Army Regulation 623–205

This Publication is Obsolete.
AR 623-105, AR 623-205, and AR 623-1 were superseded by AR 623-3 effective 15 June 2006. They are permitted for use until 12 October 2006 to allow transition to the new forms. These forms may be used until 12 October 2006.

Personnel Evaluation

Noncommissioned Officer Evaluation Reporting System

Headquarters
Department of the Army
Washington, DC
15 May 2002

UNCLASSIFIED

SUMMARY of CHANGE

AR 623–205
Noncommissioned Officer Evaluation Reporting System

This administrative revision--

- Corrects paragraph references throughout.

- Changes the rank from SG to SGT throughout.

- Specifically, this revision--

- Changes title of regulation from “Enlisted Evaluation Reporting System” to “Noncommissioned Officer Evaluation Reporting System.”

- Changes chapter 2, section I, heading from “Submission of Reports” to “Managing the Rating Chain.”

- Changes chapter 3 title from “Rating Chain Qualifications and Responsibilities” to “Evaluation Forms and Preparation.”

- Eliminates Noncommissioned Officer Evaluation Report requirements for command sergeants major serving in three and four star nominative positions (para 3-2).

- Changes DA Form 2166-7-1 to DA Form 2166-8-1, changes wording from “after counseling,” to “before the noncommissioned officer departs the counseling session.” Adds new Army “values” to form (chap 3, sec II).

- Changes DA Form 2166-7 to DA Form 2166-8 and adds Army “values” to form (chap 3, sec III).

- Substitutes “awarded physical fitness badge” for mandatory Army physical fitness test numerical score as justification for excellence rating (para 3-11).

- Changes Complete-the-Record Report rating period to 90-rated days (para 3-31).

- Establishes Senior Rater Option Report (para 3-32).

- Establishes 60-day Short-Tour Option Report (para 3-33).

- Changes chapter 4 title from “Appeals” to “Army National Guard.”

- Changes chapter 5 title from “Army National Guard and U.S. Army Reserve” to “U.S. Army Reserve.”

- Changes chapter 6 title from “Evaluation Forms and Procedures” to “Evaluation Report Redress Program.”

Headquarters
Department of the Army
Washington, DC
15 May 2002

*Army Regulation 623–205

Effective 1 June 2002

Personnel Evaluation

Noncommissioned Officer Evaluation Reporting System

By Order of the Secretary of the Army:

ERIC K. SHINSEKI
General, United States Army
Chief of Staff

Official:

JOEL B. HUDSON
Administrative Assistant to the
Secretary of the Army

History. This printing publishes a revision of this publication. Changes made under this revision are explained in the summary of change.

Summary. This regulation prescribes the policies and procedures for the Noncommissioned Officer Evaluation Reporting System. It includes policy statements, operating tasks, rules in support of operating tasks, and sequential steps of each operating task.

Applicability. This regulation applies to the Active Army, the Army National Guard of the United States (ARNGUS), including periods when administered as members of the Army National Guard, and the U.S. Army Reserve (USAR). Those provisions that apply only to a particular component are so indicated. This regulation will be used upon mobilization.

Proponent and exception authority.

a. The proponent of this regulation is the Deputy Chief of Staff, G-1. The Deputy Chief of Staff, G-1 has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency that holds the rank of colonel or the civilian equivalent.

b. Requests for clarification or exceptions to policies will be sent to Commander, U.S. Total Army Personnel Command; Chief, National Guard Bureau (CNGB); or Chief, Army Reserve (CAR), as appropriate.

Army management control process. This regulation contains management control provisions in accordance with AR 11-2 but does not identify key management controls that must be evaluated.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from Commander, U.S. Total Army Personnel Command, ATTN: (TAPC-MSE), 200 Stovall Street, Alexandria, VA 22332-0442.

Suggested Improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Commander, U.S. Total Army Personnel Command, ATTN: TAPC-MSE, 200 Stovall Street, Alexandria, VA 22332-0442.

Distribution. This publication is available in electronic media only and is intended for command levels A, B, C, D, and E for the Active Army, the Army National Guard of the United States (ARNGUS), and the U.S. Army Reserve (USAR).

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*This regulation supersedes AR 623-205 dated 17 December 2001.

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Glossary

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Chapter 1
Introduction

Section I
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 Ccommander'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.)

(k) The duties described in paragraph 6-3 are performed when a report rendered by a subordinate appears illegal, unjust, or otherwise in violation of this regulation.

(2) The commanders at all levels will request from CDR, PERSCOM, ATTN: TAPC-MSE, Alexandria, VA 22332-0442, the appropriate State AG, or OCAR, ATTN: DAAR-PE, 2400 Army Pentagon, Washington, DC 20310-2400, clarification of policies, exceptions to policies, or specific guidance when situations arise that—

(a) Are not clearly covered by this regulation.

(b) Would result in an injustice to an individual or the Army if specific guidance is not provided or an exception not granted.

(3) The commanders at all levels will charge the command sergeant major or sergeant major with the responsibility for quality control of Noncommissioned Officer Evaluation Reports (NCO-ERs), to include ensuring that reports are accurate and submitted on time. However, no one can direct a rater or senior rater to render or change bullet comments on a report felt to be accurate and just.

1–5. Manpower resources

Manpower Staffing Standards Systems (MS3) recognizes the evaluation function as being the functional responsibility of the Evaluation Work Center of the Personnel Service Battalion (PSB). Manpower officials will use the workload factors (obtained from MS3) to determine the manpower authorizations.

1–6. Levels of work

a. Most personnel work in the field is performed at three primary levels: unit, battalion, and installation (or some equivalent in the tactical force). The focus of the guidance in this regulation is on those levels.

(1) Unit and battalion-level work is clearly defined by where it is performed.

(2) Installation-level work is subdivided into work centers. This regulation identifies the work center required to perform the work for manpower purposes.

b. This regulation will address the following levels of work:

(1) Soldiers. Work beginning with input from a soldier.

(2) Unit. Work executed at unit level.

(3) Battalion. Work executed at battalion level.

(4) Command and staff (C&S). Work executed within the chain of command (other than battalion). The specific C&S work center covered by this regulation is plans and staff support (SS).

(5) Personnel support (PS). Work executed in a personnel support organization. The specific PS work centers covered by this regulation are evaluation (EVAL), enlisted records (ENRC), and in/out-processing (IOPR).

1–7. ARNGUS-AGR title 10 and title 32 NCOs

a. ARNGUS-AGR personnel on active duty UP section 12301(d), title 10, United States Code, are those with ARNGUS full-time NGB-controlled positions, while section 502(f), title 32, United States Code AGR soldiers are those with ARNGUS full-time state-controlled positions.

b. For the purpose of this regulation, reference to ARNGUS-AGR includes both title 10 and 32 NCOs, unless specifically stated otherwise.

c. Throughout this regulation, the policies and procedures governing the ARNGUS-AGR parallel those of the Active Army with the following exceptions:

(1) *Submission of completed NCO-ERs.* Submit completed NCO-ERs to the appropriate State Adjutant General (instead of USAEREC). For title 10 AGR NCOs, the servicing Personnel Service Battalion (PSB) will retain the original copy in the Military Personnel Records Jacket (MPRJ) and forward a copy to the appropriate Adjutant General, and career management file maintained at NGB (app B).

(2) *Filing of NCO-ERs in MPRJ.* Copies of all ARNGUS NCO-ERs are filed in the permanent section of the rated NCO's MPRJ.

(3) *Processing of NCO-ERs.* The servicing PSB will process NCO-ERs for title 10 NCOs, whereas the ARNGUS personnel officer will process NCO-ERs for title 32 NCOs.

(4) *Rating chains.* The rating chain for ARNGUS-AGR (title 32) NCOs will include an AGR individual, preferably the NCO's immediate supervisor, when it will not violate the chain of command. Where it is impractical to have an AGR in the rating chain, a memorandum of input will be provided to the rater by the AGR supervisor. The memorandum will be similar to the requirement established in table 3-5, note 1.

1–8. U.S. Army Reserve-Active Guard Reserve Program

a. The U.S. Army Reserve-Active Guard Reserve (USAR-AGR) Program provides a highly qualified corps of USAR NCOs to meet support requirements for USAR programs and projects. The participants are soldiers serving on active duty in an AGR status (10 USC 12301(d)). They are not programmed against the Active Army end strength. The USAR-AGR program is supervised by the U.S. Army Reserve Full-Time Support Management Division (FTSMD) through a centralized personnel management system.

b. Throughout this regulation, the policies and procedures governing USAR-AGR personnel parallel those of the Active Army, with the following exceptions:

(1) Appeals based on administrative error will be adjudicated by Commander, AR-PERSCOM.

(2) Completed NCO-ERs will be sent to AR-PERSCOM (see para 3-23).

(3) A copy of the NCO-ER is filed in accordance with AR 600-8-104.

Section II
Overview of the Noncommissioned Officer Evaluation Reporting System

1–9. Overview

a. The Noncommissioned Officer Evaluation Reporting System (NCOERS) is designed to:

(1) Strengthen the ability of the NCO Corps to meet the professional challenges of the future through the indoctrination of Army values and basic NCO responsibilities. The continued use of Army values and NCO responsibilities as evaluation criteria provides and reinforces a professional focus for the rating chain's view of performance. Over time, this results in acceptance of the values and NCO responsibilities, better performance, and a stronger NCO Corps.

(2) Ensure the selection of the best qualified noncommissioned officers to serve in positions of increasing responsibility by providing rating chain view of performance/potential for use in centralized selection, assignment, and other Enlisted Personnel Management System (EPMS) decisions. The information in evaluation reports, the Army's needs, and the individual NCO's qualifications are used together as a basis for such personnel actions as school selection, promotion, assignment, military occupational specialty (MOS) classification, command sergeant major (CSM) designation, and qualitative management.

(3) Contribute to Army-wide improved performance and professional development by increased emphasis on performance counseling. Evaluation reports provide the NCO formal recognition for performance of duty, measurement of professional values and personal traits, and along with the NCO Counseling Checklist/Record (DA Form 2166-8-1) are the basis for performance counseling by rating officials. Senior/subordinate communication is necessary to maintain high professional standards and is key to an effective evaluation system.

b. To ensure that sound personnel management decisions can be made and that an NCO's potential can be fully developed, evaluation reports must be accurate and complete. Each report must be a thoughtful, fair appraisal of an NCO's ability and potential. Reports that are incomplete or fail to provide a realistic and objective evaluation make personnel management decisions difficult.

c. A single report should not, by itself, determine an NCO's career. An appraisal philosophy that recognizes continuous professional development and growth (rather than one that demands immediate, uncompromising perfection) best serves the Army and the NCO.

1–10. Principles of support

The Military Personnel System will—

a. Evaluate the performance and potential of noncommissioned officers (SGT through CSM), in peacetime and wartime.

b. Support the Army's personnel life-cycle function of professional development.

1–11. Standards of service

a. The enlisted evaluation process is—

(1) A wartime military personnel function.

(2) Resourced in the table of organization and equipment (TOE) Personnel Services Battalion (PSB).

(3) Deployed with the tactical force.

(4) The functional responsibility of the Personnel Services Branch (and its tactical counterpart).

b. Peacetime standards are—

(1) Evaluation reports will be prepared and forwarded to the Official Military Personnel File (OMPF) not later than 60 days (Active Army) and 90 days (ARNGUS-USAR) after the THRU date.

(2) Evaluation reports will be prepared on all noncommissioned officers from SGT through CSM.

(3) The rater will be senior to the rated noncommissioned officer; the senior rater will be senior to the rater; and the reviewer will be senior to the senior rater.

(4) Mandatory evaluations will normally cover a minimum of 90 days.

(5) Optional evaluations to complete OMPFs prior to promotion or selection consideration may be prepared.

(6) The rated noncommissioned officer will be provided a copy of the evaluation; the original will be forwarded to USAEREC (AC), State Adjutant General (ARNGUS), or AR-PERSCOM (USAR).

(7) Evaluation reports will be typed or computer printed.

(8) The PSB will intensively manage the NCO-ER processing system to ensure accurate and timely processing.

c. Information on wartime standards is given in paragraph 1-17. When needed, paragraph 1-17 contains guidance during periods of mobilization.

Section III
Policy

1–12. Rating chain

Rating chains must correspond as nearly as practicable to the chain of command and supervision within an organization, regardless of component or geographical location. Except for ARNGUS, the rating scheme will be established by name, given effective dates, published, and distributed to each rated NCO and each member of the chain. Any changes to rating chains will also be published and distributed as they occur. Changes will not be retroactive.

1–13. Rating chain performance and potential evaluations

a. Performance evaluations are assessments on how well the rated NCO met duty requirements and adhered to the professional standards of the NCO Corps. Performance is evaluated by observing action, demonstrated behavior, and results from the point of view of the values and NCO responsibilities identified in paragraph 3-10 and contained in the NCO-ER and NCO Counseling Checklist/Record. Consideration is given to the following:

(1) The relative experience of the NCO.

(2) The efforts made by the NCO.

(3) The results that could be reasonably expected given the time and resources available.

b. Potential evaluations are performance-based assessments of the rated NCO's ability, compared with that of NCOs of the same grade, to perform in positions of greater responsibility and/or higher grade. Assessment of potential applies to all NCOs, regardless of their opportunity to be selected for higher positions or grades, and ignores such factors as impending retirement or release from active duty; this assessment is continually changing and is reserved for Headquarters, Department of the Army (HQDA).

1–14. Changes to an Noncommissioned Officer Evaluation Report

Except to comply with this regulation, no person may require changes be made to an Noncommissioned Officer Evaluation Report (NCO-ER). However, members of the rating chain and the PSB will point out obvious inconsistencies or errors to the appropriate rating officials. After needed corrections are made, the original form will be sent to USAEREC, NGB, State Adjutant General, or AR-PERSCOM, depending upon the rated NCO's status.

1–15. Commander's Inquiry

When it is brought to the attention of a commander that a report rendered by a subordinate or by a member of a subordinate command may be illegal, unjust, or otherwise in violation of this regulation, that commander will conduct an inquiry into the matter. The commander will confine the inquiry to matters relating to the clarity of the report, the facts contained in the report, the compliance of the report with this regulation, and the conduct of the rated NCO and members of the rating chain. The commander does not have the authority to direct that an evaluation be changed; he or she may not use command influence to alter the honest evaluation of a NCO by a rating official. However, he or she may provide results of a Commander's Inquiry to the rating chain. The procedures used by the commander to process an inquiry are described in chapter 6.

1–16. Access to reports

Access to reports at HQDA is limited to individuals responsible for maintaining the file or authorized to use it for personnel management purposes. Access to reports at the local level is limited to those persons having command, administrative, or rating official responsibility for the report.

1–17. Mobilization

Definitions of the categories of mobilization are found in Joint Publication 1-02. Policy changes in table 1-1 are not automatic at different stages of mobilization. Implementing instructions will be released by HQDA.

Table 1–1
Mobilization

Policy and/or procedure change	Selective mobilization	Partial mobilization	Full mobilization	Total mobilization
Length of rating period.	No policy change.	No policy change.	Minimum rating period modified by HQDA as appropriate.	Minimum rating period modified by HQDA as appropriate.
Reasons for submission of reports.	No policy change.	No policy change.	No policy change.	No policy change.
Preparation and forwarding requirements.	No policy change.	No policy change.	Reports may be typed or neatly printed in black ink. Copy of report is not required to be furnished to the rated NCO.	Reports may be typed or neatly printed in black ink. A copy of the report is not required to be furnished to the rated NCO.
Use of Counseling Checklist (DA Form 2166-8-1).	No policy change.	No policy change.	Use of Counseling Checklist is optional.	Use of Counseling Checklist is optional.
Appeals procedures.	No policy change.	No policy change.	Appeals may be submitted but action at HQDA may be delayed until post-mobilization.	Appeals may be submitted but action at HQDA may be delayed until post-mobilization.
Filing centers.	No policy change.	No policy change.	No policy change.	Reports for all activated components are forwarded to USAREC.

Notes:
These policy changes do not automatically go into effect when the various stages of mobilization are declared. Messages will be released by HQDA implementing these or any other policy adjustments that may be necessary.

Chapter 2
The Rating Chain

Section I
Managing the Rating Chain

2–1. Overview
This chapter governs the development of rating chains, rating chain qualifications, and special evaluation requirements.

2–2. Information
a. A rating chain is established to provide the best evaluation of an NCO's performance and potential. A rating chain also ties the rated NCO's performance to a specific senior/subordinate relationship. This allows for the proper counseling to develop the rated NCO and accomplish the mission. These purposes are best achieved within an organization's chain of command.

b. The evaluation of NCOs by persons not involved with their supervision is not authorized.

c. Rating chains will consist of the rater, the senior rater, and the reviewer.

d. In view of the fact that the rated NCO verifies the correctness of the rating scheme in part II of DA Form 2166-8, the S-1 or administrative office need not maintain copies of superseded rating schemes.

e. Special rules for designating rating officials have been made to cover the death, relief, or incapacitation of a rating official. These rules are covered in section IV of this chapter.

2–3. Rating chain
Rating chains must correspond as nearly as practicable to the chain of command and supervision within an organization, regardless of component or geographical location. Except for ARNGUS, the rating scheme will be established by name, given effective dates, published, and distributed to each rated NCO and each member of the chain. Any changes to rating chains will also be published and distributed as they occur. No changes may be retroactive.

Section II
Rating Chain Development and Maintenance

2–4. Rules for designating the rater
a. The rater must be—

(1) The immediate supervisor of the rated NCO and designated as the rater for a minimum period of 90 rated days. (See paras 3-30, 3-32, 3-33, 4-12, and 5-12 for exceptions.)

(2) A sergeant or above and senior to the rated NCO by either pay grade or date of rank (see AR 600-20). If the NCO is on a recommended list for promotion to one of the top three NCO grades and is serving in an authorized position for the new grade, then he or she may rate any NCO he or she supervises, if after the rater's promotion he or she will be senior in pay grade or date of rank to the rated NCO. An NCO frocked to the grade of 1SG, SGM, or CSM and serving in an authorized 1SG, SGM, or CSM position may rate any NCO he or she supervises, if after promotion he or she will be senior to the rated NCO by either pay grade or date of rank.

b. Commanders may appoint civilian employees of DOD, GS-6 and above, as raters when an immediate military supervisor is not available and when the civilian supervisor is in the best position to accurately evaluate the NCO's performance. The uniqueness of the other civilian pay scales (WG, WL, and WS) precludes the establishment of a general Army-wide policy. Therefore, the minimum grade for civilian raters holding other than GS pay grades is determined by local commanders. The civilian rater must be officially designated on the published rating scheme established by the local commander. ARNGUS military technicians (32 USC 709) must also be senior in military grade or, if the same grade, senior in date of rank, to the rated NCO.

c. Members of other U.S. military services who meet the qualifications above may be raters.

d. Members of Allied Forces are not authorized to be raters.

e. Command sergeants major (CSM) of table of organization and equipment (TOE) and table of distribution and allowance (TDA) duty assignment units will be rated by the commander with the following exceptions, provided rater qualifications are met:

(1) Military Community or Garrison CSM may be rated by Deputy Community Commander or Deputy Garrison Commander.

(2) The Assistant Division Commander or the Division/Installation CSM may rate the Active Army CSMs who are Commandants of NCO Academies. The Assistant Adjutant General Army or the State CSM may rate ARNGUS NCO Academy Commandants.

(3) The CG, Division (Institutional Training) will determine the rating chain for USAR NCO Academy CSMs who are commandants.

f. A rater may act as both the rater and senior rater when the rater is a general officer, officer of flag rank, or civilian with Senior Executive Service (SES) rank and precedence (see para 2-9g).

