizational property book valued in excess of 35 million dollars using the Standard Property Book System-Redesign (SPBS-R); monitor the Brigade excess education program; process all hand receipts, cyclic and sensitive item inventories on a monthly basis; coordinate and monitor all Force Modernization Issues; provide logistical advice to subordinate units as needed.	
d. AREAS OF SPECIAL EMPHASIS	
rater: [Redacted] S/R: [Redacted] Rev: [Redacted]	
e. APPOINTED DUTIES Force Modernization NCO	
f. COUNSELING DATES	INITIAL 020925 LATER 021218 LATER 030414 LATER

PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)

a. ARMY VALUES. Check either "YES" or "NO". Comments are mandatory for "No" entries; optional for "Yes" entries.		YES	NO
<p>V A L U E S</p> <p>Loyalty Duty Respect Selfless Service</p> <p>Honor Integrity Personal Courage</p>	1. LOYALTY: Bears true faith and allegiance to the U. S. Constitution, the Army, the unit, and other soldiers.	X	
	2. DUTY: Fulfills their obligations.	X	
	3. RESPECTED/FEED: Treats people as they should be treated.	X	
	4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.	X	
	5. HONOR: Lives up to all the Army values.	X	
	6. INTEGRITY: Does what is right - legally and morally.	X	
	7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).	X	
Subst comments			
o totally dependable and reliable with uncompromising principles			
o continually exhibits unassailable principles and standards of loyalty, integrity, and personal behavior			
o thoughtful and caring by nature			

B-4j

NCO EVALUATION REPORT

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

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

PART I - ADMINISTRATIVE DATA

a. NAME (Last, First, Middle Initial)		b. SSN	c. RANK	d. DATE OF RANK	e. PMOSC
				030701	92Y40
UNIT (REG., STATION, ZIP CODE OR APO, MAJOR COMMAND)				g. REASON FOR SUBMISSION	
Hqs Co, USAG, Ft. Bragg, NC 28310 (FORSCOM)				03 Change of Rater	
h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL	l. RATED NCO COPY (Check one and Date)
FROM THRU					1. Given to NCO Date
YYYY MM	YYYY MM				2. Forwarded to NCO
2003 05	2003 11	6			
			m. PSC Initials	n. CMD CODE	o. PSB CODE
				FC	RS27

PART II - AUTHENTICATION

a. NAME OF RATER (Last, First, Middle Initial)	SSN	SIC
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT		DATE
Dragon Brigade S-4 Officer		
b. NAME OF SENIOR RATER (Last, First, Middle Initial)	SSN	SIGNATURE
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT		DATE
IN, Hqs Co, USAG, Dragon Brigade Executive Officer		
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluation of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating criteria in Part II, the duty description to include the occurring dates in Part III, and the APT and highlighted work entries in Part IV are correct. I have seen the report completed through Part V, except Parts III and IV, in the process of the normal process of AR 623-205.		SIGNATURE
		DATE
d. NAME OF REVIEWER (Last, First, Middle Initial)	SSN	SIGNATURE
	226-86-2140	
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT		DATE
IN, Hqs Co, USAG, Dragon Brigade Commanding Officer		
<input type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)		

PART III - DUTY DESCRIPTION (Rater)

a. PRINCIPAL DUTY TITLE	b. DUTY MOSC			
Brigade Property Book Officer	920A8			
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars)				
Property Book Officer for an airborne support brigade in the U S Army Rapid Deployment Corps; manage the accountability of over 9,900 pieces of equipment valued in excess of 50 million dollars through the use of the Standard Property Book System-Redesign (SPBS-R); supports the 18 hour, no notice worldwide deployment requirements of XVIII Abn Corps Headquarters; principle advisor to the Brigade Commander, Brigade staff, and subordinate units on logistical matters; supervise, provide leadership, training, and counseling to five NCO's.				
d. AREAS OF SPECIAL EMPHASIS				
rater: S/R: Rev:				
e. APPOINTED DUTIES				
S-4 NCOIC, PBO NCOIC, Force Modernization NCO, Brigade Fire Warden				
f. COUNSELING DATES	INITIAL	LATER	LATER	LATER
	030627	030924		

PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)

a. ARMY VALUES. Check either "YES" or "NO". Comments are mandatory for "No" entries; optional for "Yes" entries.		YES	NO
V A L U E S	1. LOYALTY: Bears true faith and allegiance to the U. S. Constitution, the Army, the unit, and other soldiers.	X	
	2. DUTY: Fulfills their obligations.	X	
	3. RESPECT/EO/EEQ: Treats people as they should be treated.	X	
	4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.	X	
	5. HONOR: Lives up to all the Army values.	X	
	6. INTEGRITY: Does what is right - legally and morally.	X	
	7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).	X	
Bullet comments o lives the NCO creed; emphasis on soldier care is unsurpassed o integrity, values, and morale courage is beyond reproach o displayed absolute loyalty to superiors			

B-4K

NCO EVALUATION REPORT

For use of this form, see AR 600-205; the proponent agency is ODCSPER

SEE PRIVACY ACT STATEMENT IN AR 623-208, APPENDIX C.

PART I - ADMINISTRATIVE DATA

a. NAME (Last, First, Middle Initial) _____ b. SSN _____ c. RANK _____ d. DATE OF RANK 030701 e. PMOSC 92Y4HG3YY

f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND
United States Army Garrison, Fort Bragg, NC 28310

g. REASON FOR SUBMISSION
2 Annual

h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL	l. RATED NCO COPY (Check one and Date)		m. PFC Initials	n. CMD CODE	o. PSB CODE
FROM	THRU				1. Given to NCO	Date			
YYYY MM	YYYY MM	9	S		2. Forwarded to NCO			FC	FS27
2003 12	2004 11								

PART II - AUTHENTICATION

a. NAME OF RATER (Last, First, Middle Initial) _____ SSN _____ SIGNATURE _____
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT
2A5M/QM, USAG, Dragon Brigade DATE _____

b. NAME OF SENIOR RATER (Last, First, Middle Initial) _____ SSN _____ SIGNATURE _____
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT
QM, Dragon Brigade DATE _____

c. I HEREBY: I understand my signature does not constitute agreement or disagreement with the evaluation of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating official in Part II, the duty description to include the counseling grade in Part III, and the APP-1 and counseling entries in Part IV are correct. I have seen the report completed through Part V, except Parts III and the last portion of the counseling process of AR 623-208.

d. NAME OF REVIEWER (Last, First, Middle Initial) _____ SSN _____ SIGNATURE _____
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT
Dragon Brigade 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
Brigade Property Book NCOIC

b. DUTY MOSC
92Y40

c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars)
Property Book NCOIC for an airborne support brigade in the U S Army Rapid Deployment Corps; manage the accountability of over 9,900 pieces of equipment valued in excess of 50 million dollars through the use of the Property Book Unit Supply Enhanced System; supports the 18 hour, no notice worldwide deployment requirements of XVIII Abn Corps Headquarters; principal advisor to the Brigade staff and subordinate units on logistical matters; supervise, provide leadership, training, and counseling to four NCO's.

d. AREAS OF SPECIAL EMPHASIS

rater: _____ S/R: _____ Rev: _____

e. APPOINTED DUTIES
Force Modernization NCO, CSDP Advisor, Fire Warden, Assistant Housing NCOIC

f. COUNSELING DATES

INITIAL	LATER	LATER	LATER
27 NOV 03	27 FEB 04	27 MAY 04	27 AUG 04

PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)

a. ARMY VALUES. Check either "YES" or "NO". Comments are mandatory for "No" entries; optional for "Yes" entries.