2–5. Rules for designating the senior rater

a. The senior rater must be—

(1) In the direct line of supervision of the rated NCO and designated as the senior rater for a minimum period of 60 rated days. (See paras 3-30, 4-12, and 5-11 for exceptions.)

(2) Senior to the rater by either pay grade or date of rank. If the NCO is on a recommended list for promotion to one of the top three NCO grades or an active Army or USAR NCO frocked to the grade of 1SG, SGM, or CSM and serving in an authorized position for the new grade, he or she may be the senior rater for any NCO he or she supervises if, after promotion, he or she will be senior to the rated NCO and the rater by either pay grade or date of rank.

b. Commanders may appoint civilian employees of DOD, GS-6 and above, as senior raters when a military supervisor is not available and when the civilian supervisor is in the best position to accurately evaluate the NCO's performance. The uniqueness of the other civilian pay scales (WG, WL, and WS) precludes the establishment of a general Army-wide policy. Therefore, the minimum grade for civilian senior raters holding other than GS pay grades is determined by local commanders. The civilian senior rater must be officially designated on the published rating scheme established by the local commander.

c. Members of other U.S. military services who meet the qualifications above may be senior raters.

d. Members of Allied Forces are not authorized to be senior raters.

e. A rater may act as both the rater and senior rater, when the rater is a general officer, officer of flag rank, or civilian with Senior Executive Service (SES) rank and precedence (see para 2-11h).

2–6. Rules for designating the reviewer

a. The reviewer must be a commissioned officer, warrant officer, command sergeant major, or sergeant major in the direct line of supervision and senior in pay grade or date of rank to the senior rater. Promotable master sergeants may serve as reviewers, provided they are working in an authorized CSM or SGM position.

b. No minimum time period is required for reviewer qualification.

c. Commanders may appoint officers of other U.S. military services or civilian employees of DOD, GS-9 and above, or other civilian pay scales as determined by the commander, as reviewers when—

(1) The grade and line-of-supervision requirements are met.

(2) Either the rater or senior rater is a uniformed Army official.

d. In cases where both the rater and senior rater are other than uniformed Army rating officials (excluding those

described in paragraph 2-6f), and no uniformed Army reviewer is available, the report will be reviewed by a uniformed Army officer in the rated NCO's PSB or unit administrative office. As an exception, this officer is not required to be senior to the rater or senior rater.

e. Members of Allied Forces are not authorized to be reviewers.

f. When the rater or senior rater is a general officer, officer of flag rank, or civilian with Senior Executive Service (SES) rank and precedence, that official will also act as reviewer (see para 2-13e). Also, general/flag rank officers and SES civilians serving with any branch of the U.S. Armed Forces may be appointed as reviewers when the rater and senior rater are other than uniformed Army rating officials.

2–7. Steps for rating chain development and maintenance

The steps for developing and maintaining a rating scheme are found in table 2-1.

Table 2–1
Rating chain development and maintenance

Step	Work center	Action required
1	BNS1	Coordinate with commander, establish by name rating chain for NCOs assigned, attached, TDY, or on special duty to the unit. Identify all rating officials for each rated NCO. Include the date that each rating official was designated.
2	BNS1	Forward draft copy of rating chain to subordinate units for review and edit.
3	UNIT	Review for accuracy of information and provide suggested corrections/changes as necessary.
4	BNS1	In coordination with the commander, prepare final rating chain document.
5	BNS1	Commander authenticates rating chain. Chain is published showing the effective date; copy is provided to each rated NCO and rating official.
6	BNS1	Forward copy of published rating chain to supporting S-1 or administrative office.
7	BNS1	Annotate changes to rating scheme as they occur. Publish authenticated revisions, with effective date, as necessary. Provide copies to each rated NCO, rating official, and the supporting S-1 or administrative office.

Section III
Rating Chain Members and Program Responsibilities

2–8. The rater

a. The rater is the person in the rating chain who—

(1) Is most familiar with the day-to-day performance of the rated NCO.

(2) Most directly guides the rated NCO's participation in the organization's mission.

(3) Has been designated and has served in that capacity for at least 90 rated days.

b. Exceptions to this policy are provided in paragraphs 3-30 and 3-33.

2–9. Program responsibilities of the rater

The rater's primary role is that of evaluation, focusing on performance and performance counseling. The rater will—

a. Counsel the rated NCO on his or her duty performance and professional development throughout the rating period; and define and discuss the duty description for part III of the NCO-ER with the rated NCO during these sessions. At a minimum, the rated NCO will be counseled within the first 30 days of each rating period and quarterly thereafter, or semiannually for ARNGUS and USAR NCOs in inactive duty training (IDT) status. Corporals and sergeants will be counseled within the first 30 days of the effective date of lateral appointment to corporal or promotion to sergeant. The DA Form 2166-8-1 is mandatory for use by the rater when counseling NCOs, CPL through CSM.

b. Prepare a separate DA Form 2166-8-1 for each rated NCO. Use the form together with a working copy of the NCO-ER for conducting performance counseling. The DA Form 2166-8-1 is maintained by the rater until after the NCO-ER for that period has been approved and submitted to USAEREC; CNGB; state AG; or CDR, AR-PERSCOM. For corporals, who will not receive a record NCO-ER, the rater will maintain the checklist for one year. There is no regulatory requirement to keep the DA Form 2166-8-1 beyond these periods. Nonetheless, in some cases, keeping it for possible future use to support personnel actions may be appropriate.

c. Assess the performance of the rated NCO, using all reasonable means (see para 3-2).

d. Prepare a fair, correct report evaluating the NCO's duty performance, values/NCO responsibilities, and potential.

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 IId 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

will notify the rating chain and rated NCO of nonconcurrence 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

three or four star nominative positions are reassigned to other duties and no report has been submitted, that time will be considered nonrated and will appear on the next report submitted upon reassignment from those duties.

c. There are two types of reports: mandatory and optional. They are further divided into those with a 90-day minimum rating period and those with other than a 90-day requirement. To determine if an NCO meets the minimum rating-day requirements set by this chapter, nonrated periods occurring during the rating period must be deducted from the total number of days he or she has served in the same position under the same rater during the same rating period. Mandatory reports take precedence over optional reports. The event requiring a report determines the type of report.

d. Rating officials directly affect a rated NCO's performance and professional development. Thus, these officials must ensure that the rated NCO thoroughly understands the organization, its mission, his or her role in support of the mission, and all of the standards (values/NCO responsibilities) by which performance will be judged.

e. To render an objective evaluation, rating officials must use all opportunities to observe and gather information on the rated NCO's performance.

f. Rating officials must prepare complete, accurate, and fully-considered evaluation reports. This responsibility is vital to the long-range success of the Army's missions. With due regard to the NCO's current grade, experience, and military schooling, evaluations should cover failures as well as achievements. However, evaluations will not normally be based on isolated minor incidents.

g. Rating officials have a responsibility to balance their obligations to the rated NCO with their obligations to the Army. Rating officials must make honest, fair evaluations of the NCOs under their supervision. On the one hand, they must give full credit to the rated NCO for his or her achievements and potential. On the other hand, rating officials are obligated to the NCO and the Army to be honest in their evaluations. Selection boards and career managers need balanced evaluations in order to make intelligent decisions.

3–3. Evaluation forms

There are two forms used in the evaluation process: DA Form 2166-8-1 and DA Form 2166-8. The rater uses DA Form 2166-8-1 as a guide to prepare, conduct, and record performance counseling sessions with the rated NCO. The rating chain uses DA Form 2166-8 to record the performance evaluation of the rated NCO (see figures 3-1 and 3-2).

Section II
DA Form 2166-8-1 (NCO Counseling Checklist/Record)

3–4. Purpose and process

a. Samples. See figures 3-3 through 3-6 for samples of the form.

b. Purpose. Contribute to Army-wide improved performance and professional development by increased emphasis on performance counseling. The rater uses DA Form 2166-8-1, along with a working copy of the NCO-ER, to prepare for, conduct, and record results of performance counseling with the rated NCO. Its use is mandatory for counseling all NCOs, CPL through CSM. The purpose of the checklist is to improve performance counseling by providing structure and discipline to the process.

c. Process.

(1) Within the first 30 days of the rating period, effective date of lateral appointment to corporal, or promotion to sergeant, the rater will conduct the first counseling session with the rated NCO (except for IRR and IMA NCOs completing more than 11 consecutive days on annual training (AT), active duty for training (ADT), active duty for special work (ADSW), or temporary tour of active duty (TTAD)). This counseling session is somewhat different from later counseling sessions in that the primary focus is on communicating performance standards to the rated NCO. It should specifically let the rated NCO know what is expected during the rating period. The DA Form 2166-8-1 provides examples, definitions, and step-by-step assistance to the rater for preparing and communicating performance standards and directions to the rated NCO. Specifically, the rater shows the rated NCO the rating chain and a complete duty description, discusses the meaning of the values and responsibilities contained on the NCO-ER, and explains the standards for success. Before the rated NCO departs the counseling session, the rater records key points discussed and obtains the rated NCO's initials on page 2 of the DA Form 2166-8-1.

(2) The rater will conduct later counseling sessions during the rating period. Counseling sessions will be conducted at least quarterly for Active Army and AGR NCOs and at least semiannually for ARNGUS and USAR NCOs performing IDT. These counseling sessions differ from the first counseling session in that the primary focus is on telling the rated NCO how well he or she is doing. The DA Form 2166-8-1 provides step-by-step assistance to the rater. Specifically, the rater updates the duty description, and based on observed action and demonstrated behavior and results, discusses what was done well and what could be done better. The guide for this discussion is the success standards established in the previous counseling session. Prior to the conclusion of the counseling session, the rater records key points discussed and obtains the rated NCO's initials on page 2 of the DA Form 2166-8-1.

(3) The rater will maintain one DA Form 2166-8-1 for each rated NCO until after the NCO-ER for that period has been approved and submitted to USAEREC; CNGB; State AG; or CDR, AR-PERSCOM. For corporals, who do not receive a record NCO-ER, the checklist will be maintained for one year. There is no regulatory requirement to keep the

DA Form 2166-8-1 beyond this time. However, in some cases keeping it for possible future use to support personnel actions may be appropriate.

3–5. The communication process

a. Face-to-face performance counseling between the rater and the rated NCO is accomplished in order to improve or maintain performance and professionally develop the rated NCO. It is the process by which the rater develops and communicates performance standards to the rated NCO at the beginning of the rating period. The rater should also conduct additional performance counseling during the rating period by providing the rated NCO with feedback regarding his or her progress in meeting the goals established at the beginning of the rating period.

b. The goal of performance counseling is to get all NCOs to be successful and meet or exceed standards; therefore, the best counseling is always looking forward. Counseling does not dwell on the past and what was done, but rather on the future and what can be done better.

c. Face-to-face performance counseling is mandatory for all noncommissioned officers. The initial counseling will be accomplished within the first 30 days of the rating period and additional counseling will be conducted at least quarterly (every 3 months) thereafter. ARNGUS and USAR NCOs in IDT status will be counseled at least twice a year. (See para 5-9 for special IRR and IMA counseling procedures.)

d. Several items have been identified as Army-wide areas of special interest. When applicable, the rater should include in the counseling session with the rated NCO these special interest items. These will be used in the overall assessment of performance on the NCO-ER. Areas identified for Army-wide emphasis are listed below. This list is not all inclusive; commanders may establish their own special interest items and performance objectives.

(1) Civilian position management (AR 690-500).

(2) Internal control system (AR 11-2).

(3) Audits (AR 36-2).

(4) Safety (AR 385-10).

(5) Contracting and acquisition (DODD 5000.52-M).

(6) Information Security Program (AR 380-19). Rating officials will consider and may evaluate the rated NCO's discharge of any assigned security responsibilities. Rating officials will comment on any action, behavior, or condition that would constitute a reportable matter under Army security regulations and indicate if an appropriate report has been made.

(7) Property accountability-unit (supply update handbook).

(8) Personnel management responsibility for Army civilian employees (AR 10-20).

e. Rating officials will consider and use FM 22-100 with the appropriate NCO Values and Responsibilities (pages 3 and 4 of DA Form 2166-8-1 and part IV of DA Form 2166-8) when conducting performance counseling sessions.

Section III
DA Form 2166-8 (Noncommissioned Officer Evaluation Report)

3–6. Purpose and use

a. Sample. See figures 3-1 and 3-2 for a sample of the form.

b. Purpose.

(1) Rating chain members use the DA Form 2166-8 (NCO-ER) to provide DA with performance and potential assessments of each rated NCO.

(2) The DA Form 2166-8 also provides evaluation information to ensure that sound personnel management decisions can be made and that an NCO's potential can be fully developed.

3–7. Part I, Administrative Data

a. Part I is for administrative data, which includes identifying the rated NCO, the period of the report, and the reason for submitting the report.

b. The battalion S-1 or administrative office is responsible for completing part I. The rater will verify the data in part I with the rated NCO and notify the battalion S-1, administrative office, or RC personnel officer of any errors.

c. The following is an explanation for use in computing the rating period and nonrated periods.

(1) The minimum authorized period for an NCO-ER is 90 rated days (February is considered as having 30 days) except for Relief-for-Cause, Senior Rater Option, and Sixty-Day Option Reports (see paras 3-32, 3-34, and 3-35).

(2) Once a report has been submitted, NCO-ERs will show a continuous record for each month and year unless a break in the NCO status occurs, or there is a break created when a CSM who was serving in a three- or four-star nominative position returns to other duties. Academic Evaluation Reports (AER) received by SGT through CSM for service schools involving a PCS of 20 weeks or longer will count in the continuity of rating periods as an NCO-ER would.

(3) Nonrated periods are determined by the status of the rated NCO. They are described in table 3-3 and will not be counted toward a rating period or rater/senior rater qualification (see chap 2).

(4) Periods of attendance at military or civilian schools that represent a TDY, SD, or permanent change of station (PCS) of less than 20 weeks will be nonrated. The period of attendance for these categories, whether or not the NCO receives an Academic Evaluation Report (AER) as described in AR 623-1, paragraph 1-1, will be included in the nonrated months recorded in the next NCO-ER.

(5) A break in the NCO's status (to include reduction below the rank of SGT) of *12 months or less*, will be included as nonrated months and recorded on the next NCO-ER (provided a previous NCO-ER was completed). For a break in the NCO's status (to include reduction below the rank of SGT) of *more than 12 months*, the beginning month of the next NCO-ER will be the month the NCO returns to active duty, reverts to NCO status, or regains the rank (effective date) of SGT or above.

(6) A temporary disability retired list (TDRL) status of any duration-the beginning month of the next NCO-ER will be the month that the NCO returns to active duty from the TDRL.

(7) Periods of leave are rated, except as indicated in table 3-3, reason codes I and P.

(8) The number of nonrated months is computed by determining the total nonrated days in the report period and converting them to nonrated months by using table 3-4.

d. With the exception of part IId and e, all of the following blocks must be completed before sending the report to the rated NCO for authentication.

(1) *Part Ia and part Ib.* Self-explanatory. Name will be capitalized.

(2) *Part Ic.* Enter the three-letter abbreviation for the NCO's military rank, not pay grade (for example, SSG, SFC). If the rated NCO is frocked to 1SG, SGM, or CSM, enter the rank, date of rank, and PMOSC held prior to the frocking action. However, in addition to the NCO's rank in part Ic, enter the appropriate frocked rank in parentheses immediately following the rank entry. The entries are SFC(1SG), MSG(SGM), or MSG(CSM).

(3) *Part Id.* Enter the rated NCO's date of rank (for example, 990613). If the rated NCO is frocked enter the date of rank for the rank held prior to the frocking action.

(4) *Part Ie.* Enter up to nine digits of the primary military occupational specialty (MOS) code (for example, 19E30, 75H5MA3, and 18Z5PW9LA). If an NCO does not possess an additional skill identifier or language identifier, only a five digit MOS is entered.

(5) *Part If.* Enter data in the order listed on the form (for example, HHC, 1st Engr Bn, Fort Riley, KS 66442 FC). When an NCO-ER is completed on an NCO at a temporary duty/special duty (TDY/SD) unit (see para 3-31), the TDY/SD unit information may be entered in parentheses in part If after the required parent unit data if space permits. If not, the TDY/SD unit data may be reflected in part IIIc. In addition—

(a) For ARNGUS enter the 3 character SIDPERS state unit code (SUC) or payroll number (PRN).

(b) For ARNGUS and USAR enter the unit identification code (UIC) of the unit by which the NCO is evaluated.

(c) For USAR enter the NCO's status code as follows:

1. "TPU" for an NCO assigned to a TPU.

2. "AGR" for an NCO serving an AGR status.

3. "IRR" for an NCO assigned to the IRR.

4. "IMA" for an NCO assigned to an IMA position.

(d) USAR must include the appropriate Major United States Army Reserve Command/United States Army Reserve General Officer Command (MUSARC/GOCOM) (for example, 81st RSC, 104th Div (IT), 143d TRANSCOM, and so forth).

(6) *Part Ig.* Enter the appropriate report code (shown in table 3-1) in the left-hand portion of the block and the type of report title in the right-hand portion of the block.

(7) *Part Ih.*

(a) FROM date. Enter the beginning date in the boxes, using a four-digit numerical identifier for year and a two-digit numerical identifier for month (for example, 2001 12). The beginning month is always the month following the ending month of the last report, except for reports rendered in the following situations:

1. Active Army. An NCO's first report period (see para 3-7) begins on the effective date of promotion to sergeant, reversion to NCO status after serving as a commissioned or warrant officer for 12 months or more, or reentry on active duty after a break in service of 12 months or more, or the date of the ABCMR memorandum that approves reinstatement of a promotion.

2. ARNGUS. The initial report period will begin on the effective month of promotion to sergeant or the effective month assigned/attached to a unit, whichever occurs later.

3. USAR-AGR. An NCO's first report period begins on the effective date of promotion to sergeant or the effective month ordered to AGR status, whichever occurs later.

4. USAR TPU. The first report period will begin on the effective date of promotion to sergeant or the effective month assigned/attached to a troop program unit (TPU), whichever occurs later.

5. IRR, IMA, or ING. Based on paragraphs 4-10 and 5-9 report periods will begin with the month that the NCO

performs annual training (AT), active duty for training (ADT), active duty for special work (ADSW), full-time National Guard duty (FTNGD), temporary tour of active duty (TTAD), or period of extended active duty (EAD).

(b) THRU date. Enter the ending date in the same manner as the beginning date (for example, 2002 06). The ending month is always the month of the event generating the report, regardless of when the event occurs during that month (for example, 1st day, 10th day, or 28th day). Enter the same THRU date in the header of page two of the NCO-ER in the same format (2002 06). The THRU date upon retirement/separation is the month the NCO starts transition leave/ out-processing.

(8) *Part Ii.* Compute the number of rated months as shown in table 3-2.

(9) *Part Ij.* Enter the appropriate codes from table 3-3. If there were no nonrated periods, leave blank. Entries in parts Ii and j are not required for ARNGUS, USAR, IRR, and IMA soldiers not on active duty.

(10) *Part Ik.* Enter the number of authorized enclosures, if any, that are being attached and forwarded with the completed NCO-ER.

(11) *Part Il.* Enter either a typewritten or handwritten (using black ink) "X" and six digit date (for example, 020429). For ARNGUS title 10 AGR, enter the six character abbreviation of the parent state to which assigned (for example, NHARNGUS) to ensure the copy will be forwarded (see para 1-4b(1)(j)).

(12) *Part Im.* Enter the handwritten PSB/RC representative's initials, using black ink. (See para 3-36, for specific responsibilities.)

(13) *Part In.* Identify the rated NCO's major command (MACOM) by entering the two-character command assignment code (see AR 680-29). Leave blank for ARNGUS NCOs not on title 10 AGR tours, unless directed by the State AG. USAR TPUs will enter the two character command assignment code found in ADSM 18-P19-GRA-IBM-UM, 30 April 97 (AR-PERSCOM Automated Data Systems Manual, SIDPERS-USAR Users Manual, part I, attachment 4, Data Reference Guide).

(14) *Part Io.* Enter the four position alphanumeric PSB code. RC personnel officer will leave this block blank.

3–8. Part II, Authentication

a. Part II is for authentication by the rated NCO and rating officials after they have completed their portions of the form at the end of the rating period.

b. Restrictions on signature dates are in section V of this chapter. Reports will be dated by the rating officials and rated NCO when signed and prior to forwarding to the PSB, RC personnel officer, or battalion S1. Rated NCOs and rating officials should not sign blank NCO-ER forms.

c. Detailed instructions for this part are as follows:

(1) *Parts IIa, b, and d.* Self-explanatory.

(2) *Part IIc.*

(a) The rater will verify parts I and II, and the APFT and height/weight entries with the rated NCO.

(b) The senior rater will obtain the rated NCO's signature or enter the appropriate statement "NCO refuses to sign" or "NCO unavailable for signature."

(c) The rated NCO's signature verifies the following: That he or she has seen the completed report (except part IId and e), the administrative data (part I) is correct (except part Ik through o), the rating officials are proper (part II), the duty description is accurate (part III) and includes the counseling dates, the APFT and height/weight entries are correct (part IVc), and that the rated NCO is aware of the appeals process. It is important that rated NCOs and rating officials clearly understand that the rated NCO's signature does not constitute agreement or disagreement with the evaluations of the rater and/or senior rater.

(3) *Part IId.* The reviewer has overall responsibility for ensuring the timely submission of an accurate DA Form 2166-8 in accordance with controls established by the commander.

(4) *Part IIe.* Reviewer places a typewritten or handwritten (in black ink) "X" in the appropriate block, indicating concurrence or nonconcurrence. NOTE: Nonconcurrence enclosure is mandatory (see para 3-14). Enclosures will not be used to add an additional concurrence to the report. The reviewer will ensure the rated NCO is provided a copy of the nonconcurrence enclosure.

(5) *Part IIa, b, and d.* The rank portion of part II, a, b, and d will contain the appropriate three letter Army rank abbreviation (not pay grade) unless the official is a promotable master sergeant occupying a sergeant major position, and acting as a reviewer, in which case enter MSG(P) (Active and USAR only). For rating officials who have been frocked, enter the three letters frocked rank (for example, COL). For rating officials who are not U.S. Army officers/ NCOs, in addition to their rank, enter their pay grade and branch of service. For example, an U.S. Navy captain would be entered as CAPT/06 USN; an USMC gunnery sergeant would be entered as GYSGT/E7 USMC. A civil service official would be entered as GS- or GM- (6-15). For members of the Senior Executive Service, "SES" will be entered in lieu of a grade. Additionally, enter the appropriate PMOS for NCOs, MOS for warrant officers, or branch for commissioned officers. For officers detailed to GS, NGB or IG, enter the detail designation followed by the basic branch in parentheses such as GS (MP).

3–9. Part III, Duty Description

a. Duty description. Part III provides for the duty description of the rated NCO. It is the responsibility of the rating officials to ensure the duty description information is factually correct. The duty description—

(1) Is entered by the rater and verified with the rated NCO.

(2) Is an outline of the normal requirements of the specific duty position.

(3) Should show type of work required rather than frequently changing tasks.

(4) Is essential to performance counseling and evaluation. It is used during the first counseling session to tell the rated NCO what the duties are and what needs to be emphasized.

(5) May be updated during the rating period.

(6) Is used at the end of the rating period to record what was important about the duties.

b. Detailed instructions.

(1) *Principal duty title.* Enter principal duty title that most accurately reflects actual duties performed.

(2) *Duty MOS code.* Enter the enlisted DMOS (at least five characters but no more than nine). In cases where the rated NCO is filling an officer position, enter the enlisted MOS that best matches the officer position.

(3) *Daily duties and scope.* Daily duties and scope must be a series of phrases, starting with action words and separated by semicolons. This portion should address the most important routine duties and responsibilities. Ideally, this should include the number of people supervised, equipment, facilities, and dollars involved and any other routine duties and responsibilities critical to mission accomplishment.

(4) *Areas of special emphasis.* Areas of special emphasis/appointed duties must be a list of tasks/duties separated by semicolons. This portion is most likely to change during the rating period. It should include the most important items that applied at any time during the rating period. (See fig 3-4 for details: DA Form 2166-8-1.)

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

(6) *Counseling dates.* Enter the actual dates of the counseling (for example, 021021) obtained from the DA Form 2166-8-1. The absence of counseling will not be used as the sole basis for an appeal. However, the lack of counseling may be used to help support other claims made in an appeal.

c. Readiness NCO or training NCO. For ARNGUS AGR soldiers assigned as readiness NCO or training NCO, enter both the NCO's TOE or TDA assignment and the full-time support titles such as Chief or Firing Battery/Readiness NCO. Include a mix of both the position duties and the full-time support duties in part IIIc, d, and e.

3–10. Part IV, Army Values/NCO Responsibilities

a. Part IV of DA Form 2166-8. Part IV of DA Form 2166-8 is completed by the rater, including the Army Physical Fitness Test (APFT) performance entry and the height and weight entry in part IVc. Part IVa contains a listing of the Army values that define professionalism for the Army NCO. They apply across all grades, positions, and MOS. These Army values are needed to maintain public trust and confidence as well as the qualities of leadership and management needed to maintain an effective NCO Corps. These values are listed on the DA Form 2166-8 to emphasize and reinforce professionalism. They will be considered in the evaluation of the performance of all NCOs.

b. Values and NCO requirements/responsibilities. Values and NCO requirements/responsibilities are the sole focus for evaluation of performance in part IV of the NCO-ER. Box marks (typewritten or handwritten X) and bullet comments (rules below) are used throughout the evaluation.

c. Bullet comments. Narrative rules for part IV, bullet comments will—

(1) Be short, concise, to the point. Bullets will not be longer than two lines, preferably one; and no more than one bullet to a line.

(2) Start with action words (verbs) or possessive pronouns (his or her); do not use the NCO's name or the personal pronouns he or she; should use 'past' tense when addressing NCO's performance and/or contributions.

(3) Be double-spaced between bullets.

(4) Be preceded by a small letter 'o' to designate the start of the comment. Each bullet comment should start with a small letter unless it's a proper noun that is usually capitalized.

d. Values/NCO responsibilities (part IV). An NCO's performance on commander's evaluation (CE), common task test (CTT), Army Physical Fitness Test (APFT), weapons qualifications, and compliance with AR 600-9 (Army Weight Control Program standards), must be considered before completing the evaluation portion of part IV.

e. Values (part IVa). The rater will check either a 'yes' or 'no' in the values block (all check marks must be consistent, that is, they all must be either typewritten, handwritten, or entered with a computer). Mandatory specific bullet comments are required for all 'no' entries. Base each entry on whether the rated NCO 'meets' or 'does not meet' the standard for each particular value. Bullet comments are used to explain any area where rated NCO is particularly strong or needs improvement. A list of the values and their definitions are as follows (a more detailed explanation can be found in FM 22-100):

(1) Loyalty—Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and other soldiers.

(2) Duty—Fulfills their obligations.

(3) Respect—Treats people with dignity and respect.

(4) Selfless service—Puts the welfare of the nation, the Army, and subordinates before their own.

(5) Honor—Lives up to all the Army values.

(6) Integrity—Does what's right, legally and morally.

(7) Personal courage—Faces fear, danger, or adversity (physical or moral).

f. Listing of NCO values/responsibilities. NCO values/responsibilities are listed below. Definitions of these are provided in the glossary.

(1) Values.

(2) Competence.

(3) Physical fitness and military bearing.

(4) Leadership.

(5) Training.

(6) Responsibility and accountability.

g. Responsibilities (part IVb through f).

(1) Rater indicates the level of performance (excellence, success, or needs improvement) for each responsibility by placing a typewritten or handwritten (in black ink) "X" in the appropriate box (all box marks must be consistent, that is, they all must be typewritten, handwritten, or entered with a computer). Definitions of performance levels are as follows:

(a) Excellence. Exceeds standards; demonstrated by specific examples and measurable results; special and unusual; achieved by only a few; clearly better than most others. Examples:

1. Received physical fitness badge.

2. Qualified entire squad as expert with M-16 and M-60.

3. Awarded the Expert Infantryman Badge (EIB).

(b) Success. Meets all standards. Majority of ratings are in this category; fully competitive for schooling and promotion. The goal of counseling is to bring all NCOs to this level. Examples:

1. Shares experiences readily, constantly teaches soldiers.

2. Constantly seeking to improve, completed three subcourses during rating period.

3. Coached and played on company softball team.

4. Established comprehensive cross-training program for his section.

5. His or her platoon had only one tank on deadline report (for 10 days) during last 11 months.

(c) Needs improvement. Missed meeting some standard. Examples:

1. Was often unaware of whereabouts of subordinates.

2. Had the highest deadline rate in the company due to apathy.

3. Unprepared to conduct formal training on three occasions.

(2) Rater explains, with specific bullet examples, any area where rated NCO demonstrated excellence, notable success, or need for improvement. Specific bullet examples are mandatory for 'excellence' or 'needs improvement' ratings. A specific bullet example can be used only once; therefore, the rater must decide under which responsibility the bullet fits best (or is most applicable).

3–11. Part IVc, Army Physical Fitness Test Entry

a. APFT data. The rater will enter one of the following APFT entries: "PASS" or "FAIL" and the year and month of the APFT results. APFT refers to both the PT test for NCOs without profiles consisting of pushups, situps, and the two-mile run; and the alternate PT test as prescribed by health care personnel for NCOs with permanent profiles who have been cleared to take the alternate PT test. If no APFT is taken due to profile, the entry will be: "PROFILE" and the year and month the profile was awarded. These entries will reflect the NCO's status on the date of the most recent record APFT administered by the unit within the 12-month period prior to the last rated day of supervision. Sample entries are "PASS 0105," "FAIL 0105," or "PROFILE 9903." NCOs who have a permanent profile and are cleared to take the alternate PT test, do not need the statement "profile does, or does not hinder duty performance." The APFT is considered valid as long as it consists of one of the aerobic events (run, walk, bike, swim). "Received APFT badge" may be entered as a bullet comment to justify "excellence." The APFT badge is awarded for scores of 270 and above with at least 90 in each of the three events. Numerical scores will be used to justify "needs improvement" ratings that are based solely on the APFT. It is optional to enter the APFT score for success ratings.

b. Bullet examples. Rater specific bullet examples are mandatory in part IVc for the following:

(1) The rater will explain an APFT entry of "FAIL" or "PROFILE." Comments on "FAIL" entries will address reasons for failure and note any progress toward meeting physical fitness standards (see AR 350-41). Comments on "PROFILE" (both permanent and temporary) will describe the rated NCO's ability to perform assigned duties. Note, however, that if a NCO has appeared before a MOS Medical Retention Board (MMRB) and been determined fit for duty and deployable, rating officials may not state that the profile hinders duty performance.

(2) If the APFT has not been taken within twelve months of the THRU date of the report, and soldier is not on any profile, the APFT data entry will be left blank. The rater will explain the absence of an APFT entry in part IVc.

(3) An APFT entry is not required for pregnant NCOs who are exempt from the APFT in accordance with AR 40-501. For pregnant NCOs who have not taken the APFT within the last 12 months due to pregnancy, convalescent leave, and temporary profile, the rater will enter the following statement in part IVc: Exempt from APFT requirement in accordance with AR 40-501.

c. Personnel who meet Army minimum standards for APFT, but fail to meet unit standards, will not be given a rating of "needs improvement" for physical fitness and military bearing if such rating is based solely on the failure to meet unit standards.

3–12. Part IVc, Height and Weight Entry

a. The rater will enter the rated NCO's verified height and weight (in inches and pounds) as of the unit's last record weigh-in and an entry of "YES" or "NO" to indicate compliance or noncompliance with the provisions of AR 600-9. If there is no record weigh-in during the period covered by the report, the rater will enter the NCO's height and weight as of the THRU date of the NCO-ER (no supplemental weigh-in is required). The data will be typed in part IVc. Example entries are "72/180 YES" or "68/205 NO." Note: The rater enters "YES" for those NCOs who meet the weight for height screening table or are in compliance with the body fat standards of AR 600-9. The statement "within body fat standards of AR 600-9" is no longer required and will not be used on evaluation reports.

b. Rater specific bullet examples are mandatory in part IVc for the following:

(1) To explain the absence of the height and weight data.

(2) To explain any entry of "NO," indicating noncompliance with the standards of AR 600-9. These comments will indicate the reason for noncompliance. Medical conditions may be cited for noncompliance; however, the 'NO' entry is still required because medical waivers to weight control standards are not permitted for evaluation report purposes. The progress or lack of progress in a weight control program will be indicated.

(3) For pregnant NCOs, the entire entry is left blank. The rater will enter the following bullet in part IVc: "Exempt from weight control standards of AR 600-9."

Note. Rating officials will not use the word "pregnant" or refer to an NCO's pregnancy in any manner when completing an NCO-ER.

3–13. Part V, Overall Performance and Potential

Structured potential rating for overall performance and potential consists of, and includes, rater box marks for promotion/service potential; rater specific positions recommendation; senior rater overall performance and potential; and senior rater choice of alternatives for future performance.

a. Part Va. Rater places a typewritten or handwritten (in black ink) "X" in the appropriate box. NCOs receiving one or more "needs improvement" ratings in part IVb-f cannot receive a rating of "among the best." The following definitions will be used when completing part Va:

(1) *Among the best.* NCOs who have demonstrated a very good, solid performance and a strong recommendation for promotion and/or service in positions of greater responsibility.

(2) *Fully capable.* NCOs who have demonstrated a good performance and strong recommendation for promotion should sufficient allocations be available.

(3) *Marginal.* NCOs who have demonstrated poor performance and should not be promoted at this time.

b. Part Vb. Rater lists up to three (at least two) different future duty positions (job title) in which the rated NCO could best serve the Army at the current or next grade. When the rated NCO is being reduced to a lower grade, raters may enter duty positions of the lower grade.

c. Part Vc and Vd. Senior rater evaluates overall performance and potential by placing one typewritten or handwritten (in black ink) "X" in the appropriate box for each area. (Box marks should be consistent throughout the report, either all typewritten or all handwritten.) The senior rater's box marks are independent of the rater's. There are no specific box mark ratings required of the senior rater based on box marks made by the rater. The following definitions will be used when completing parts Vc and Vd:

(1) *Successful/superior.* A "1" rating represents the cream of the crop and is a recommendation for immediate promotion. A "2" rating represents a very good, solid performance and is a strong recommendation for promotion. A "3" rating also represents a good performance and, should sufficient allocations be available, is a recommendation for promotion.

(2) *Fair.* Represents NCOs who may require additional training/observation and should not be promoted at this time.

(3) *Poor.* Represents NCOs who are weak or deficient and, in the opinion of the senior rater, need significant improvement or training in one or more areas. Do not promote and consider for DA imposed bar to reenlistment under the Qualitative Management Program (QMP).

d. Part Ve. When the senior rater does not meet minimum time requirements for evaluation of the rated NCO, he or she will enter the following statement in part Ve: "Senior rater does not meet minimum qualifications." Parts Vc and Vd will not be completed. Senior rater narrative rules are as follows:

(1) Bullet comments (see para 3-10) are mandatory.

(2) The senior rater must address marginal ratings given in part Va and fair or poor ratings in part Vc.

(3) Bullet comments should focus on potential, but may address performance, and/or the evaluation rendered by rater. If the senior rater meets the minimum time qualifications for evaluation, he or she must make bullet comments.

3–14. Reviewer nonconcurrence actions

When the reviewer disagrees with the rater and/or senior rater and marks the "nonconcur" block in part IIe of the NCO-ER, an explanation enclosure is required. The bullet comment rules governing the completion of the DA Form 2166-8 itself do not apply. The enclosure rules of paragraph 3-24 apply (see fig 3-8). The reviewer is required to notify the rater, senior rater, and rated NCO of nonconcurrence before the report is forwarded.

Section IV
Restrictions Applying to DA Form 2166-8

3–15. Each report must stand alone

a. Each report will be an independent evaluation of the rated NCO for a specific rating period. It will not refer to prior or subsequent reports. It will not remark on performance or incidents occurring before or after the rating period. The determination of whether an incident occurred during the period covered must be based on the date of the actual incident or performance. It will not be based on the date of any subsequent acts, such as the date of its discovery, a confession, or finding of guilt, or the completion of an investigation.

b. Exceptions to this policy are granted only in the following situations:

(1) Relief-for-Cause Reports based on information pertaining to a previous reporting period. (Example: A rating official may relieve an NCO found to be involved in some illegal activity during a previous reporting period; he or she may refer to the prior rating period to explain the reasons for relief.)

(2) The most recent APFT performance or profile data occurred prior to the beginning date of the report. This exception is allowed only to permit the rated NCO to comply with the requirements of paragraph 3-11.

3–16. Narrative gimmicks prohibited

A thorough evaluation of the NCO is required. The following techniques will, therefore, not be used:

a. Generic bullets to support a "no" entry under values or a "needs improvement" entry under responsibilities. They frequently need to be interpreted by the selection board and personnel manager. If not correctly interpreted, the best interests of the Army and the rated NCO are not served.

b. Any technique aimed at making specific words, phrases, or bullets stand out from the rest of the bullets, including, but not limited to, the following:

(1) Handwritten comments.

(2) More than one bullet per line.

(3) Single spacing between bullets.

(4) Excessive use of capital letters.

(5) Underlining.

(6) Italic, dashes, and similar techniques.

(7) Exaggerated margins.

3–17. No references made to unproven derogatory information

a. No reference will be made to an incomplete investigation (formal or informal) concerning an NCO.

b. References will be made only to actions or investigations that have been processed to completion, adjudicated, and had final action taken before submitting the NCO-ER to USAEREC; State AG; or CDR, AR-PERSCOM. If the rated NCO is absolved, comments about the incident will not be included in the NCO-ER.

c. This restriction is intended to prevent unverified derogatory information from being included in evaluation reports. It will also prevent information that would be unjustly prejudicial from being permanently included in an NCO's OMPF, such as—

(1) Charges that are later dropped.

(2) Charges or incidents of which the rated NCO may later be absolved.

d. Any verified derogatory information (information that is already proven factual by a preponderance of the evidence) may be entered on an NCO-ER. This is true whether the NCO is under investigation, flagged, or awaiting trial. While the fact that an NCO is under investigation or trial may not be mentioned in an NCO-ER until the investigation or trial is completed, this does not preclude the rating chain's use of verified derogatory information. For example, when an interim report with verified derogatory information is made available to a commander, the verified information may be included in an NCO-ER.

3–18. Prohibited comments

a. The use of inappropriate or arbitrary remarks or comments that draw attention to differences relating to race, color, religion, gender, age, or national origin is prohibited. A subjective evaluation must not reflect a rating official's personal bias or prejudice (see AR 600-20, chap 6).

b. No mention will be made of any punitive or administrative action taken (or planned) against a rated NCO. This does not preclude mentioning the rated NCO's underlying misconduct that served as the basis for the action. For example, when an Article 15 is imposed, regardless of the filing decision, rating officials may not comment on the fact that an Article 15 was given to the rated NCO. This does not preclude mentioning the rated NCO's underlying misconduct, which served as the basis for the Article 15. No remarks on this report will be made on performance or incidents occurring before or after the current rating period except those mentioned in 3-15b above.