	YES	NO
1. LOYALTY: Bears true faith and allegiance to the U. S. Constitution, the Army, the unit, and other soldiers.	X	
2. DUTY: Fulfills their obligations.	X	
3. RESPECT/EO/EE: Treats people as they should be treated.	X	
4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.	X	
5. HONOR: Lives up to all the Army values.	X	
6. INTEGRITY: Does what is right - legally and morally.	X	
7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).	X	

Bullet comments

- o highly motivated, competent, and disciplined NCO
- o epitomizes the NCO creed
- o displayed a deep pride in both duty and personal performance

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

- o a true logistical subject matter expert; expertise resulted in several commendable results during ORA inspection
- o completed the Brigade's monthly USR requirements for the past six months with zero defects
- o displayed superior organizational skills; maximized limited resources and personnel to produce superb results

EXCELLENCE (Exceeds std) SUCCESS (Meets std) NEEDS IMPROVEMENT (Some) (Much)

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.

APFT PASS 0406 HEIGHT/WEIGHT 63/140 YES

- o displays impeccable military appearance
- o exhibits superb confidence with every mission regardless of the level of difficulty
- o totally confident in personal and professional abilities

EXCELLENCE (Exceeds std) SUCCESS (Meets std) NEEDS IMPROVEMENT (Some) (Much)

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

- o expertise and experience were sought daily by officers, noncommissioned officers and soldiers throughout the Corps
- o provided sound counsel and mentoring, encouraging team members to exceed standards
- o always leads from the front with limited guidance and supervision

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

- o single-handedly ordered and tracked over 5.3 million dollars of equipment for the new XVIII ABN Corps Command Post
- o procured and coordinated the delivery of 380 thousand dollars worth of equipment that was destroyed during a field training exercise
- o implemented a training plan within the brigade that improved the overall supply operations throughout the brigade

EXCELLENCE (Exceeds std) SUCCESS (Meets std) NEEDS IMPROVEMENT (Some) (Much)

f. RESPONSIBILITY & ACCOUNTABILITY

- o Care and maintenance of equipment/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

- o accounted for a property book valued over 50 million dollars with zero loss
- o superbly initiated over 52 contracts totalling over 13 million dollars
- o seized every opportunity to mentor and coach junior NCO's and enlisted soldiers

EXCELLENCE (Exceeds std) SUCCESS (Meets std) NEEDS IMPROVEMENT (Some) (Much)

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

e. SENIOR RATER BULLET COMMENTS

- o promote to Master Sergeant immediately
- o most definitely in top five percent of all SFC's I have worked with
- o clearly capable of serving with distinction in the most demanding and critical positions

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

First Sergeant
Division Property Book NCOIC
Equal Opportunity Advisor

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

NCO EVALUATION REPORT

For use of this form, see AR 600-5; the proponent agency is ODCSPER

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

PART I - ADMINISTRATIVE DATA

a. NAME (Last, First, Middle Initial) [REDACTED]		b. SSN [REDACTED]	c. RANK [REDACTED]	d. DATE OF RANK 20030701	e. PMOSC 92Y4HG3YY
f. UNIT, OIG., STATION, ZIP CODE OR APO, MAJOR COMMAND HHC XVIII Airborne Corps, Fort Bragg, North Carolina 28310 (FORSCOM)				g. REASON FOR SUBMISSION 04 Complete the Record	
h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL	l. RATED NCO COPY (Check one and Date)
FROM THRU					1. Given to NCO 2. Forwarded to NCO
2004 12	2005 08	9			Date
					m. PSC Initials
					n. CMD CODE FC
					o. PSB CODE FS27