3–19. Comments about marital status and spouse

a. No evaluation comments, favorable or unfavorable, will be based solely on an NCO's marital status. For example, "MSG Doe and his wife make a fine team," or "As a bachelor, SFC Doe can quickly react to his unit's contingency missions," are not permitted.

b. Evaluation comments will not be made about the employment, educational, or volunteer activities of an NCO's spouse. For example, "Mr. Doe's participation in post activities is limited by his civilian employment," or "Mrs. Doe has made a significant contribution to soldier morale by her caring sponsorship of the hospital volunteer staff," are not permitted.

c. There are limited circumstances, involving actual and demonstrable effect on the rated NCO's performance or conduct, when comments containing reference to a spouse may be made. These comments must be focused on the rated NCO's actions, not those of the spouse. For example, "SSG Doe continued outstanding, selfless service, despite her husband's severe illness," or "SGM Doe's intemperate public confrontations with his wife were detrimental to his status as a noncommissioned officer," are permitted.

3–20. Classified information

Normally, reports will not contain classified information as defined in AR 380-5. Exceptional cases requiring classification will contain downgrading instructions under AR 380-5. In addition, each section, part, bullet, or similar portion will be marked to show the level of classification of the information in it. Unclassified sections will be marked unclassified (DOD 5200.1-R). The NCO-ER must be marked so that doubt is eliminated as to which parts contain or reveal classified information.

3–21. Prisoners of war

Evaluation reports will not be rendered on NCOs for periods during which they are prisoners of war. The effect, if any, of an individual's status as a prisoner of war on other personnel actions, favorable or unfavorable (such as letters of commendation or reprimand), and on actions under the Uniform Code of Military Justice will be governed by the laws and regulations pertaining to the particular action.

3–22. Participation in the Alcohol and Drug Abuse Prevention and Control Program

An NCO who voluntarily enters the Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) for an alcohol or drug abuse problem that has not been detected by his or her chain of command should not be penalized by mention of ADAPCP participation in his or her NCO-ER. To do so would discourage voluntary entry in the ADAPCP upon self-recognition of the need for help. However, in those cases where alcohol and drug abuse has resulted in substandard performance and/or disciplinary problems, subsequent voluntary entry in ADAPCP does not preclude rating officials from recording substandard performance or disciplinary problems on the NCO-ER. However, rating officials cannot use information derived from ADAPCP records in their evaluations. Once an NCO has been identified in an NCO-ER as having an alcohol or drug abuse problem based on information obtained independently of the ADAPCP—

a. His or her voluntary entry into the ADAPCP or successful rehabilitation should be mentioned as a factor to the rated NCO's credit.

b. The rating chain should note status of rehabilitation progress or outcome in the NCO-ER or in later reports.

3–23. Preparation and forwarding

a. Preparation. DA Form 2166-8 will be typed, or printed, using a laser or dot matrix printer, in either pica (10 pitch) or elite (12 pitch) typeface or 12 point font size for computers. The most commonly accepted fonts for electronically generated forms are Courier, CG Times, or Times New Roman. Bolding, italic, and compressed typeface or spacing will not be used. A clear original is required so that legible copies of the report can be given to both the rated NCO and the microfiche files at Enlisted Records and Evaluation Center (EREC). The only electronically generated DA Form 2166-8 series forms that are authorized are the forms designed and distributed by the U.S. Army Publishing Agency. Evaluation reports will be printed on one sheet of good quality standard paper, front and back, head to foot. Evaluation reports submitted on poor quality and tissue thin paper will be returned. All box marks may be

either all typewritten or all handwritten in black ink. Signatures in part II will be handwritten in black ink; facsimile signatures are not authorized. Authorized abbreviations may be used; however, avoid acronyms.

b. Copies.

(1) Each rated NCO will be given a copy of his/her NCO-ER by the PSB once it has been completed and processed locally. This copy may be either a carbon or machine-reproduced copy of the original NCO-ER.

(2) Rated NCOs who fail to receive a copy of the NCO-ER after the close of the reporting period should request a copy from their servicing PSB.

(3) If an original NCO-ER failed to reach USAEREC, CNGB, State AG, or CDR, AR-PERSCOM, a true copy of the DA Form 2166-8 must be submitted. When this happens, the PSB will enter in part Vc of the NCO-ER the statement "true copy" or "corrected copy" and the signature block of the PSB officer. The PSB/RC personnel officer will sign above the signature block and forward the report to USAEREC, CNGB, State AG or CDR, AR-PERSCOM, for filing.

(4) For ARNGUS soldiers, paper copies in MPRJ and state files may be photostatic copies. Originals may be returned to the soldier in this case. When ARNGUS enlisted military personnel records are filed on PERMS (Personnel Electronic Records Maintenance System), paper copies will be maintained in state, command, or local career management individual files (CMIF) such as AGR management files.

c. Forwarding. The servicing PSB will provide the rated NCO a copy of the report when it is completed. Confidentiality will be ensured. If the rated NCO departs the organization before receiving a copy of the completed report, the PSB will send a copy to his or her forwarding address. The PSB will retain an additional copy in suspense for 120 days for use if the rated noncommissioned officer does not receive the mailed copy. The PSB will ensure that—

(1) Reports are complete and administratively correct.

(2) For active Army NCOs the original report is placed unfolded in an envelope and forwarded via first-class mail to Commander, USAEREC, ATTN: PCRE-RE, 8899 East 56th Street, Indianapolis, IN 46249-5301. (This report is exempt from reports control under AR 335-15, chap 5.) Registered or certified mail will only be used when reports contain classified information.

(3) Reports must be forwarded to reach EREC not later than 60 days after the THRU date of the report. However, the centralized selection, promotion and school boards schedule must be closely monitored to ensure that eligible reports, both mandatory and optional, are forwarded to EREC in sufficient time to be included in an NCO's board file.

(4) Reports for ARNGUS NCOs not in active Federal service will be forwarded to State Adjutants General based on appendix B.

(5) Reports for ARNGUS title 10 AGR NCOs will be processed as described in paragraph (2) above and paragraph 3-34h, but will be mailed to Chief, NGB, ATTN: NGB-ARZ-SEC, 111 South George Mason Drive, Arlington, VA 22204-1382, with a copy to the soldier's State Adjutant General.

(6) Reports for USAR NCOs will be processed as described in paragraph (2) above and paragraph 3-36h, but will be mailed to Commander, AR-PERSCOM, ATTN: ARPC-PSV-EE, 1 Reserve Way, St. Louis, MO 63132-5200.

3–24. Enclosures

a. The only enclosures that may be attached to the completed NCO-ER areas are as follows:

(1) Comments by the reviewer when nonconcurrence box in part IIe is marked (see paras 2-13c and 3-14).

(2) Statement from person who directed relief-for-cause if other than rating official (see para 3-30c(2)).

(3) Thirty-day waiver approval for Relief-for-Cause Report (see para 3-32c(4)).

b. When an authorized enclosure is used, it will not exceed one page and will be prepared based on AR 25-50 on 8 1/2 by 11-inch bond paper and will include the following (see fig 3-7):

(1) The rated NCO's full name, SSN, and rank.

(2) The period of the report.

(3) Signature of the originator.

(4) Reason for the enclosure, that is, reviewer nonconcurrence, 30-day relief waiver, or relieving official's statement.

c. Awards, memoranda of relief addressed to the NCO, memoranda of commendation or appreciation, medical documents, publications, statements by persons outside the rating chain (other than that required in paragraph a(2) above), and any other favorable or unfavorable communications are not authorized enclosures.

3–25. Performance as counsel or as a member of a court-martial

No reference will be made to the rated NCO's performance of duty as a member of a court-martial, or the zeal with which the NCO represented, as counsel, any accused before a court-martial or administrative board proceeding.

3–26. Performance as equal opportunity noncommissioned officer

An NCO serving as an equal opportunity NCO, either as a principal or additional duty, will not be given an unfavorable rating:

a. Because of his or her enthusiasm and zeal for implementing the Army's Equal Opportunity Program.

b. In retaliation for criticism of command policies and practices related to that program.

Section V
Types of Reports (Active Army, ARNGUS-AGR, and USAR-AGR)

3–27. Authorized reports

Only those reports authorized by this regulation will be submitted. Reports in paragraphs 3-29, 3-30, 3-31, and 3-32 are mandatory reports and take precedence over optional reports in paragraphs 3-33, 3-34, and 3-35. The event requiring a report determines the type of report.

3–28. Starting the initial reporting period

The first report received by an Active Army, ARNGUS/USAR AGR NCO will be determined by the date of the event requiring a report (for example, change of rater, annual). The beginning month will be the month of the effective date of promotion to sergeant, reversion to NCO status (after serving as a commissioned or warrant officer for 12 months or more), reentry on active duty (after a break in service of 12 months or more), or the date of the memorandum from the Army Board for Correction of Military Records (ABCMR), which approves reinstatement in an NCO grade.

3–29. Annual

a. A report will be submitted 12 months after the most recent of the following events:

(1) Ending month of last report.

(2) Effective date of promotion to sergeant.

(3) Reversion to NCO status after serving as a commissioned or warrant officer for 12 months or more.

(4) Reentry on active duty in a rank of sergeant or above after a break in enlisted service of 12 months or more.

b. The 90-day rater minimum qualification period must be met. In cases when it is not, the annual report period will be extended until the minimum rater qualification period is met.

c. An annual report will not be signed prior to the first day of the month following the ending month of the report.

d. An annual report will not be submitted when the provisions for the Change-of-Rater Report apply.

e. The senior rater will complete both the rater and senior rater portions of the NCO-ER, provided that minimum rater qualifications are met, under the following circumstances:

(1) The rater dies, is relieved, reduced, or absent without leave.

(2) Rater is declared an unsatisfactory participant based on AR 135-91, paragraph 4-9b (for ARNGUS and USAR not on active duty or FTNGD).

(3) Rater is declared missing or incapacitated (to such an extent that the reviewer, on the advice of medical authorities, believes the rater is unable to submit an accurate evaluation) after the report period but before the report is signed.

3–30. Change-of-Rater

a. A report will be submitted whenever the designated rater is changed as long as the minimum rater qualifications are met. The minimum rating period is 90 rated days. Rater changes include:

(1) Rater or rated NCO is reassigned.

(2) Rater or rated NCO departs on extended TDY or SD (see para 3-31).

(3) Rater or rated NCO is released from active duty or full-time National Guard duty early based on AR 635-200 or AR 135-178, or normal expiration term of service (ETS), except for discharge and immediate reenlistment.

(4) Rated NCO is reduced to CPL/SPC or below. Part Ic will contain the 'reduced' rank and part Id will reflect the effective date of the reduction. Reduction to another NCO grade (for example, SFC to SG) does not require a report, unless the actual rater changes.

(5) When paragraph 3–29e applies. The senior rater will complete both the rater and senior rater portions of the reports on each of the rater's subordinates (provided senior rater meets minimum rater qualifications) and will enter a brief explanation of the reason for the report in part Ve (for example, "rater deceased" or "rater relieved"). When both the rater and senior rater are unable to render an evaluation because of any combination of these factors, a report will not be submitted. The period will be shown as nonrated on the next report. Code "Q" will be used to explain nonrated period.

b. A Change-of-Rater Report is mandatory when the rated NCO is separated from active duty. As an exception, retirement reports of less than one year will be rendered at the option of the rater or senior rater or when requested by the rated NCO.

c. The Change-of-Rater Report may not be signed before the date the change occurs. In the event of PCS, ETS, or retirement, the report may be completed and signed up to 10 days prior to the date of departure in order to facilitate

orderly outprocessing. However, when this is done, the rating period ends as of the rater's signature date (that is, a report cannot be signed before the rating period ends).

3–31. Temporary duty, special duty, or compassionate reassignment

a. When an NCO departs on temporary duty (TDY) or special duty (SD) under one of the following conditions, change of rater reports for both the NCO and their eligible subordinates will be submitted, provided rater qualifications are met, prior to departure:

(1) To attend a resident course of instruction or training scheduled for 90 calendar days or more at a service school.

(2) To attend a civilian academic or training institution on a full-time basis for a period of 90 calendar days or more.

(3) To perform duties not related to his or her primary functions in his or her parent unit under a different immediate supervisor for 90 days or more. In cases where it cannot be determined if the TDY or SD will last for 90 days, a report will be submitted. A report is not authorized if the NCO will still be responsible to or be receiving instructions from rating officials in the parent organization.

b. An NCO on TDY or SD other than (1) and (2) above who is not responsible to rating officials in his or her parent organization will be rated by the TDY or SD supervisor according to table 3-5. The TDY or SD supervisor will ensure that a rating scheme is published (see para 1-4b).

c. An NCO on TDY or SD who remains responsible to rating officials in his or her parent organization will continue to be rated for that period, regardless of its length, by the normal rating officials. Memorandum input from officials at TDY or SD location is optional (see table 3-5, note 1).

d. An NCO attached to an organization pending compassionate reassignment remains responsible to his or her parent unit and will not receive an evaluation report from the attached organization. Memorandum input from the supervising officials of the attached organization is mandatory (see table 3-5, note 1).

3–32. Relief-for-Cause

a. A report is required when an NCO is relieved for cause regardless of the rating period involved. Relief-for-cause is defined as the removal of an NCO from a rateable assignment based on a decision by a member of the NCO's chain of command or supervisory chain. A relief-for-cause occurs when the NCO's personal or professional characteristics, conduct, behavior, or performance of duty warrants removal in the best interest of the U.S. Army (see AR 600-20, para 2-15). If, for whatever reasons, the relief does not occur on the date the NCO is removed from his or her duty position or responsibilities, the suspended period of time between the removal and the relief will be nonrated time included in the period of the relief report. The published rating chain at the time of the relief will render the report; no other report will be due during this nonrated period. When an NCO is suspended from duties pending investigation, every effort should be made to retain the established rating chain until the investigation is resolved.

b. If relief-for-cause is contemplated on the basis of an informal AR 15-6 investigation, the referral procedures contained in that regulation must be complied with before the act of initiating or directing the relief. This does not preclude a temporary suspension from assigned duties pending application of the procedural safeguards contained in AR 15-6. A relief-for-cause should be the final action after all investigations have been completed and a determination made.

c. The following specific instructions apply to completing a relief report:

(1) The rating official directing the relief will clearly explain the reason for relief in part IV, if the relieving official is the rater; if the relieving official is the senior rater, in part Ve.

(2) If the relief is directed by an official other than the rater or senior rater, the official directing the relief will describe the reasons for the relief in an enclosure (not to exceed one page) to the report.

(3) Regardless of who directs the relief, the rater will enter the bullet, "The rated NCO has been notified of the reason for the relief" in part IVf.

(4) The minimum rater and senior rater qualifications and the minimum rating period are 30 rated days. The fundamental purpose of this restriction is to allow the rated NCO a sufficient period to react to performance counseling during each rating period. Authority to waive this 30-day minimum rating period and rater and senior rater qualification period in cases of misconduct is granted to a general officer in the chain of command or an officer having general courts-martial jurisdiction over the relieved NCO. The waiver approval will be in memorandum format and attached as an enclosure to the report (see para 3-24).

(5) The date of relief determines the "THRU" date of the report (see para 3-7d(7)(b)). Relief-for-Cause Reports may be signed at anytime during the closing or following month of the report.

(6) When the rater is relieved, or when the rated NCO and the rater are concurrently relieved, the senior rater will complete the rater and senior rater portions of the report for each of the rater's subordinates. Enter "rater relieved" in part Ve, and do not identify the relieved rater in part IIa. (Refer to paragraph 2-15c.)

(7) When computation of rated months outlined in table 3-2 results in zero (0) rated months, as an exception to normal policy, DA Form 2166-8, part I, item j, will reflect one rated month.

d. Cases where the rated NCO has been suspended from duties pending an investigation should be resolved by the chain of command as expeditiously as possible to reduce the amount of nonrated time.

3–33. Complete-the-Record Report

a. At the option of the rater, a Complete-the-Record Report may be submitted on an NCO who is about to be considered by a DA centralized board for promotion, school, or CSM selection, provided the following conditions are met:

(1) The rated NCO must be in the zone of consideration (primary or secondary) for a centralized promotion board or in the zone of consideration for a school or CSM selection board.

(2) The rated NCO must have been under the same rater for at least 90 rated days as of the ending month established in the message announcing the zones of consideration.

(3) The rated NCO must not have received a previous report for the current duty position.

b. Complete-the-Record Reports are optional. Therefore, the absence of such a report from the Official Military Personnel File (OMPF) at the time of the board's review will not be a basis to request standby reconsideration unless the absence is due to administrative error or a delay in processing at the Enlisted Records Evaluation Center (EREC).

c. Complete-the-Record Reports will not be signed prior to the first day of the month following the ending month.

d. This paragraph is also applicable to the ARNGUS and USAR Command Sergeant Major Programs and ARNGUS and USAR promotion boards centralized at State or MUSARC headquarters, NGB, and AR-PERSCOM.

3–34. Senior Rater Option

a. When a change in senior rater occurs, the senior rater may direct that a report be made on any NCO for whom he or she is the senior rater. This applies only if the following conditions are met:

(1) The senior rater has served in that position for at least 60 rated days. In cases where a General Officer is serving as both rater and senior rater the minimum rater requirement will also be 60 rated days versus the normal 90-day requirement.

(2) The rater meets the minimum requirements to give a report.

(3) The rated NCO has not received a report in the preceding 90 rated days.

b. In instances where an evaluation report would become due within 60 calendar days after the change in senior rater, the senior rater will submit a Senior Rater Option Report to prevent an NCO-ER being submitted later without a senior rater evaluation, provided the requirements of paragraphs 3–34a(1)-(3) are met.

3–35. Sixty-Day Option

When one of the conditions described in paragraphs 3-29 through 3-31 occurs but there are fewer than 90 rated days but more than 59 rated days in the rating period, a report may be submitted at the option of the rater. However, the following conditions must be met:

a. The rated NCO must be serving in an overseas designated short tour for a period of 14 months or less. (See appendix B, AR 614-30 for all others tour identification by area.)

b. The senior rater must meet the minimum time-in-position requirements to evaluate (60 rated days) and must approve or disapprove submission of the report. When the senior rater disapproves the submission of the report, he or she will state the basis for the disapproval and return the report to the rater. The rater will inform the rated NCO that the report has been disapproved and will destroy the report.

Section VI
Processing Responsibilities

3–36. Personnel Service Battalion or Reserve Component personnel officer responsibilities

The Personnel Service Battalion (PSB) or Reserve Component (RC) personnel officer will—

a. Follow procedures in tables 3-6, 3-8, and 3-9.

b. Review the submitted report for completeness and administrative accuracy. Return reports that contain errors to the rating officials, advising them to correct the report.

c. Ensure that the rated NCO's signature or a statement explaining its absence has been entered in part II (see para 2-11d).

d. Enter the number of enclosures (may be handwritten) and ensure that they meet the requirements of paragraph 3-24.

e. Complete part I (k through o).

(1) If the NCO departs the installation or RC command before the report is completed, the gaining PSB or RC command must be notified, in writing, to update the NCO's DA Form 2A with the ending month and type of report. In this case, enter the date of written notification in part Il of the report.

(2) In no case will the report be hand carried by the rated NCO or forwarded to the gaining PSB or RC command

for completion. The PSB or RC personnel officer who initiates the report will complete and forward it to the appropriate office.

f. Provide a copy of the completed report including any authorized enclosures to the rated NCO.

(1) A signed copy of the report may be given to the rated NCO, forwarded to him or her in a sealed envelope through the distribution center, or sent by first-class mail.

(2) The NCO's copy of a Relief-for-Cause Report or report that the NCO refuses to sign will be sent by certified mail when it cannot be given directly to the NCO.

g. For all grades in the Reserve Component (RC), including ARNGUS-AGR and USAR-AGR, make a copy of the report and file it in the permanent section of the rated NCO's Military Personnel Records Jacket (MPRJ).

h. Forward originals of all completed reports by first-class mail in sufficient time to reach the below addresses not later than 60 days (for active Army) and 90 days (for ARNGUS/USAR—not on active duty or FTNGD) after the ending month of the report. Reports must be forwarded intact (separated reports will not be accepted for processing):

(1) *Active Army.* CDR, USAEREC, ATTN: PCRE-RE, 8899 East 56th Street, Indianapolis, IN 46249-5301.