PART II - AUTHENTICATION

a. NAME OF RATER (Last, First, Middle Initial) [REDACTED]	SSN [REDACTED]	SIGNATURE
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT Dragon Brigade, Fort Bragg, NC 28310 S-4 Officer		DATE
b. NAME OF SENIOR RATER (Last, First, Middle Initial) [REDACTED]	SSN [REDACTED]	SIGNATURE
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT S.C. 18th Airborne Corps Hqs Bn Rear (Prov) Commanding Officer		DATE
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. Further, I understand my signature verifies that the administrative data in Part I, the rating official in Part II, the duty description to include the counseling dates in Part II, and the AP and high/low weight entries in Part II are correct. I have seen the report completed through Part V, except Parts II and III. I am aware of the accuracy process in AR 623-205.		SIGNATURE
		DATE
d. NAME OF REVIEWER (Last, First, Middle Initial) [REDACTED]	SSN [REDACTED]	SIGNATURE
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT CO C, 18 DRAGON BRIGADE COMMANDER		DATE
e. <input type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)		

PART III - DUTY DESCRIPTION (Rater)

a. PRINCIPAL DUTY TITLE Brigade S4 NCOIC	b. DUTY MOSC 92Y50
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars) S-4 NCOIC for an airborne support brigade in the U. S. Army Rapid Deployment Corps, manage the accountability of over 9,900 pieces of equipment valued in excess of 50 million dollars through the use of the Property Book Unit Supply Enhanced system; maintain and process report of surveys; manage the brigade's excess reduction program; support the 18 hour no notice worldwide deployment requirement of the XVIII ABN Corps Headquarters; principle advisor to the Brigade Commander, staff and subordinate units on logistical matters; supervise six NCO's.	
d. AREAS OF SPECIAL EMPHASIS	
rater: [REDACTED]	S/R: [REDACTED] Rev: [REDACTED]
e. APPOINTED DUTIES Dragon Brigade Property Book Officer, CSDP Advisor, Fire Warden, Force Modernization NCO	
f. COUNSELING DATES	INITIAL 4 FEB 05
	LATER 3 MAY 05
	LATER 3 AUG 05
	LATER

PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)

a. ARMY VALUES. Check either "YES" or "NO". Comments are mandatory for "No" entries; optional for "Yes" entries.		YES	NO
<p>V A L U E S</p> <p>Loyalty Duty Respect Selfless-Service</p> <p>Honor Integrity Personal Courage</p>	1. LOYALTY: Bears true faith and allegiance to the U. S. Constitution, the Army, the unit, and other soldiers.	X	
	2. DUTY: Fulfills their obligations.	X	
	3. RESPECT/EQ/EEQ: Treats people as they should be treated.	X	
	4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.	X	
	5. HONOR: Lives up to all the Army values.	X	
	6. INTEGRITY: Does what is right - legally and morally.	X	
	7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).	X	
Bullet comments: o integrity, values, and morale courage is beyond reproach o totally committed to mission accomplishment o lives the NCO creed; emphasis on soldier care is unsurpassed			

B-4m

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 selected over 10 NCO's to serve as Dragon Brigade Property Officer; a position normally held by a warrant officer

o her superior material management contributed to the brigade's excess property being reduced by 235 pieces in less than 30 days

o superbly initiated contracts totalling over 7 million dollars

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 0508 HEIGHT/WEIGHT 64/155 YBS

o set the standard by consistently displaying impeccable military appearance

o exhibits confidence with every mission regardless of the level of difficulty

d. LEADERSHIP
 o Mission first
 o Genuine concern for soldiers
 o Inspiring the spirit to achieve and win
 o Setting the example; Be, Know, Do

EXCELLENCE (Exceeds std) SUCCESS (Meets std) NEEDS IMPROVEMENT (Some) (Much)

o provided superb logistical support to over 1200 soldiers assigned to the brigade

o true logistics warrior; saved brigade 65 thousand dollars in maintenance costs by directing immediate transfer of excess equipment

o ensured soldiers were regularly counseled and earned their trust and confidence as a caring, compassionate leader