(2) *Army National Guard of the United States (including ARNGUS-AGR).*

(a) For AGR title 10 NCOs, the original NCO-ER or a photostatic copy will be filed in the permanent section of the NCO's MPRJ and maintained by the servicing PSB. A copy of the NCO-ER will be forwarded by the PSB to the appropriate State Adjutant General with a copy sent to Chief, National Guard Bureau, ATTN: NGB-ARZ-SEC, 111 South George Mason Dr., Arlington, VA 22204-1382.

(b) All other ARNGUS NCOs, including ARNGUS-AGR title 32 NCOs, will have their NCO-ERs forwarded to the appropriate State Adjutant General.

(3) *U.S. Army Reserve, including USAR-AGR.* CDR, AR-PERSCOM, ATTN: ARPC-PSV-EE, 1 Reserve Way, St. Louis, MO 63132-5200.

i. Assist NCOs, if requested, in preparing and submitting appeals (see para 6-6).

3–37. USAEREC/CNGB/State Adjutant General/AR-PERSCOM Program Responsibilities

The USAEREC/CNGB/State Adjutant General/AR-PERSCOM will—

a. Record and process all NCO-ERs received.

b. Edit all reports for administrative errors.

c. File each accepted NCO-ER in the OMPF.

d. Administer and process appeals of NCO-ERs in compliance with chapter 6.

Table 3–1
Reports by code and type

Report code: 1 **Type of report:** First (Does not apply to Active Army, see chaps 4 and 5.)
Report code: 2 **Type of report:** Annual
Report code: 3 **Type of report:** Change of Rater
Report code: 4 **Type of report:** Complete the Record
Report code: 5 **Type of report:** Relief for Cause
Report code: 6 **Type of report:** Release from AT/ADT/ADSW/AGR/EAD/TTAD (See chaps 4 and 5.)
Report code: 7 **Type of report:** 60-day Rater Option
Report code: 8 **Type of report:** Senior Rater Option

Table 3–2
Computation of rated months

Step	Work center	Action required
1	ALL	Identify the beginning month. The beginning month is always the month following the ending month of the last report (para 3-7d(7)(a)), except for an NCO's first report, which begins on the effective date of promotion to sergeant or reentry on active duty after a break in service.
2	ALL	Identify the ending month. The ending month is always the month of the event that generated the report (para 3-7d(7)(b)), regardless of when the event occurs during the month for example, 1st day or 28th day. If a change of rater occurs during the first 15 days of the month, do not change the ending month to the preceding month.
3	ALL	Total the number of calendar months in the report period.
4	ALL	Compute the number of nonrated months using table 3-4. If more than one nonrated period exists during the entire period covered by a report, all nonrated days are added together before converting to nonrated months.
5	ALL	Subtract nonrated months, if any, from total calendar months.
6	ALL	The net remainder is the number of rated months in the period. Enter this result in block I of the NCO-ER.

Notes:

For example:

a. An NCO previously received a report ending in June 01 and subsequently has a change of rater on 2 October 01. Complete the NCO-ER as follows:

Part Ih. Period of report: From 2001 07 through 2001 10 (4 months).
Part Ii. Rated months: 3 months.
Part Ij. Nonrated codes: Q.

b. An NCO previously received a report ending in July 01 and departs on permanent change of station (PCS) on 18 October 01. An NCO-ER is not required because the period covered is less than 90 rated days.

Table 3–3
Reasons and definitions for nonrated periods

Reason code: A
Definition: AWOL/desertion/unsatisfactory participant based on AR 135-91.

Reason code: B
Definition: Break in active enlisted service of 12 months or less (see para 3-7c).

Reason code: C
Definition: Confinement in a military or civilian detention facility; assignment to military personnel control facility; or assignment to correctional training facility.

Reason code: D
Definition: Temporary disability retirement list (TDRL) status (see para 3-7c).

Reason code: I
Definition: In transit between duty stations, including leave, and temporary duty (TDY).

Reason code: M
Definition: Missing in action.

Reason code: P
Definition: Patient (including convalescent leave).

Reason code: Q
Definition: Lack of rater qualification.

Reason code: R
Definition: New Recruiter Program (see AR 601-1).

Reason code: S
Definition: Student at a military service or civilian school (see para 3-31).

Definition: TDY or special duty (SD) other than to attend school or compassionate reassignment (see para 3-29).

Reason code: W
Definition: Prisoner of war.

Table 3–3
Reasons and definitions for nonrated periods —Continued

Reason code: X
Definition: Inactive National Guard or Standby Reserve (Inactive List). Periods of ING service based on NGR 614-1, or inactive Reserve service per AR 140-10, paragraph 8-3.

Reason code: Z
Definition: None of the above. This code will also be used when there is a nonrated period of less than 12 months resulting from reduction to a rank below SG (see para 3-7c) or when a previous command did not render an NCO-ER.

Table 3–4
Computation of nonrated months

Total nonrated days: 15 days or less
Nonrated months: 0

Total nonrated days: 16 days to 45 days
Nonrated months: 1

Total nonrated days: 46 days to 75 days
Nonrated months: 2

Total nonrated days: 76 days to 105 days
Nonrated months: 3

Total nonrated days: 106 days to 135 days
Nonrated months: 4

Total nonrated days: 136 days to 165 days
Nonrated months: 5

Table 3–5
TDY, SD, or compassionate attachment supervisor's reports (other than TDY or SD to attend school)

Period	Responsible to	Evaluation	Disposition
TDY, SD:			
Regardless of length	Parent unit	Memorandum input to rater (optional)	Note 1
Less than 90 days	TDY/SD unit	Memorandum input to rater (optional)	Notes 1, 3
More than 90 days	TDY/SD unit	DA Form 2166-8	Notes 2, 3
Compassionate attachment:			
Regardless of length	Parent unit	Memorandum input (mandatory)	Note 1

Notes:
[1] Memorandum input describing duties and manner of performance is prepared by the TDY, SD, or compassionate reassignment supervisor and sent to the rated NCO's Personnel Services Battalion (PSB) or Reserve Component (RC) personnel officer. The PSB or RC personnel officer will forward copies to the rated NCO and the normal rater. The normal rater will consider the information when preparing the rated NCO's next NCO-ER. The memorandum input will not be enclosed with the NCO-ER when it is forwarded to USAEREC (Active Army), CNGB (ARNGUS title 10 AGR), State Adjutant General (ARNGUS/AGR), or AR-PERSCOM.
[2] A Change-of-Rater Report prepared by the TDY or SD supervisor is forwarded to USAEREC, the State Adjutant General, or AR-PERSCOM through the rated NCO's PSB or RC personnel officer. The PSB or RC personnel officer will annotate the rated NCO's records, give the rated NCO a copy, and send the NCO-ER to USAEREC, CNGB, the appropriate State Adjutant General, or AR-PERSCOM.
[3] Periods of TDY or SD to attend school are exempt from the above requirements. The period of attendance, whether or not the NCO receives an AER as described in AR 623-1, paragraph 1, will be included in the nonrated months recorded in the next NCO-ER (reason code S).

Table 3–6
Initiating evaluations

Step	Work center	Action required
1	BN S1	Initiate an NCO-ER when an event of personnel status change requires the submission of an NCO-ER.
2	EVAL	Notify commanders/BN S-1 of optional Complete-the-Record (para 3-33) Reports for NCOs being considered by HQDA selection Board.
3	BN S1	Provide administrative data as indicated below by preparing a shell of DA Form 2166-8. Part I, Administrative Data (see para 3-7). Part Ia and b-enter name and SSN. Part 1c—enter the three letter abbreviation for the NCO's rank (not pay grade) as of the THRU date of the report. If the rated NCO is frocked to 1SG, SGM, or CSM, enter the rank held prior to the frocking action. However, in addition to the NCO's rank, enter the appropriate frocked rank in parentheses immediately following the rank entry. Part Id—enter the rated NCO's date of rank for the rank held as of the THRU date of the report. If the rated NCO is frocked enter the date of rank for the rank held prior to the frocking action. Part Ie—enter up to nine digits of the Primary MOS code. Part 1f—enter unit, organization, station, zip code or APO, and major command. Authorized abbreviations (AR 310-50) may be used. TDY/SD unit information may be entered in parentheses after the required parent unit data if space permits. Part Ig—enter code and reason for submission of report as designated in table 3-1. Part Ih—the From date is always the month following the ending month of the last report. (See para 3-7 for exceptions.) The THRU date is always the month of the event that generates the report, regardless of when the event occurs during that month. Enter the same THRU date in the header of page two of the NCO-ER. For the rated NCO departing on transition leave, the THRU date is the month in which transition leave begins. Part Ii—enter the number of rated months. Compute the number of rated months as shown in table 3-2. Part Ij—enter the codes for the nonrated periods, leave blank. Part Ik—enter the number of authorized enclosures, if any, that are being attached and forwarded with the completed NCO-ER. Part In—enter code for the rated NCO's major command (MACOM). Use command codes in para 2-4, AR 680-29. USAR TPUs will enter the two character command assignment code found in ADSM 18-P19-GRA-IBM-UM, 30 April 97 (AR-PERSCOM Automated Data System Manual, SIDPERS-USAR Users Manual, part I, attachment 4, Data Reference Guide). Part Io—enter the 4-character alphanumeric PSB code. See AR 680-29, appendix D for use of PSB codes. Part II, Authentication (see para 3-8). Part II a, b, and d—enter the rater's, senior rater's, and reviewer's name, SSN, rank, primary MOS code or branch, organization and duty assignment.

Table 3–7
Evaluation report administrative control requirements-unit

Step	Work center	Action required
1	BN S1	Forward NCO-ER shell or memorandum with information outlined in table 3-6 to the unit and/or rater in accordance with local procedures.
2	BN S1	Notify unit, rating chain, and rated NCO: (1) That the NCO-ER has been initiated. (2) Of the date the NCO-ER was forwarded to the unit and/or rater. (3) Of the suspense date for returning the completed report to ensure reports arrive at HQDA within 60 days after the THRU date of the report.
3	BN S1/UNIT	Ensure the rating officials meet established suspense to ensure the completed NCO-ER is forwarded to PSB so as to arrive at HQDA within 60 days of the THRU date of report.
4	BN S1/UNIT	Ensure the completed report has been prepared in accordance with the administrative instructions contained in section III, this chapter.
5	BN S1	Thoroughly review completed NCO-ER for administrative accuracy before forwarding in accordance with locally established procedures. a. Part I, Administrative Data (see para 3-7). (1) Name and SSN. (2) Grade and date of rank. (3) Primary military occupational specialty code. (4) Unit, organization, station, zip code or APO, and major command. (5) Code and reason for submission of NCO-ER. (6) From date-begins the month following the THRU date of the last report. (7) THRU date-ends with the month of the event causing the report. (8) Number of rated months-nonrated months are not included in the rated months. (9) Codes for nonrated periods. (10) Two-character command code and four-character PSB code. b. Part II, Authentication (see para 3-8). (1) Ensure rating officials are correctly identified and that entries are complete. (2) Check for rated NCO's signature. If rated NCO declines to sign because inaccuracies cannot be resolved, or is unavailable for signature, enter statement identified in para 3-8. (3) Check signature date of each rating official and rated NCO. Dates must be in appropriate sequence, that is, rater, senior rater, rated NCO, and reviewer. All rating officials must sign on or after the THRU date. (See para 3-30 for exception.) c. Part III, Duty Description (see para 3-9). (1) Principal duty title and duty MOSC. (2) Daily duties and scope. (3) Areas of special emphasis. (4) Appointed duties. (5) Counseling dates, if left blank a statement must be entered in the senior rater comments identifying why (see para 3-9). d. Part IV, Army values/NCO responsibilities (see para 3-10). (1) Ensure all Army values blocks are checked. Comments are mandatory for all "NO" entries. (2) Ensure all NCO responsibilities are checked. Comments are mandatory for all "excellence" or "needs improvement" entries. (3) Ensure entries pertaining to APFT and height/weight are present in part IVc. Mandatory comments are required for APFT entries of "fail" or "profile", and height/weight entry of "NO." Mandatory comments are also required for APFT and/or height/weight entries left blank. e. Part V, Overall Performance and Potential (see para 3-13). (1) Overall potential for promotion and/or service in positions of greater responsibility-box check. (2) Rater lists at least 2 positions in which the rated NCO could best serve the Army at his/her current or next higher grade. (3) Senior rater overall performance-box check. (4) Senior rater overall potential for promotion and/or service in positions of greater responsibility-box check. (5) Senior rater bullet comments are mandatory.

Table 3–7
Evaluation report administrative control requirements-unit—Continued

Step	Work center	Action required
6	BN S1	If the report is a relief-for-cause NCO-ER (see para 3-32) ensure the following is evident: a. Comment in part IVf identifying that the rated NCO has been notified of the reason for relief. b. An enclosure is provided identifying the reason for relief, if relief is directed by someone other than the rater or senior rater. A waiver in memorandum format is attached if the report is for less than 30 days. Waiver must be approved by a general officer in the chain of command or an officer having general courts-martial jurisdiction over the relieved NCO.
7	BN S1	If the NCO-ER is a Complete-the-Record (see para 3-33), verify the following: a. That the rated NCO is in the zone of consideration for a DA announced promotion or selection board. b. That the THRU date on the NCO-ER is the same as the THRU date contained in the DA announcement message. c. That there are at least 90 rated days as of the THRU date. d. That the rater has been in the rating chain for 90 rated days or more. e. That NCO has not received an NCO-ER in the current position.
8	BN S1	Ensure only those enclosures authorized by para 3-24 are attached.
9	BN S1	Forward completed report and all authorized enclosures to the servicing PSB in accordance with locally established procedures.

Table 3–8
Evaluation report administrative control requirements—PSB-ACTIVE ARMY

Step	Work center	Action required
1	EVAL/BN S1	Assist the rating officials as necessary in preparation of the NCO-ER.
2	EVAL/BN S1	When a completed NCO-ER is received from a unit, check for administrative accuracy and complete administrative processing: a. Verify that entries made by rating officials in parts II through V, DA Form 2166-8, are in accordance with this regulation. b. Ensure only those enclosures authorized by this regulation (see para 3-24) are included with the report. c. Notify rating officials of any discrepancies and advise them of corrective action.
3	EVAL	Provide the rated NCO a copy of the completed report prior to forwarding to HQDA. a. Part Ik, enter the number of enclosures attached to the report. b. Part Il, if the rated NCO copy is to be given to the rated NCO, “x” box l and enter the date; if the copy is to be forwarded to the rated NCO, “x” box 2 and enter the date. 1. If the NCO was released from active duty, enter “REFRAD” above the date. 2. If the NCO was discharged, enter “DISCHARGE” above the date. 3. Part Im, enter initials in this box after the NCO-ER is completed and ready to be forwarded to HQDA. The PSB responsible for servicing the rated NCO’s unit is the controlling office and has final responsibility for completion and forwarding.
4	EVAL	If the rated NCO departs the command before receiving a copy of the completed report: a. Prepare a memorandum to the rated NCO’s gaining commander showing the date the NCO-ER was forwarded to USAEREC, the beginning and ending months and years of the NCO-ER, and the type of NCO-ER. The gaining commander will be requested to forward the memorandum to the unit’s servicing PSB for update of the rated NCO’s PQR. b. Mail a copy of the completed NCO-ER to the rated NCO at the address provided by him or her, or to the gaining command address provided on the PCS orders.
5	EVAL	Submit SIDPERS transaction to update last NCO-ER.
6	EVAL	Mail completed NCO-ER to Commander, U.S. Army Enlisted Records and Evaluation Center, ATTN: PCRE-RE, 8899 East 56th Street, Indianapolis, IN 46249-5301. Use first class mail in a flat envelope; cardboard backing prevents damage. NCO-ERs containing classified information will be mailed in accordance with the provisions of AR 380-5.

Table 3–9
Evaluation report administrative control requirements-in/out-processing

Step	Work center	Action required
1	OUTPROCESS	Upon receipt of notification of an NCO's impending separation, file in suspense pending transfer of records to the transition point (see AR 635-10).
2	OUTPROCESS	When the NCO's records are processed for transfer activity, take the following actions: a. If the NCO is a SGT or above, verify that an NCO-ER was completed, is being processed, or is not required. b. If an NCO-ER is not required, print the following comment at the bottom of the Form AAA-347, Enlisted Records Brief (ERB): "An NCO-ER was not required at PCS/separation. The last NCO-ER end date in section A, item A23, is correct." c. If an NCO-ER is required and entry was not made in section A, item A23 of the ERB, take the following action: 1. Contact the personnel records specialist and verify whether or not the NCO-ER has been completed. 2. If the NCO-ER was completed, make appropriate entries on the ERB. 3. If the NCO-ER has not been completed, obtain period of NCO-ER from memorandum provided by the Personnel Records Officer and print the following comment at the bottom of the ERB: "An NCO-ER for the period (period of report) is being prepared and will be completed on or about (date)."
3	INPROCESS	Upon inprocessing, identify if an NCO-ER was required. If required, identify if the NCO-ER was completed. If not completed, notify evaluations section at the PSB.
4	EVAL	Upon receipt of information from the inprocessing clerk that an NCO-ER is pending on an incoming NCO, obtain NCO's name and new unit of assignment and establish a 30-day suspense.
5	EVAL	Upon receipt of correspondence from the losing PSB regarding completion of an NCO-ER, take the following actions: a. Check suspense file for pending NCO-ER on incoming NCO. b. If the file reflects an outstanding suspense, clear it. c. If the file does not reflect an outstanding suspense, forward correspondence to inprocessing clerk.
6	EVAL	Upon expiration of the 30-day suspense on a pending NCO-ER (see step 4 above), take the following actions: a. Obtain the NCO's MPRJ. b. Prepare a memorandum to the NCO's losing PSB requesting information on completion of NCO-ER. If the losing PSB cannot be determined, send the memorandum to the headquarters that issued the reassignment orders (see fig 3-20). c. Return the NCO's MPRJ to file. d. Establish a 30-day suspense for reply to memorandum. e. If an answer is not received within 30 days, send a follow-up memorandum. If a response is not received from the second memorandum within 30 days, direct that a report be prepared as soon as rater qualifications are met, if an annual report is due. f. Upon receipt of reply from the losing PSB regarding the completion of an NCO-ER, clear the suspense. g. Upon receipt of a copy of the completed NCO-ER from the losing PSB, submit ERPT SIDPERS transaction to update the ERB.

Table 3–10
Conditions requiring preparation and submission of Noncommissioned Officer Evaluation Report (DA Form 2166-8))

Rule	When individual is serving as a SGT or above and	Then an NCO-ER is prepared
1	meets minimum rating period requirements (90 days) and has not had a previous NCO-ER for any reason in the last 12 months	with ending period as the 12th month after the ending month of the last NCO-ER (Annual Report) (see para 3-29).
2	meets minimum rating period requirements (90 days), has a change of rater, and has not had a previous NCO-ER for any reason in the last 3 months	and submitted upon change of rater and at ETS (except upon discharge and immediate reenlistment) with ending period the same month as change of rater or ETS. This includes personnel released from active duty due to administrative discharge and those reduced to SPC and below (Change-of-Rater Report) (see para 3-30).
3	dies	no report is required.
4	has not had a previous NCO-ER for current duty assignment, is being considered by a HQDA Centralized Promotion/Selection Board, and in the opinion of the rater, the NCO's performance of duty merits updating and meets minimum rating period requirements (90 rated days)	with ending period established in HQDA message that announced the Board (Complete-the-Record Report) (see para 3-33).
5	has an approved voluntary retirement and it has been less than twelve months since the last evaluation as of the month transition leave begins or the month that retirement is effective if transition leave is not taken	no report is required, unless requested by the rater, senior rater, or NCO (see para 3-30b).
6	is scheduled for TDY or special duty other than as a student for a period of more than 3 months and meets minimum rating period requirements (90 days)	upon departure of the NCO and by the TDY or special duty unit until upon completion of TDY or special duty (Change-of-Rater Report) (see paras 3-30 and 3-31).
7	individual's rater dies, is declared missing, is suspended, relieved, AWOL, receives an administrative discharge, or becomes incapacitated	as of the month of the incident or incapacitation (Change-of-Rater Report) (see para 3-32).
8	the NCO is released early from a specific assignment through inefficiency and the rated period is 30 days or more	as of the month of relief (Relief-for-Cause Report) (see para 3-32).
9	the NCO is released early from a specific assignment through misconduct and the rated period is 30 days or more	as of the month of relief. (Relief-for-Cause-Report) (see para 3-32).
10	the NCO is released early from a specific assignment through misconduct and the rated period is less than 30 days	within 30 days of the event, if first General Officer or Officer exercising General Courts-Martial Convening Authority approves a request for waiver of the 30 day minimum requirement (Relief-for-Cause Report) (see para 3-32).
11	the NCO is reduced or receives an administrative discharge	as of the month of the incident (change-of-rater) (see para 3-30).

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
3-7d(1)	3-7d(1)	3-7d(2)	3-7d(3)	3-7d(4)

f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND	g. REASON FOR SUBMISSION
3-7d(5)	3-7d(6)

h. PERIOD COVERED FROM YYYY MM	THRU YYYY MM	i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL	l. RATED NCO COPY *(Check one and Date)*		m. PSC Initials	n. CMD CODE	o. PSB CODE
					1. Given to NCO	*Date*			
3-7d(7)	3-7d(7)	3-7d(8)	3-7d(9)	3-7d(10)	2. Forwarded to NCO	3-7d(11)	3-7d(12)	3-7d(13)	3-7d(14)

PART II - AUTHENTICATION

a. NAME OF RATER *(Last, First, Middle Initial)*	SSN	SIGNATURE	
3-8c(1)			
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT			DATE
3-8c(5)			
b. NAME OF SENIOR RATER *(Last, First, Middle Initial)*	SSN	SIGNATURE	
3-8c(1)			
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT			DATE
3-8c(5)			
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating officials in Part II, the duty description to include the counseling dates in Part III, and the APFT and height/weight entries in Part IVc are correct. I have seen the report completed through Part V, except Parts IId and IIe. I am aware of the appeals process of AR 623-205.		SIGNATURE 3-8c(2)	DATE
d. NAME OF REVIEWER *(Last, First, Middle Initial)*	SSN	SIGNATURE	
3-8c(1)			
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT			DATE
3-8c(5)			

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

PART III - DUTY DESCRIPTION *(Rater)*

a. PRINCIPAL DUTY TITLE	b. DUTY MOSC
3-9b(1)	3-9b(2)

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

The rater completes and verifies with the rated NCO; address the most important daily/routine duties and responsibilities.

3-9b(3)

d. AREAS OF SPECIAL EMPHASIS

3-9b(4)

e. APPOINTED DUTIES

3-9b(5)

f. COUNSELING DATES	INITIAL	LATER	LATER	LATER
3-9b(6)				

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/EEO: 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	

V A L U E S

Loyalty
Duty
Respect
Selfless-Service
Honor
Integrity
Personal Courage

Bullet comments

o bullet comments are mandatory to address "NO" ratings and are optional for "YES" ratings

3-10c

DA FORM 2166-8, OCT 2001 REPLACES DA FORM 2166-7,SEP 87, WHICH IS OBSOLETE USAPA V1.01

Figure 3–1. Sample DA Form 2166-8 (front side)

RATED NCO'S NAME *(Last, First, Middle Initial)*	SSN	THRU DATE
+ 3-7d(1)	3-7d(1)	3-7d(7) +

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 bullet comments are mandatory to address 'excellence' or 'needs improvement' ratings o bullet comments are optional but 'recommended' for 'success' ratings 3-10f
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 / HEIGHT/WEIGHT o bullet comments are mandatory to address APFT failure and/or 'NO' entry for height/weight o bullet comment is mandatory to address 'profile' entry o no bullet comment if body fat standards are met 3-10f
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 mandatory and optional comments are the same as Part IVb above 3-10f
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 mandatory and optional comments are the same as Part IVb above 3-10f
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 mandatory and optional comments are the same as Part IVb above 3-10f

PART V - OVERALL PERFORMANCE AND POTENTIAL

a. RATER. Overall potential for promotion and/or service in positions of greater responsibility. 3-13a AMONG THE BEST ☐ FULLY CAPABLE ☐ MARGINAL ☐	e. SENIOR RATER BULLET COMMENTS o bullet comments are mandatory o comments 'must' address potential, but may also address performance and/or evaluation rendered by rater o ratings of 'marginal', 'fair', or 'poor' in Part V must be addressed o if senior rater lacks qualification to render evaluation, enter "senior rater does not meet minimum qualifications" 3-13d
b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade. 3-13b _____ _____ _____	

c. SENIOR RATER. Overall performance 3-13c + 1 2 3 4 5 Successful Fair Poor	d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility. 3-13c 1 2 3 4 5 Superior Fair Poor

DA FORM 2166-8, OCT 2001 USAPA V1.01

Figure 3–2. Sample DA Form 2166-8 (back side)

NCO COUNSELING CHECKLIST/RECORD

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

NAME OF RATED NCO	RANK	DUTY POSITION	UNIT
Completed by the rater for each rated NCO	3-4c(1)		

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

RULES:

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

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

PREPARATION

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

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

7. Decide what you consider necessary for success (a meets standards rating) for each value/responsibility. Use the examples listed on pages 3 and 4 of this form as a guide in developing your own standards for success. Some may apply exactly, but you may have to change them or develop new ones that apply to your situation. Be specific so the rated NCO will know what is expected.
8. Make notes in blank spaces in Part IV of NCO-ER to help when counseling.
9. Record rated NCO's name, rank, duty position, and unit date on this form.
10. Write key points to be made during the counseling session on this form.
11. Review Developmental Counseling in FM 22-100, appendix C.

COUNSELING

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

BEFORE THE NCO DEPARTS THE COUNSELING SESSION

1. Record counseling date on this form.
2. Write any additional key points that came up during the counseling session on this form.
3. Show key points to rated NCO and get his/her initials.
4. Save NCO-ER with this checklist for next counseling session.

CHECKLIST - LATER COUNSELING SESSIONS DURING THE RATING PERIOD

PREPARATION

1. Schedule counseling session, notify rated NCO, and tell him/her to come prepared to discuss what has been accomplished in each value/responsibility area.
2. Look at working copy of NCO-ER you used during last counseling session.
3. Read and update duty description. Especially note the area of special emphasis; the priorities may have changed.
4. Read again, each of the values/responsibilities in Part IV of NCO-ER and the expanded definitions and examples on pages 3 and 4 of this form; then think again, about your standards for success.
5. Look over the notes you wrote down on page 2 of this form about the last counseling session.
6. Think about what the rated NCO has done so far during this rating period (specifically, observed action, demonstrated behavior, and results).
7. For each value/responsibility area, answer three questions: First, what has happened in response to any discussion you had during the last counseling session? Second, what has been done well?; and Third, what could be done better?
8. Makes notes in blank spaces in Part IV of NCO-ER to help focus when counseling. (Use new NCO-ER if old one is full from last counseling session.)
9. Write key points to be made during the counseling session on this form.
10. Review Developmental Counseling in FM 22-100, appendix C.

DA FORM 2166-8-1, OCT 2001 REPLACES DA FORM 2166-7-1, SEP 87, WHICH IS OBSOLETE. USAPA V1.01

Figure 3–3. Sample DA Form 2166-8-1 (page 1)

COUNSELING

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

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

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

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

BEFORE THE NCO DEPARTS THE COUNSELING SESSION

1. Record counseling date on this form.
2. Write any additional key points that came up during the counseling session on this form. .
3. Show key points to rated NCO and get his/her initials.
4. Save NCO-ER with this checklist for next counseling session. (Notes should make record NCO-ER preparation easy at the end of the rating period.

COUNSELING RECORD/KEY POINTS MADE

INITIAL

Conducted within the first 30 days of the rating period or effective date of lateral appointment to corporal, or promotion to sergeant.

3-4c(1)

DATE RATED NCO'S INITIALS

LATER

Later counseling sessions will be conducted at least quarterly (every 3 months).

3-4c(2)

DATE RATED NCO'S INITIALS

LATER

3-4c(2)

DATE RATED NCO'S INITIALS

LATER

3-4c(2)

DATE RATED NCO'S INITIALS

DUTY DESCRIPTION (PART III of NCO-ER)

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

The five elements of the duty description:

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

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

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

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

DA FORM 2166-8-1, OCT 2001 2 USAPA V1.01

Figure 3–4. Sample DA Form 2166-8-1 (page 2)

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

VALUES: Values tell us what we need to be, every day, in every action we take. Army values form the identity of America's Army, the solid rock upon which everything else stands. They are the glue that binds us together as members of a noble profession. They make the whole much greater than the sum of the parts. They are nonnegotiable: they apply to everyone all the time and in every stituation. Part IVa of the NCO-ER includes these values. They are: Loyalty - Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the soldier. Duty - Fulfills their obligations. Respect - Treats people as they should be treated. Selfless-Service - Puts the welfare of the nation, the Army, and subordinates before their own. Honor - Lives up to all the Army values. Integrity - Does what's right - legally and morally. Personal Courage - Faces fear, danger, or adversity (physical and moral).

Examples of standards for "YES" ratings:

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

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

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

- Master the knowledge, skills and abilities required for performance in your duty position.
- Accomplish completely and promptly those tasks assigned or required by duty position.
- Constantly seek ways to learn, grow and improve.
- Formulate and develop new ideas.

Examples of "Excellence":

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

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

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

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

Examples of "Excellence":

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

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Figure 3–5. Sample DA Form 2166-8-1 (page 3)

LEADERSHIP: Influencing others to accomplish the mission. It consists of applying leadership attributes (Beliefs, Values, Ethics, Character, Knowledge, and Skills). It includes setting tough, but achievable standards and demanding that they be met; Caring deeply and sincerely for subordinates and their families and welcoming the opportunity to serve them; Conducting counseling;	Setting the example by word and act/deed; Can be summarized by BE (Committed to the professional Army ethic and professional traits); KNOW (The factors of leadership, yourself, human nature, your job, and your unit); DO (Provide direction, implement, and motivate). Instill the spirit to achieve and win: Inspire and develop excellence. A soldier cared for today, leads tomorrow.
Examples of standards for "Success/Meets Standards" rating: • Motivate subordinates to perform to the best of their ability as individuals and together as a disciplined cohesive team to accomplish the mission. • Demonstrate that you care deeply and sincerely for soldiers and welcome the opportunity to serve them. • Instill the spirit to achieve and win; Inspire and develop excellence through counseling. • Set the example: BE, KNOW, DO.	**Examples of "Excellence":** • Motivated entire squad to qualify expert with assigned weapon. • Won last three platoon squad inspections. • Selected for membership in Sergeant Morales Club. • Inspired mechanics to maintain operational readiness rating of 95% for two consecutive quarters. • Led his squad through map orienteering course to win the battalion competition. • Counseled two marginal soldiers ultimately selected for promotion.
TRAINING: Preparing individuals, units and combined arms teams for duty performance; The teaching of skills and knowledge. NCOs contribute to team training, are often responsible for unit training (Squads, Crews, Sections), but individual training is the most important, exclusive responsibility of the NCO Corps. Quality training bonds units: Leads directly to good discipline; Concentrates on wartime missions; Is tough and demanding	without being reckless; Is performance oriented; Sticks to Army doctrine to standardize what is taught to fight, survive, and win, as small units when wartime actions dictate. "Good training means learning from mistakes and allowing plenty of room for professional growth. Sharing knowledge and experience is the greatest legacy one can leave subordinates."
Examples of standards for "Success/Meets Standards" rating: • Make sure soldiers:- a. Can do identified common tasks. b. Are prepared for Commander's Evaluation. c. Develop and practice skills for duty position. d. Train as a squad/crew/section. • Identify and recommend subordinates for professional development courses. • Participate in unit training program. • Share knowledge and experience with subordinates.	**Examples of "Excellence":** • Taught five common tasks resulting in 100% GO on Annual CTT for all soldiers in directorate. • Trained best howitzer section of the year in battalion. • Coached subordinates to win consecutive soldier of month competitions. • Established company Expert Field Medical Badge program resulting in 85% of all eligible soldiers receiving EFMB. • Distinguished 1 tank and qualified 3 tanks in platoon on first run of tank table VIII. • Trained platoon to fire honor battery during annual service practice.
RESPONSIBILITY AND ACCOUNTABILITY: The proper care, maintenance, use, handling, and conservation of personnel, equipment, supplies, property, and funds. Maintenance of weapons, vehicles, equipment, conservation of supplies, and funds is a special NCO responsibility because of its links to the success of all missions, especially those on the battlefield. It includes inspecting soldier's equipment often, using manual or checklist; holding soldiers responsible for repairs and losses; learning how to use and maintain all the equipment soldiers use; being among the first to operate new equipment; keeping up-to-date component	lists; setting aside time for inventories; and knowing the readiness status of weapons, vehicles, and other equipment. It includes knowing where each soldier is during duty hours; why he/she is going on sick call, where he/she lives, and his/her family situation; it involves reducing accidental manpower and monetary losses by providing a safe and healthful environment; it includes creating a climate which encourages young soldiers to learn and grow, and, to report serious problems without fear of repercussions. Also, NCOs must accept responsibility for their own actions and for those of their subordinates.
Examples of standards for "Success/Meets Standards" rating: • Make sure your weapons, equipment, and vehicles are serviceable, maintained and ready for accomplishing the mission. • Stop waste of supplies and limited funds. • Be aware of those things that impact on soldier readiness e.g., family affairs, CTT, PQR, special duty, medical conditions, etc. • Be responsible for your actions and those of your subordinates.	**Examples of "Excellence":** • His/her emphasis on safety resulted in four tractor trailer drivers logging 10,000 miles accident free. • Received commendation from CG for organizing post special olympics program. • Won the installation award for Quarters of the Month. • His/her constant instruction on maintenance resulted in six of eight mechanics earning master mechanic badges. • Commended for no Bradley's on deadline report for six months. • His/her learn and grow climate resulted in best platoon ARTEP results in the battalion.

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Figure 3–6. Sample DA Form 2166-8-1 (page 4)

(Letterhead)

(Office Symbol) (MARKS Number) (DATE)

(Reason for the enclosure)

(Rated NCO's name and rank)
(Rated NCO's SSN)
(Period of report)

As the .... (state your position) .... during the period in question, I .... (state your finding or action) ....

(Signature Block)

Figure 3–7. Sample format of an NCO-ER enclosure

(Letterhead)

(Office Symbol) (MARKS Number) (DATE)

Reviewer's Nonconcurrence

(Rated NCO's name and Rank, SSN, period of report)

As the reviewer during the period in question I nonconcur with the (rater's and/or senior rater's) evaluation of (name of rated NCO). I submit the following to clarify the situation and indicate what I consider to be the proper evaluation of performance and/or potential. I ... (submit your evaluation)...

(Signature Block)

Figure 3–8. Sample format of a reviewer's nonconcurrence enclosure

(Letterhead)

(Office Symbol) (MARKS Number) (Date)

MEMORANDUM FOR (BN S1 address)

SUBJECT: Notification of Change in Rating Official(s) for Noncommissioned Officer Evaluation Reports

1. Reference AR 623-205.

2. Rating officials for (NCO's rank, name, SSN, DOR, and duty assignment) are designated/redesignated effective as follows:

a. Rater: RANK, NAME:
DOR:
DUTY ASSIGNMENT:
EFFECTIVE DATE:

b. Senior rater: RANK, NAME:
DOR:
DUTY ASSIGNMENT:
EFFECTIVE DATE:

c. Reviewer: RANK, NAME:
DOR:
DUTY ASSIGNMENT:
EFFECTIVE DATE:

(Signature block)

CF:
Each indiv concerned

Figure 3–9. Sample for notification of change in rating official

(Letterhead)

(Office Symbol) (MARKS Number) (Date)

MEMORANDUM FOR (Battalion S1)

SUBJECT: Request for Initiation of Noncommissioned Officer Evaluation Report

1. Reference AR 623-205.

2. Request DA Form(s) 2166-8 be initiated for the following NCO(s):

RANK	NAME	SSN	DOR	END MONTH	TYPE OF REPORT

(Signature block)

Figure 3–10. Sample for request for initiation of NCO-ER

(Letterhead)

(Office Symbol) (MARKS Number) (Date)

MEMORANDUM THRU (Battalion Commander, S1)

FOR (Company Commander)

SUBJECT: Submission of Complete-the-Record Noncommissioned Officer Evaluation Report

1. Reference AR 623-205.

2. (RANK) (NAME) (SSN) , a member of your command, is in the zone of consideration by a HQDA Centralized Promotion/Selection Board and has not had a previous NCO-ER for his current duty assignment.

3. Request the rater be informed of the option to submit a Complete-the-Record NCO-ER in accordance with AR 623-205.

4. If, in the opinion of the rater, the NCO's duty performance merits an NCO-ER and the minimum period is or will be met by (end month established by HQDA), NCO-ER should be completed and returned to this PSB NLT (date needed to forward report to USAEREC to meet established suspense for submission of report).

FOR THE COMMANDER:

(Signature block)

Figure 3–11. Sample for submission of "Complete-the-Record" NCO-ER

(Letterhead)

(ATZA-A) (MARKS Number) (Date)

MEMORANDUM FOR (Battalion Commander, S1)

SUBJECT: Submission of Complete-the-Record Noncommissioned Officer Evaluation Report

1. Request DA Form 2166-8 (be)(not be) initiated for a Complete-the-Record" NCO-ER.

2. Nonrated period(s) and reason(s): _____

(Signature block)

Figure 3–12. Sample for submission of "Complete-the-Record" NCO-ER-Continued

(Letterhead)

(Office Symbol) (MARKS Number) (Date)

MEMORANDUM FOR (Outprocessing Clerk)

SUBJECT: Noncommissioned Officer Evaluation Report for Personnel Being Separated/Reassigned

1. (Rank) (Name) (SSN) is being separated/reassigned on or about (Date)

2. The following applies:

+-----+ An NCO-ER is not required. The period (DATE) thru (DATE) should be recorded as nonrated time on the next NCO-ER using reason code(s) _____(if applicable).

+-----+ An NCO-ER is required for the period (DATE) thru (DATE) and is being processed.

(Signature block)

Figure 3–13. Sample for NCO-ER for personnel being separated or reassigned

(Letterhead)

(S: Suspense Date)

(Office Symbol) (MARKS Number) (Date)

MEMORANDUM FOR (Company Commander)

SUBJECT: Completion of Noncommissioned Officer Evaluation Report

1. Enclosed DA Form 2166-8 pertaining to (Name) is forwarded for completion and return to this headquarters, ATTN: S1, NLT (DATE).