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)

o developed and implemented the Total Immersion Logistics Training Program; improved overall supply operation in brigade

o single-handedly ordered and tracked over 7.3 million dollars of equipment to reconstitute 3 units deploying in support of OEF/OIF

o constantly trained soldiers and civilians on daily tasks and responsibilities; settled for nothing less than excellence

f. RESPONSIBILITY & ACCOUNTABILITY
 o Care and maintenance of equipment/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 accounted for a Property Book valued at over 50 million dollars with zero loss

o meticulous monitoring of lateral transfer directives resulted in zero late reports, and 100% accuracy rate over a six month period

o maintained 100% continuing balance system expanded (CBS-X) Property Book match rate

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

e. SENIOR RATER BULLET COMMENTS

o promote now to Master Sergeant, ahead of peers

o promote first time secondary zone

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

First Sergeant
 Corps G-4 NCOIC
 Division MMC NCOIC

o consistently performs above standards; achieves outstanding results

o potential is unlimited; outstanding leader, coach, and mentor

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

NCO EVALUATION REPORT

For use of this form, see AR 62

5: the reporting agency is OOS/SPR

SEE PRIVACY ACT STATEMENT +
VAR 623-206, APPENDIX C.

PART I - ADMINISTRATIVE DATA

a. NAME (Last, First, Middle Initial)		b. SSN (Last 4)	c. DATE (MM/YY)	d. DATE OF BIRTH (MM/DD/YY)	e. PAROSC CODE (92Y4H37Y)
1. ENL. ORG. STATION, ZR CODE OR APO, MAJOR COMMAND					
II. FC XVIII Abn Corps, Ft. Bragg, NC 28310 (FORSCOM)					
1. PERIOD COVERED		1. RATED MONTHS	1. NO. OF RATED MONTHS	1. RATED NCO CODE (Check one and Detail)	1. FC CODE
From	THRU			1. Given to NCO	2. FC CODE
2004	2005	11	12	2. Forwarded to NCO	FC PS27

PART II - AUTHENTICATION

a. GRADE OF RATER (Last, First, Middle Initial)		SSN (Last 4)	SCORE
FAK. PHORC/BN/ANCH, ORGANIZATION, DUTY ASSIGNMENT			
S-4 Officer			
b. GRADE OF RATEE (Last, First, Middle Initial)		SSN (Last 4)	SGD (Last 4)
FAK. PHORC/BN/ANCH, ORGANIZATION, DUTY ASSIGNMENT			
SG, XVIII Abn Corps, Bde Bn (Batt), Commanding			
c. SIGNATURE OF RATER		SIGNATURE	
[Signature]		[Signature]	
d. DATE OF REVIEW (Last, First, Middle Initial)		SSN (Last 4)	DATE
[Signature]		[Signature]	
FAK. PHORC/BN/ANCH, ORGANIZATION, DUTY ASSIGNMENT			
CO1, IN, Dragon Brigade Commander			

PART III - DUTY DESCRIPTION (Army)

a. <input type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS	<input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comment)
b. DUTY DESCRIPTION (Army)	
PROPERTY BOOK OFFICER, CSDP ADVISOR, FIRE WARDEN, FORCE MODERNIZATION NCO	
c. DAILY DUTIES AND SCORE (To include, as appropriate, people, equipment, facilities and delivery accountability of over 9,000 pieces of equipment valued in excess of 50 million dollars through the use of the Property Book Unit Supply Enhancement System, maintain and process report of surveys; manage the excess reduction program; support the 18 hour no notice worldwide deployment requirement of the XVIII Abn Corps Hq; principle advisor to the staff and subordinate units on logistical matters.	