2. As shown in your unit's most current rating scheme, the following individuals are responsible for this NCO-ER.

Rater	(Rank)	(Name)	Suspense	(Date)
Senior Rater	(Rank)	(Name)	Suspense	(Date)
Reviewer	(Rank)	(Name)	Suspense	(Date)

FOR THE COMMANDER:

Encl (Signature block)

Figure 3–14. Sample for completion of NCO-ER

(Letterhead)

(S: Suspense Date)

(ATZA-B) (MARKS Number) (Date)

MEMORANDUM FOR (Battalion Commander, S1)

SUBJECT: Completion of Noncommissioned Officer Evaluation Report

1. Preceding memorandum complied with.

2. Nonrated periods for this rating period are (days and reason(s) or none, as appropriate).

Encl (Signature date)
nc

Figure 3–15. Sample for completion of NCO-ER-Continued

PD YYYYMMDD PCN: AAA-142 SCP XXX-XX-XX CD YYYYMMDD SCN XX PG 1

EVALUATION SUSPENSE CONTROL LOG

SC: XXXX PSB NAME: XXXXXXXXXXX
SORT SELECTION: XXXXXXXXX

RABK	SOLDIER NAME	SSN	UIC	RPT TYPE	RPT DATE FROM	RPT DATE TO	DATE DUE PSB	DATE RCVD PSB	DATE DIST PSB/HQDA	RATER
XXX	XXXXXXXXXXXXXX	XXX-XX-XXXX	XXXXX	XX	XXXX	XXXX	YYYYMMDD	YYYYMMDD	YYYYMMDD	XXXXXXX

Figure 3–16. Sample of NCO-ER suspense roster

(Letterhead)

S: (Suspense Date)

(Office Symbol) (MARKS Number) (Date)

MEMORANDUM THRU (Battalion Commander, S1)

FOR (Company Commander)

SUBJECT: Correction of Noncommissioned Officer Evaluation Report

1. A review of the enclosed DA Form 2166-8 pertaining to (Rank), (Name), (SSN), a member of your command, reveals a deficiency in the following items:

Remarks

Part ____, Block ____, Item ____, _____

Part ____, Block ____, Item ____, _____

Part ____, Block ____, Item ____, _____

Part ____, Block ____, Item ____, _____

Part ____, Block ____, Item ____, _____

2. Request NCO-ER be completed and/or corrected and returned to this headquarters, ATTN: PSB, NLT (Date).

FOR THE COMMANDER:

Encl
as

(Signature block)

Figure 3–17. Sample for correction of NCO-ER

(Letterhead)

S: (Suspense Date)

(ATZA-B) (MARKS Number) (Date)

MEMORANDUM FOR Company Commander

SUBJECT: Correction of Noncommissioned Officer Evaluation Report

Attached memorandum is forwarded for action/compliance. Request completed and/or corrected NCO-ER be returned to this headquarters, ATTN: Assistant Personnel Sergeant, NLT (DATE).

FOR THE COMMANDER:

Encl (Signature block)
as

(Letterhead)

S: (Suspense Date)

(AFGK-B) (MARKS Number) (Date)

MEMORANDUM FOR Battalion Commander, S1

SUBJECT: Correction of Noncommissioned Officer Evaluation Report

Attached NCO-ER has been completed and or corrected as required.

Encl (Signature block)
as

Figure 3–18. Sample for correction of NCO-ER-Continued

(Letterhead)

(Office Symbol) (MARKS Number) (Date)

MEMORANDUM FOR (Gaining Commander)

SUBJECT: Completion of Noncommissioned Officer Report

1. (Rank, Name, SSN), was reassigned to your unit by Orders (Number), this Headquarters, (Date), with a reporting date of (Date).

2. A Noncommissioned Officer Evaluation Report was completed on (Rank, Name) after his departure from this command. Request this memorandum and the enclosed copy of (Rank, Name) NCO-ER be forwarded to your unit's servicing PSB for updating of his Personnel Qualification Records.

3. For PSB -- A Change-of-Rater NCO-ER will be forwarded to USAEREC on (Date) for the rating period (Date) thru (Date).

FOR THE COMMANDER:

Encl (Signature block)
as

Figure 3–19. Sample memorandum for completion of NCO-ER

(Letterhead)

(Office Symbol) (MARKS Number) (Date)

MEMORANDUM FOR (Losing Commander)

SUBJECT: Request for Completion of Noncommissioned Officer Evaluation Report

1. (Rank, Name, SSN), formerly a member of (Losing Unit), was reassigned to this command by Orders (Number), your Headquarters, (Date).

2. A review of (Rank, Name) Personnel Qualification Records revealed that a Noncommissioned Officer Evaluation Report was required upon his departure from your command. Request this Headquarters, ATTN: PSB, be advised when the NCO-ER is completed so that (Rank, Name) Personnel Qualification Records can be updated. Also, request a copy of the NCO-ER be provided or dispatched to the rated NCO.

3. The following data is furnished for use in completing the NCO-ER:

a. PMOS -- (PMOS)

b. SMOS -- (SMOS)

c. Period of NCO-ER -- (Date) thru (Date)

d. Duty Position Title -- (Duty Position)

e. DMOS -- (DMOS)

FOR THE COMMANDER:

(Signature block)

Figure 3–20. Sample memorandum for request for completion of NCO-ER

Chapter 4
Army National Guard of the United States

Section I
Managing ARNGUS Evaluations

4–1. Overview
This chapter governs Army National Guard of the United States (ARNGUS) NCOs, in the grade of corporal and above, when not in active Federal service or full-time National Guard duty (FTNGD). It does not apply to personnel assigned to the Active Army or to participants in the ARNGUS-AGR programs.

4–2. Purpose
This chapter provides policies and procedures unique to the ARNGUS. In addition to this chapter, all other provisions of this regulation, except chapter 5 (USAR) apply to ARNGUS NCOs, unless otherwise indicated.

Section II
Submission of Reports

4–3. Minimum rating period
The minimum authorized period for an NCO-ER is 90 rated days, except Relief-for-Cause Reports (see para 4-7).

4–4. Continuity of rating periods
a. Once the first report has been submitted, NCO-ERs will show a continuous record for each month and year.

b. NCO-ERs will not normally be prepared for NCOs who are within 4 months of a mandatory separation or retirement date unless an annual report is normally due or a report is requested by the rater or rated NCO.

Section III
Types of Reports

4–5. First reports
The first NCO-ER is submitted on sergeants or above who have not been previously evaluated in the NCO-ER System. For ARNGUS prepare the first report for whichever of the following occurs first:

a. Immediate reenlistment or extension.

b. Transfer to the IRR.

c. Transfer to another ARNGUS unit.

d. Transfer to another Reserve Component.

e. Required for board action.

f. Change of rater.

g. Annual reporting month.

4–6. Annual reports
a. Annual reports will be prepared annually as of the last day of the month in table 4-1.

b. Annual reports must meet the 90-day minimum rating period and rater qualifications. The report period will be extended until these minimums are met.

c. If another report has been submitted during the 3-month period preceding the end of the annual reporting month, an annual report will not be prepared. Add those months not included in the last report to the next report, regardless of the purpose of that report. For example, if an NCO receives a Change of Rater Report two months before the end of the annual rating period, the next report will include 14 months and be rendered on the schedule in table 4-1.

d. Annual reports will not be signed prior to the first day of the month following the ending month of the report (see para 3-8c).

Table 4–1 Schedule for regular evaluation reports (ARNGUS)
Grade: MSG/1SG and SGM/CSM **Prepare as of last day of reporting month:** August
Grade: SFC **Prepare as of last day of reporting month:** September
Grade: SSG **Prepare as of last day of reporting month:** October
Grade: Grade: SGT **Prepare as of last day of reporting month:** November

4–7. Relief-for-Cause Reports

A report is required if an NCO is relieved for cause. The policy and guidance in paragraph 3-11 apply to all ARNGUS NCOs except that the minimum rating period is 90 rated days.

4–8. Change-of-Rater Reports

Change-of-Rater Reports are optional for ARNGUS NCOs whose duties change significantly with the change-of-rater and the NCO remains in the same unit. They are also optional for ARNGUS NCOs whose rater transfers within the unit. A Change-of-Rater Report is required when an ARNGUS NCO or the rater:

a. Transfers to another unit;

b. Transfers to the IRR or another component; or

c. When directed by the chain of command in conjunction with a change-of-rater or change-of-duty assignment.

4–9. Reports for NCOs in the Inactive National Guard

NCO-ERs will normally not be submitted for members of the Inactive National Guard (ING). However, the NCO-ER will be completed for sergeants and above who return to unit status to complete annual training (AT) of more than 11 days and return to the ING upon completion of the AT period. A copy of the completed NCO-ER will be forwarded to the State Personnel Officer not later than 30 days after the ending date of the report. A copy will be given to the rated NCO and the original will be filed in the NCO's MPRJ.

4–10. Restrictions

Paragraph 1-13 and chapter 3, section III, apply to the ARNGUS.

Section IV
Rating Chain Qualifications and Responsibilities

4–11. Rater qualifications

a. The rater must be:

(1) The immediate supervisor of the rated NCO for a minimum period of—

(a) Ninety rated days for all cases except Relief-for-Cause Reports involving misconduct.

(b) For Relief-for-Cause Reports involving misconduct, the 90-day period may be waived by a general officer in the chain of command or an officer having general court-martial jurisdiction over the relieved NCO, including the State Adjutant General.

(c) For NCOs on a Key Personnel Upgrade Program (KPUP) or similar tour of less than 16 days the supervisor will provide the normal rater with a memorandum (see table 3-5 for guidelines) providing input for the NCO's next evaluation.

(2) A sergeant or higher, if military and senior to the rated NCO by either pay grade or date of rank. Where pay grade is the same, seniority is determined by date of rank.

b. Commanders may appoint civilian employees of DOD, GS-6 and above, as raters when a first-line military supervisor is not available and when the civilian supervisor is in the best position to accurately evaluate the NCO's performance. The civilian rater must be officially designated on the published rating scheme established by the local commander. (See also para 2-4b for requirement when military technicians are designated as raters.)

c. Members of other U.S. military services who meet the qualifications above may be raters.

d. Members of allied forces are not authorized to be raters.

4–12. Other rating chain qualifications and program responsibilities

With the exception of paragraph 2-4, the rest of chapter 2 applies to the ARNGUS. Paragraph 2-4e applies to an ARNGUS CSM serving as an NCO Academy Commandant. The State CSM will be rated by the State Adjutant General.

Chapter 5
U.S. Army Reserve

Section I
Managing USAR Evaluations

5–1. Overview

This chapter applies to U.S. Army Reserve (USAR) NCOs, in the grade of corporal and above. It does not apply to personnel assigned to the Active Army or to participants in the USAR-AGR Program.

5–2. Purpose

This chapter provides policies and procedures unique to the USAR. In addition to this chapter, all other provisions of this regulation apply to USAR NCOs, unless otherwise indicated.

Section II
Submission of reports

5–3. Minimum rating period

The minimum authorized period for an NCO-ER is 90 rated days, except for IRR or IMA NCOs (see para 5-12c).

5–4. Continuity of rating periods

a. Once the first report has been submitted, NCO-ERs will show a continuous record for each month and year, except for reports rendered on IRR or IMA NCOs (see para 5-10).

b. NCO-ERs will not normally be prepared for NCOs who are within 4 months of a mandatory removal or retirement date unless an annual report is normally due or a report is requested by the rater or rated NCO.

Section III
Types of Reports

5–5. First reports

The first NCO-ER is submitted on sergeants and above who have not been previously evaluated in the NCO-ER System. Prepare the first report for whichever of the following occurs first:

a. Required for board action.

b. Change of rater.

c. Annual reporting month.

5–6. Annual reports

a. Annual reports for USAR NCOs assigned to TPUs will be prepared based on paragraph 3-29. IRR and IMA NCOs will have annual reports prepared annually as of the last day of the month in table 5-1, except as specified in paragraph 5-10.

b. Annual reports must meet the 90-day minimum rating period and rater qualifications. The report period will be extended until these minimums are met.

c. For IRR and IMA NCOs, if another report has been submitted during the 3-month period preceding the end of the annual reporting month, an annual report will not be prepared.

d. Annual reports will not be signed prior to the first day of the month following the ending month of the report (see para 3-29c).

Table 5–1 Schedule for regular evaluation reports (USAR)
Grade: MSG/1SG and SGM/CSM **Prepare as of last day of reporting month:** August
Grade: SFC **Prepare as of last day of reporting month:** September
Grade: SSG **Prepare as of last day of reporting month:** October
Grade: SGT **Prepare as of last day of reporting month:** November

5–7. Relief-for-Cause Reports

A report is required if an NCO is relieved for cause.

a. The policy and guidance in paragraph 3-32 apply to all USAR NCOs except that the minimum rating period is 90 rated days.

b. For Relief-for-Cause Reports involving misconduct, the provisions of paragraph 5-12a(1)(b) apply.

5–8. Change-of-Rater Reports

A report will be submitted on USAR NCOs whenever the designated rater is changed as long as minimum rater qualifications are met (see para 5-12). Rater changes include:

a. Rater or rated NCO are reassigned; transferred to another unit; transferred to the IRR, IMA, or transferred to another Reserve Component.

b. Rater or rated NCO is discharged or normal expiration of term of service (ETS), except discharge for immediate reenlistment.

c. Rated NCO is reduced to CPL/SPC or below. Reduction to another NCO grade (for example, SFC to SG) does not require a report, unless the actual rater changes.

d. Rater dies, is relieved, reduced, absent without leave (AWOL), declared an unsatisfactory participant based on AR 135-91, paragraph 4-9b, for USAR not on active duty, declared missing, or becomes incapacitated to such an extent that the reviewer, on the advice of medical authorities, believes the rater is unable to submit an accurate evaluation. The senior rater will complete both rater and senior rater portions of the reports on each of the rater's subordinates (provided senior rater meets minimum rater qualifications) and will enter a brief explanation of the reason for the report in part Ve (for example, "rater deceased" or "rater relieved"). When both the rater and senior rater are unable to evaluate because of any combination of these factors, a report will not be submitted. The period will be shown as nonrated on the next report. Code "Q" will be used to explain nonrated periods.

e. A Change-of-Rater Report will be submitted when requested by the rater or rated NCO upon approved retirement.

f. A Change-of-Rater Report may not be signed before the date the change occurs. However, in the event of PCS, the report may be completed and signed up to 10 days prior to the date of departure in order to facilitate orderly outprocessing.

5–9. Counseling IRR and IMA NCOs

Performance counseling for IRR and IMA NCOs (CPL and above) serving on tours of duty described in paragraph 5-10b will be accomplished:

a. Not later than 1200 on the NCO's first duty day, the NCO will meet with the rater. The rater will conduct the first counseling session in accordance with paragraph 3-4c. The rater will ensure the NCO understands the duty requirements and responsibilities during the tour of duty that will form the basis for the evaluation report. The rated NCO must be given the opportunity to express his or her expectations of achievements during the tour of duty.

b. At a midway point during the tour of duty, the rater will again schedule and conduct a counseling session with the NCO.

c. The counseling checklist will be maintained in accordance with paragraph 3-4.

5–10. Reports for IRR, IMA, and AMEDD NCOs in career management field (CMF) 91

Prepare the NCO-ER in triplicate. Send the original and a copy to CDR, AR-PERSCOM, ATTN: ARPC-PSV-EE, 1 Reserve Way, St. Louis, MO 63132-5200. Give the other copy to the rated NCO. Reports must be forwarded not later than 90 days after the ending date of the report.

a. NCO-ERs, submitted according to table 5-1, will be completed as follows:

(1) For IRR and IMA NCOs, SGT and above, attached or assigned to Active Army or Reserve Component

commands of the U.S. Armed Forces for indefinite periods and performing inactive duty training (IDT) or active duty for training (ADT) for pay/points (for example, an IRR soldier attached for training to the U.S. Air Force Reserve or the Air National Guard).

(2) Performance counseling will be conducted based on paragraph 3-4.

b. An NCO-ER will be submitted when an IRR, IMA, or AMEDD NCO in CMF 91 attached to the National AMEDD Augmentation Detachment (NAAD) (except in paragraph a above), SG and above, completes more than 11 consecutive days of annual training (AT), ADT, active duty for special work (ADSW), full-time training duty (FTTD), or a temporary tour of active duty (TTAD). These reports will be coded with the report code "6" based on paragraph 3-7d(6) and will be processed as follows:

(1) The command to which the NCO is to be attached or assigned for the tour of duty will contact the NCO within 14 days of the reporting date. The NCO will be informed of the impending duties, responsibilities, reporting requirements, and appropriate sponsorship information.

(2) Performance counseling will be conducted.

(3) Prior to departure from the tour of duty, the NCO should receive a copy of his or her completed NCO-ER. As a minimum, the NCO will receive the rater's portion of the NCO-ER.

(4) The duty station must ensure the NCO's completed NCO-ER is forwarded to CDR, AR-PERSCOM, ATTN: ARPC-PSV-EE, 1 Reserve Way, St. Louis, MO 63132-5200, not later than 90 days after the ending date of the report.

c. Letter reports will be submitted annually for AMEDD NCOs in CMF 91 who are attached to the National AMEDD Augmentation Detachment (NAAD) (see figure 5-1). The reporting period will end on the NCO's retirement year ending date (RYE). DA Form 2166-8 will only be completed when the NCO performs duty as explained in paragraph 5-10b. Change of duty or change of rater reports are not required. There are no senior rater minimum time requirements. The letter report will be authenticated by the NAAD Commander or his/her authorized representative. The text will focus on duty performance, NCO responsibilities, and information provided on DA Form 1380 and other pertinent documents. The number of drills scheduled and the number of drills attended will be stated in the report. The DA Form 2166-8-1, NCO Counseling Checklist/Record is optional. Any relevant training performed, which may have some impact in the event of mobilization, will be included. An APFT and height and weight entry will be included in accordance with paragraphs 3-11 and 3-12.

5–11. Restrictions

a. Within the USAR, a condition exists normally referred to as grade inversion. Grade inversion is defined as a condition when a military technician (MT) or Department of the Army Civilian (DAC) is senior to a unit member in his or her civilian capacity and performs military duty in the same unit environment that would place him or her subordinate to the unit member. [Example 1: A MT/DAC GS-10 (SG) rates a GS-07 (SFC) in his or her civilian capacity. However, in military status, the SFC (GS-07) rates the SGT (GS-10).] [Example 2: A GS-12 (SSG) who rates a SFC (AGR) in their civilian capacity, but the SFC (AGR) rates the SSG (GS-12) in their military capacity.] Such arrangements are contrary to military order and discipline. DACs and MTs will not be designated as civilian rating officials where a grade inversion exists in the same unit environment. If one member is no longer active and does not perform in a military capacity in the same unit environment, then there is no restriction with regard to him or her serving as a rating official.

b. Unless otherwise specified in this chapter, restrictions in chapters 1, 2, and 3 apply to the Reserve Components.

Section IV
Rating Chain Qualifications, Program Responsibilities, and Appeals

5–12. Rater qualifications

a. The rater must be—

(1) The immediate supervisor of the rated NCO for a minimum period of:

(a) Ninety rated days if the rated NCO is a member of a Troop Program Unit (TPU) for all cases except Relief-for-Cause Reports involving misconduct.

(b) For Relief-for-Cause Reports involving misconduct, the 90-day period may be waived by a general officer in the chain of command or an officer having general court-martial jurisdiction over the relieved NCO.

(c) Eleven or more consecutive days of AT, ADT, ADSW, or TTAD, if the rated NCO is a member of the IRR, IMA, or AMEDD NCO in CMF 91 attached to the NAAD.

(2) A sergeant or above, if senior to the rated NCO by either pay grade or date of rank. Where pay grade is the same, seniority is determined by date of rank.

b. Commanders may appoint civilian employees of DOD, GS-6 and above, as raters when a first-line military supervisor is not available and when the civilian supervisor is in the best position to accurately evaluate the NCO's performance. The civilian rater must be officially designated on the published rating scheme established by the local commander.

c. Members of other U.S. military services who meet the qualifications above may be raters.

d. Members of allied forces are not authorized to be raters.