Direct: S/R: Rev:

APPOINTED DUTIES

1. COUNSELING DATES	INITIAL	LATER	LATER	LATER
	4 Feb 05	3 May 05	3 Aug 05	17 Oct 05

PART IV - ASSET VALUATION (UNIT/REGIMENT/ACTIONS (Army))

a. ASSET VALUE: Check either "YES" or "NO". Comment on secondary for "No" entries and for "Yes" entries.	YES	NO
1. LOYALTY: Shows true faith and allegiance to the U. S. Constitution, the Army, the unit, and other soldiers.	X	
2. DUTY: Fulfills duty assignments.	X	
3. INTERACTED: Teams people so they exceeded the standard.	X	
4. RELIABLE SERVICE: Has the confidence of the unit, the Army, and subordinate leaders and units.	X	
5. HONOR: Lives up to all the Army values.	X	
6. INTEGRITY: Does what is right - legally and morally.	X	
7. PERSONAL COURAGE: Faces fear, danger, or adversity individually and morally.	X	

V
L OYALTY
A L I
L OYALTY
I NTEGRITY
C OUNSELING
S ERVICE

DA FORM 2166-8, OCT 2001

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

USDA VA 101

Initial Change of Later

B-4m

RATED NCO'S NAME (Last, First, Middle Initial)	SSN	THRU DATE
+		2005 11 +

PART IV (Rater) - VALUES/NCO RESPONSIBILITIES Specific Rater examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Rater 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 <small>(Exceeds std)</small>	SUCCESS <small>(Meets std)</small>	NEEDS IMPROVEMENT <small>(Some)</small>	NEEDS IMPROVEMENT <small>(Much)</small>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- o selected over 10 NCOs to serve as [redacted] Property Book Officer; a position normally held by a warrant officer
- o her superior material management contributed to the [redacted] excess property being reduced by 235 pieces in less than 30 days
- o superbly initiated 38 contracts totalling over 7 million dollars

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 <small>(Exceeds std)</small>	SUCCESS <small>(Meets std)</small>	NEEDS IMPROVEMENT <small>(Some)</small>	NEEDS IMPROVEMENT <small>(Much)</small>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APFT **PASS 0508** HEIGHT/WEIGHT **64/155 YES**

- o set the standard by consistently displaying impeccable military appearance
- o exhibits confidence with every mission regardless of the level of difficulty

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 <small>(Exceeds std)</small>	SUCCESS <small>(Meets std)</small>	NEEDS IMPROVEMENT <small>(Some)</small>	NEEDS IMPROVEMENT <small>(Much)</small>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- o provided superb logistical support to over 1,200 soldiers assigned to the [redacted]
- o true logistics warrior; saved [redacted] \$65,000.00 in maintenance costs by directing immediate transfer of excess equipment
- o ensured soldiers were regularly counseled and earned their trust and confidence as a caring, compassionate leader

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 <small>(Exceeds std)</small>	SUCCESS <small>(Meets std)</small>	NEEDS IMPROVEMENT <small>(Some)</small>	NEEDS IMPROVEMENT <small>(Much)</small>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- o developed and implemented the Total Immersion Logistics Training Program; improved overall supply operation [redacted]
- o single-handedly ordered and tracked over 7.3 million dollars of equipment to reconstitute 3 units deploying in support of OEF/OIF
- o constantly trained soldiers and civilians on daily tasks and responsibilities; settled for nothing less than excellence

f. RESPONSIBILITY & ACCOUNTABILITY

- o Care and maintenance of equipment/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 <small>(Exceeds std)</small>	SUCCESS <small>(Meets std)</small>	NEEDS IMPROVEMENT <small>(Some)</small>	NEEDS IMPROVEMENT <small>(Much)</small>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- o accounted for a property book valued at over 50 million dollars with zero loss
- o meticulous monitoring of lateral transfer directives resulted in zero late reports, and 100% accuracy rate over a six month period
- o maintained 100% continuing balance system expanded (CBS-X) property book match rate

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
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

a. SENIOR RATER BULLET COMMENTS

- o performed duties of a Chief Warrant Officer
- o promote now to Master Sergeant
- o a self-starter; consistently performs above standards

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

First Sergeant

Corps G-4 NCOIC

Division MMC NCOIC

c. SENIOR RATER. Overall performance

1	2	3	4	5
Successful	Fair	Poor	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	Fair	Poor

NCO EVALUATION REPORT

For use of this form, see AR 62 5; the proponent agency is ODCSFER

SEE PRIVACY ACT STATEMENT
1 AR 623-205, APPENDIX C.

PART I - ADMINISTRATIVE DATA

a. NAME OF RATER (Last, First, Middle Initial)		b. GRADE	c. NAME	d. DATE OF RANK	e. PMOSC
1. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND		2. REASON FOR SUBMISSION		02	Armed
f. PERIOD COVERED		g. RATED MONTHS	h. NON-RATED CODES	i. NO. OF ENCL.	j. RATED NCO COPY (Check one and Date)
FROM	THRU				1. Given to NCO
2004 12	2005 11	12			2. Forwarded to NCO
					m. PBC Initials
					n. CSID CODE
					FC
					o. PEB CODE
					RS27

PART II - AUTHENTICATION

a. NAME OF RATER II (Last, First, Middle Initial)	SSN	SIGN	DATE
NAME, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT			
Dragon Brigade, Ft. Bragg, NC 28310, S-4 Officer			
b. NAME OF SENIOR RATER (Last, First, Middle Initial)	SSN	SIGN	DATE
NAME, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT			
SC, XVIII Abn Corps, Hqs Bn (Rear) (Prov), Commanding			
c. SIGNATURE		SIGNATURE	DATE
d. NAME OF REVIEWSER (Last, First, Middle Initial)	SSN	SIGNATURE	DATE
NAME, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT			
IN, Dragon Brigade Commander			
e. <input type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)			

PART III - DUTY DESCRIPTION (Review)

a. PRINCIPAL DUTY TITLE	b. DUTY MOSC
Brigade S-4 NCOIC	92Y50
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars)	
S-4 NCOIC for an airborne support brigade in the U. S. Army Rapid Deployment Corps, manage the accountability of over 9,900 pieces of equipment valued in excess of 50 million dollars through the use of the Property Book Unit Supply Enhanced System; maintain and process report of surveys; manage the brigade's excess reduction program; support the 18 hour no notice worldwide deployment requirement of the XVIII Abn Corps Hqs; principle advisor to the Brigade Commander, staff and subordinate units on logistical matters.	
d. AREAS OF SPECIAL EMPHASIS	
Inter:	S/R:
e. APPOINTED DUTIES	
Dragon Brigade Property Book Officer, CSDP Advisor, Fire Warden, Force Modernization NCO	
f. COUNSELING DATES	
INITIAL	LATER
4 Feb 05	3 May 05
	LATER
	3 Aug 05
	LATER
	17 Oct 05

PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Review)

a. ARMY VALUES. Check either "YES" or "NO". Comments are mandatory for "No" entries; optional for "Yes" entries.		YES	NO
<p>V</p> <p>A</p> <p>L</p> <p>U</p> <p>E</p> <p>S</p>	Loyalty		
	Duty		
	Respect		
	Selfless Service		
	Honor		
	Integrity		
	Personal Courage		
<p>1. LOYALTY: Shows true faith and allegiance to the U. S. Constitution, the Army, the unit, and other soldiers.</p> <p>2. DUTY: Fulfills their obligations.</p> <p>3. RESPECT: Treats people as they should be treated.</p> <p>4. SELFLESS SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.</p> <p>5. HONOR: Lives up to all the Army values.</p> <p>6. INTEGRITY: Does what is right - legally and morally.</p> <p>7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).</p>			
<p>Bullet comments</p> <p>o integrity, values, and morale courage is beyond reproach</p> <p>o totally committed to mission accomplishment</p> <p>o lives the NCO creed; emphasis on soldier care is unsurpassed</p>			

B-48

RATED NCO'S NAME (Last, First, Middle Initial) SSN THRU DATE 2005 11

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

d. 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 selected over 10 NCOs to serve as Dragon Brigade Property Book Officer; a position normally held by a warrant officer

o her superior material management contributed to the brigade's excess property being reduced by 235 pieces in less than 30 days

o superbly initiated 38 contracts totalling over 7 million dollars

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

APFT **PASS 0508** HEIGHT/WEIGHT **64/155 YES**

EXCELLENCE (Exceeds std) SUCCESS (Meets std) NEEDS IMPROVEMENT (Some) (Much)

o set the standard by consistently displaying impeccable military appearance

o exhibits confidence with every mission regardless of the level of difficulty

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)

o provided superb logistical support to over 1,200 soldiers assigned to the brigade

o true logistics warrior; saved brigade \$65,000.00 in maintenance costs by directing immediate transfer of excess equipment

o ensured soldiers were regularly counseled and earned their trust and confidence as a caring, compassionate leader

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)

o developed and implemented the Total Immersion Logistics Training Program; improved overall supply operation in brigade

o single-handedly ordered and tracked over 7.3 million dollars of equipment to reconstitute 3 units deploying in support of OEF/OIF

o constantly trained soldiers and civilians on daily tasks and responsibilities; settled for nothing less than excellence

f. RESPONSIBILITY & ACCOUNTABILITY

- o Care and maintenance of equipment/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 accounted for a property book valued at over 50 million dollars with zero loss

o meticulous monitoring of lateral transfer directives resulted in zero late reports, and 100% accuracy rate over a six month period

o maintained 100% continuing balance system expanded (CBS-X) property book match rate

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

e. SENIOR RATER BULLET COMMENTS

o performed duties of a Chief Warrant Officer

o promote now to Master Sergeant

o a self-starter; consistently performs above standards

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

First Sergeant
Corps G-4 NCOIC
Division MMC NCOIC

c. SENIOR RATER. Overall performance

1 Successful 2 3 4 Fair 5 Poor

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

1 Superior 2 3 4 Fair 5 Poor

PART IV (Rater) - VALUE/NCO RESPONSIBILITIES SPECIFIC BULLET REVISIONS OF "EXCELLENCE" OR "NEEDS IMPROVEMENT" ARE MANDATORY. SPECIFIC BULLET REVISIONS 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 selected over 10 NCOs to serve as Bn PBO; a position normally held by a warrant officer
 o her superior material management contributed to the battalion's excess property being reduced by 235 pieces in less than 30 days
 o superbly initiated 38 contracts totalling over 7 million dollars

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 0508 HEIGHT/WEIGHT 64/155 YES
 o set the standard by consistently displaying impeccable military appearance
 o exhibits confidence with every mission regardless of the level of difficulty

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)

o provided superb logistical support to over 1,200 soldiers assigned to the battalion
 o true logistics warrior; saved the battalion \$65,000.00 in maintenance costs by directing immediate transfer of excess equipment
 o ensured soldiers were regularly counseled and earned their trust and confidence as a caring, compassionate leader

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)

o developed and implemented the Total Immersion Logistics Training Program; improved overall supply operation
 o single-handedly ordered and tracked over 7.3 million dollars of equipment to reconstitute 3 units deploying in support of OEF/OIF
 o constantly trained soldiers and civilians on daily tasks and responsibilities; settled for nothing less than excellence

f. RESPONSIBILITY & ACCOUNTABILITY
 o Care and maintenance of equipment/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)

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 o meticulous monitoring of lateral transfer directives resulted in zero late reports, and 100% accuracy rate over a six month period
 o maintained 100% continuing balance system expanded (CBS-X) property book match rate

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

e. SENIOR RATER BULLET COMMENTS
 o performed duties of a Chief Warrant Officer
 o promote now to Master Sergeant
 o self-starter; consistently performs above standards

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

First Sergeant
 Corps G-4 NCOIC
 Division MMC NCOIC

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