5–13. Senior rater qualifications

The provisions of paragraph 2-5 apply for designating the senior rater with the exception that the senior rater need not be senior to the rater by date of rank if he or she is the commander.

5–14. Other rating chain qualifications and responsibilities

With the exception of paragraph 2-4, the rest of chapter 2 applies to the USAR. Paragraph 2-4e(3) applies to USAR CSM serving as USAR NCO Academy CSM.

5–15. Preparation and submission of an appeal

The policy and procedures listed in chapter 6, section III and appendix E will be used for the preparation and submission of an appeal. Collect supporting evidence necessary to adequately refute the contested evaluation report. As a minimum, include a copy of the contested report and DA Form 1379 (U.S. Army Reserve Components Unit Record of Reserve Training) (TPU NCOs).

(Letterhead)

(ABCD-XYZ) (623) (10 Oct 99)
(MSG Montgomery, E. E.)
(SSN: XXX-XX-XXXX)
(Period of Report Dec 97 - Nov 99)

MEMORNDUM FOR Commander, Army Reserve Personnel Command,
ATTN: ARPC-PSV-EE, 1 Reserve Way, St. Louis, MO
63132-5200

SUBJECT: Letter Report

1. This is an example of a letter report format using a modified block style.

2. The date, rank, name, SSN of the rated NCO, and the period covered by the report will begin on the fourth line below the last line of the letterhead. The information will be positioned so that it ends at the right margin.

3. The text will be limited to one page and will contain the rating official's description of the rated NCO's duties and an evaluation of the rated NCO. The rating official may comment on any aspect of the rated NCO's performance or potential. Before completing this letter report, rating officials should read those sections of AR 623-205 that apply to the duties, responsibilities, and functions of the evaluation role being performed.

4. A copy of this letter report will be given to the rated NCO.

(Signature)

Figure 5–1. Sample format of a letter report (USAR only)

Chapter 6
Evaluation Report Redress Program

Section I
Managing the Redress Program

6–1. Overview

a. The Noncommissioned Officer Evaluation Redress Program consists of several elements at various levels of command (for example, field, PERSCOM, G-1, and HQDA). The program is both preventive and corrective in nature in that it is based upon principles structured to prevent and/or provide a remedy for alleged injustices or regulatory violations, as well as to correct them once they have occurred.

b. The first program element is the communication process fostered by the NCO-ER Counseling Checklist/Record that affords the rated NCO a face-to-face forum with the rater for establishing duty requirements and a discussion of actual accomplishments (see chap 2, sec III). A second element is the various regulatory requirements. This includes: Each report standing on its own without reference to facts or events occurring prior or subsequent to the rated period (see para 3-15); and the prohibition against command influence on rating officials during the preparation of reports (see paras 1-14, 3–25, and 3–26). Beyond regulatory remedies, elements of the Redress Program include the Commander's Inquiry (see sec II), the appeals system (see section III), and application to the Army Board for Correction of Military Records (ABCMR) under the provisions of AR 15-185.

c. This chapter focuses on the policies, procedures, preparation, and submission of a Commander's Inquiry and an NCO-ER appeal.

6–2. Information

a. NCO evaluation reports (DA Form 2166 series) and academic evaluation reports (DA Form 1059 series) may have administrative errors or may not accurately record the NCO's potential or the manner in which he or she performed his or her duties. The Redress Program protects the Army's interests and ensures fairness to the NCO. At the same time, it avoids impugning the integrity or judgment of the rating officials without sufficient cause. Commander's Inquiries and appeals are separate actions. Rated NCOs may seek an initial means of redress through a Commander's Inquiry; however, a Commander's Inquiry is not a prerequisite for submission of an appeal.

b. Appendix F amplifies and clarifies the policies outlined in this chapter by providing detailed guidance on the preparation of an adequate appeal. NCOs considering submission of an appeal are strongly encouraged to read this chapter and appendix F in their entirety prior to preparing and submitting an appeal. A thorough understanding of the appeals system can save considerable time and effort and reduce the anxiety associated with having an appeal returned without consideration.

Section II
Commander's Inquiry

6–3. Purpose

Commanders are required to look into alleged errors, injustices, and illegalities in NCO-ERs. The rated NCO or anyone having knowledge of the alleged illegality, injustice, or violation may bring such matters to the commander's attention. The primary purpose of the Commander's Inquiry is to provide a greater degree of command involvement in preventing obvious injustices to the rated NCO and to correct errors before they become a matter of permanent record. A secondary purpose is to obtain command involvement in clarifying errors or injustices after the evaluation report is accepted at USAEREC, CNGB, a State Adjutant General's office, or AR-PERSCOM. However, in these after-the-fact cases, this paragraph is not intended to be a substitute for the appeals process, which is the primary means of addressing errors and injustices after they have become a matter of permanent record. The provisions of AR 15-6 do not normally apply to inquiries of this nature; however, the commander may determine that the provisions of AR 15-6 apply in specific instances.

6–4. Inquiries regarding rating officials' evaluations

a. The Commander's Inquiry procedures will not be used to document differences of opinion among rating officials (or between the commander and rating officials) about an NCO's performance and potential. The evaluation system establishes rating chains and normally relies on the opinions of the rating officials. Rating officials should evaluate and have their opinions constitute the organization's view of the rated NCO; however, the commander may determine through the inquiry that the report has serious irregularities or errors. Examples include, but are not limited to:

(1) Improperly designated or unqualified rating officials (for example, rating officials who have had substantiated findings against them from an official investigation).

(2) Inaccurate or untrue statements.

(3) Lack of objectivity or fairness by rating officials.

b. The Commander's Inquiry will be made by a commander (major or above) in the chain of command above the designated rating officials involved in the allegations. The commander will confine the inquiry to matters relating to the clarity of the report, the facts contained in the report, the compliance of the report with this regulation, and the conduct of the rated NCO and rating officials. The procedures for these inquiries may be as formal or informal as the commander deems appropriate, to include telephone and personal discussions. The commander may also appoint an officer, senior to the designated rating officials involved in the allegations, to make the inquiry. (See paras 6-4f and g for details in forwarding the results of the inquiry.)

c. The commander will not pressure or force rating officials to change their evaluations.

d. The commander may not evaluate the rated NCO, either as a substitute for, or in addition to, the designated rating officials' evaluations.

e. The commander will not use the Commander's Inquiry provisions to forward information derogatory to the rated NCO.

f. To ensure the availability of pertinent data and timely completion of an inquiry conducted after the evaluation in question has been accepted at USAEREC, CNGB, the State Adjutant General's office, or AR-PERSCOM, the inquiry must be conducted by either the commander who is still in the command position at the time the report was rendered or by a subsequent commander in the position. However, the inquiry must be forwarded to CDR, PERSCOM, ATTN: TAPC-MSE (Active Army and ARNGUS-AGR title 10 NCOs), or the appropriate State Adjutant General (ARNGUS, including ARNGUS-AGR title 32 soldiers) or CDR, AR-PERSCOM, ATTN: ARPC-PSV-EE (all USAR), not later than 120 days after the "THRU" date of the report in those cases where the inquiry results require the inquiry to be forwarded (see table 6-1).

g. The results of a Commander's Inquiry being forwarded to PERSCOM, State Adjutant General, or AR-PERSCOM will include findings, conclusions, and recommendations in a format that can be filed with the report in the NCO's Official Military Personnel File (OMPF) for clarification purposes. The results, therefore, will include the commander's signature, should stand alone without reference to the other documentation, and will be limited to one page. Sufficient documentation, such as reports and statements, will be attached to justify the conclusion.

6–5. Tasks

Operating tasks for conducting a Commander's Inquiry are outlined in table 6-1.

Section III
Appeals

6–6. Evaluation reports and appeals

a. An evaluation report accepted for inclusion in the official record of an NCO is presumed to:

(1) Be administratively correct.

(2) Have been prepared by the proper rating officials.

(3) Represent the considered opinion and objective judgment of rating officials at the time of preparation.

b. Appeals based solely on statements from rating officials claiming administrative oversight or typographical error will normally be returned without action unless accompanied by additional substantiating evidence.

c. The rated NCO or another party who knows the circumstances of a rating may appeal any report that he or she believes is incorrect, inaccurate, or in violation of the intent of this regulation.

(1) Other interested parties are limited to representatives of the following:

(a) HQDA, G-1.

(b) Chief NGB.

(c) Office of the Chief, Army Reserve (OCAR).

(d) CDR, PERSCOM.

(e) CDR, AR-PERSCOM.

(2) Other individuals knowing of an alleged rating error or injustice should contact one of the above agencies or the rated NCO.

d. An appeal begun by any party on behalf of an appellant (the rated NCO) will be referred to the appellant for concurrence and comment before it is submitted.

e. The results of a Commander's Inquiry under paragraphs 6-3 and 6-4 do not constitute an appeal. They may be used, however, in support of an appeal.

f. Substantiating evidence (see para 6-10) must support an appeal. An appeal that alleges a report is incorrect, inaccurate, or unjust without usable supporting evidence will not be considered. CDR, USAEREC, Chief, NGB, or CDR, AR-PERSCOM may make the determination regarding adequacy of evidence. (See app B for addresses.)

g. The PSB that has custody of an NCO's MPRJ may request administrative changes to an accepted report in parts I

and II, DA Form 2166-8 (the NCO must be aware of and given the opportunity to submit statements pertaining to the case) (see fig 6-1). However, the request must be accompanied by substantiating evidence. The type of evidence that could be used includes, but is not limited to, a certified true copy of the ERB and DA Form 2-1 (Personnel Qualification Record, part II) (for ARNGUS, include SIDPERS ARNGUS PQR (1790 report)), orders, duty appointment documents, personnel data card, and unit personnel accountability report (AAA-162). These requests are not appeals; however, CDR, USAEREC; Chief, NGB; or CDR, AR-PERSCOM will process them.

h. Appeals based solely on administrative error will be adjudicated by the NCO Evaluation Report Appeals Section, USAEREC (Active Army), PCRE-RP-A, the appropriate State Adjutant General (ARNGUS), NGB-ARZ-HRP-E (NGB), or the Commander, AR-PERSCOM (USAR) (see fig 6-3). Determination of administrative error is based on careful scrutiny of the evidence submitted with the appeal or available in the NCO's OMPF. Claims of administrative error pertain to parts I, II, and IVc of the DA Form 2166-8. Administrative errors include deviation from the established rating chain, insufficient period of observation by the rating officials, errors in the report period, and errors in the height/weight.

(1) It should be noted that the rated NCO's signature verifies the information in part I. It also confirms that the rating officials named in part II are those established as the rating chain and authenticates the accuracy of the Army physical fitness test (APFT) performance and height and weight data entries made by the rater in part IVc. Appeals based on alleged administrative errors in those portions of a report previously authenticated by the rated NCO (parts I, II, and IVc) will be accepted only under the most unusual and compelling circumstances. The rated NCO's signature also verifies the rated NCO has seen a completed NCO-ER minus parts IId and e.

(2) Correction of minor administrative errors seldom serves as a basis to invalidate an evaluation report. Removal of a report for administrative reasons will be allowed only when circumstances preclude correction of errors, and then only when retention of the report would clearly result in an injustice to the NCO.

(3) Appeals based solely on the lack of full compliance with performance counseling requirements will not normally serve as a basis to invalidate an evaluation report unless accompanied by additional evidence of inaccuracy or injustice.

i. Appeals alleging bias, prejudice, inaccurate, or unjust ratings, or any matter other than administrative error are substantive and will be adjudicated by the DCS, G-. Enlisted Special Review Board (ESRB) (see para 6-11). Claims of inaccuracy of a substantive type pertain to parts III, IV, and V of the DA Form 2166-8 (see figs 6-2 and 6-4).

j. After resolution of the appeal, the reviewing agency amends the NCO's official records, if appropriate. Determination of promotion reconsideration eligibility will be made by the ESRB.

6–7. Timeliness

a. Because evaluation reports are used for personnel management decisions, it is important to the Army and the NCO that an erroneous report be corrected as soon as possible. As time passes, people forget and documents and key personnel are less available. Consequently, preparation of a successful appeal becomes more difficult.

b. Substantive appeals must be submitted within 5 years of the NCO-ER's completion date. Failure to submit an appeal within this time may be excused only if the appellant provides exceptional justification to warrant this exemption, for example, extended hospitalization.

c. Administrative appeals will be considered regardless of the period of the report and a decision will be made based on the regulation in effect at the time the report was rendered. However, the likelihood of successfully appealing a report diminishes, as a rule, with the passage of time. Therefore, prompt submission is recommended.

6–8. Processing and resolution

a. Receipt of appeals will be acknowledged directly to the originator. The time required to process an appeal varies greatly depending on the complexity of the issues involved, the age of the NCO-ER being appealed, and so forth. Appeals are processed in priority (see para 6-9) by date of receipt.

b. Once received, reviewing officials screen appeals to separate claims of administrative error from claims of substantive inaccuracy or injustice. USAEREC, NGB, or AR-PERSCOM resolve claims of administrative error. Claims of substantive inaccuracy or injustice are adjudicated by the ESRB.

c. An appeal may be approved in whole or in part, or may be denied, depending upon the merits of the case. The result of a partially approved appeal may not be the result requested by the appellant. For example, the board may decide that the evidence justifies removal of the rater's evaluation, but that the senior rater's evaluation should remain, as it was not proven inaccurate or unjust. The board will not usually take action that might worsen an appealed evaluation report.

d. When the board grants an appeal, either in whole or in part that results in the removal or substantive alteration of an evaluation report that has already been seen by one or more promotion boards that previously failed to select the appellant, the ESRB will make a determination whether promotion reconsideration by one or more special boards is justified.

e. The reviewing agency notifies each appellant by memorandum of the decision on his or her appeal and promotion reconsideration eligibility, if applicable. When an appeal is denied, a copy of the memorandum of notification is filed in the performance portion of the OMPF. When a substantive appeal is denied but administrative corrections/

amendments are made, a copy of the memorandum of notification to the appellant and a DA Memorandum for Record are placed in the performance fiche. The appeal correspondence that resulted in a denied or a partially approved appeal will be placed on the OMPF restricted fiche. For ARNGUS (including AGR) this correspondence will be filed in a state file at the state records center. Documents that apply to appeals that are returned without action because of a lack of usable evidence are not filed in the OMPF. In the case of an invalidated or amended report a memorandum is placed in the performance fiche to explain the correction. No other documents are filed in the OMPF.

f. If the appeal is denied, an appellant may seek new additional evidence and submit a new appeal, or may submit an appeal to the next agency in the Army's redress system, the Army Board for Correction of Military Records (ABCMR). AR 15-185 governs the ABCMR. If the case was initially decided by the ESRB, a case summary of the board's consideration is available under the Freedom of Information Act/Privacy Act (FOIA/PA). A request based on AR 25-55 and AR 340-21 for a case summary under the FOIA/PA should be sent to HQDA (DAPE-ZXI-SP), Washington, DC 20310-0300.

6–9. Priorities

a. Appeals are processed in the following priority:

(1) *First priority.* Appeals pertaining to noncommissioned officers who have been:

(a) Twice nonselect for promotion in the primary zone of consideration and are within 6 months of discharge, release (ETS), or mandatory retirement date.

(b) Selected for release under the DA Qualitative Management Program/ARNGUS or USAR Qualitative Retention Program.

(c) Selected for release from Active Guard/Reserve (AGR) by an AGR Continuation Board.

(d) Identified for referral within 6 months to an Active Guard/Reserve (AGR) Continuation Board.

(2) *Second priority.* Appeals pertaining to noncommissioned officers who have been nonselected for promotion in the primary zone of consideration at least once, but who do not have a mandatory release date within 6 months.

(3) *Third priority.* Appeals not eligible for higher priority but if favorably considered might result in a material change in an NCO's records.

b. Appellants must identify the priority of their appeals and notify the reviewing agency of any change in their status that would affect the priority.

6–10. Burden of proof and type of evidence

a. The burden of proof rests with the appellant. Accordingly, to justify deletion or amendment of a report, the appellant must produce evidence that establishes clearly and convincingly that—

(1) The presumption of regularity referred to in paragraph 6-6 should not be applied to the report under consideration.

(2) Action is warranted to correct a material error, inaccuracy, or injustice.

b. Clear and convincing evidence must be of a strong and compelling nature, not merely proof of the possibility of administrative error or factual inaccuracy. Simply put, if the adjudication authority is convinced that an appellant is correct in some of his or her assertions, the clear and convincing standard has been met with regard to those assertions.

c. For a claim of administrative error, appropriate evidence may include the following:

(1) The published rating scheme used by the organization during the entire period of the report being appealed.

(2) Assignment, travel, or temporary duty orders.

(3) Extracts of unit morning reports, personnel data cards (PDC), or unit personnel accountability reports (AAA-162).

(4) Leave records.

(5) Organization manning documents.

(6) Hospital admission and disposition sheets.

(7) Statements of military personnel officers or other persons who know the situation.

(8) The results of a Commander's Inquiry (see para 6-4).

(9) Other documents bearing on the point in question.

d. For a claim of inaccuracy or injustice of a substantive type, evidence must include statements from third parties, rating officials, or other documents from official sources (see table 6-2). Third parties are persons other than the rated NCO or rating officials who have knowledge of the appellant's performance during the rating period. Such statements are afforded more weight if they are from persons who served in positions affording them good opportunity to observe the appellant's performance and interactions with rating officials. Statements from rating officials are also acceptable if they relate to allegations of factual error, erroneous perception, or claims of bias. To the extent practical, such statements should include specific details of events or circumstances leading to inaccuracies, misrepresentations, or injustice at the time the report was rendered (see figs 6-5 and 6-6). The results of a Commander's Inquiry may provide support for an appeal request.

e. To be acceptable, evidence must be competent and relevant to the appellant's claim.

6–11. Enlisted Special Review Board

a. The DCS, G-1 Enlisted Special Review Board is established under the provisions of DA Memorandum 600-1 and operates within the guidelines established in this regulation. It is composed of senior commissioned and noncommissioned officers on duty at HQDA. At least three members of the board constitute a quorum for voting on each case. Board recommendations are based on a majority vote. No member will vote on a case in which he or she was personally involved, or knowingly has any bias for or against the parties involved. To the extent possible, voting members will be senior to the appellant.

b. Board proceedings are administrative and nonadversary; the provisions of AR 15-6 do not apply. Although not bound by the rules of evidence for trials by courts-martial or other court proceedings, the board does keep within the reasonable bounds of evidence that is competent and relevant. The appellant or his or her agent is not authorized to appear before the board. However, the board may obtain more information from the appellant, the rating officials, persons in the chain of command, or anyone thought to have relevant knowledge of the case. The appellant will generally be contacted by official correspondence if deemed necessary. Normally, the board will not contact those who provided a third party statement of support unless there is a need for clarification.

6–12. Guidelines for appeals based on substantive inaccuracy

a. A decision to appeal an evaluation should not be made lightly (see table 6-2). Before deciding whether or not to appeal, the prospective appellant must analyze his or her own case dispassionately. This is difficult. However, unless it is done, the chances of a successful appeal are further reduced. The prospective appellant should note the following:

(1) Pleas for relief citing past or subsequent performance or assumed future value to the Army are rarely successful.

(2) The following will provide limited support at best:

(a) Statements from people who observed the appellant's performance before or after the period in question (unless performing the same duty in the same unit under similar circumstances).

(b) Letters of commendation or appreciation for specific but unrelated instances of outstanding performance.

(c) Citations for awards, inclusive of the same period.

b. Once the decision has been made to appeal an evaluation, the appellant should state succinctly what he or she is appealing and the basis for the appeal. For example, state:

(1) Whether the entire report is contested or only a specific part or comment.

(2) The basis for his or her belief that the rating officials were not objective or had an erroneous perception of his or her performance. Note that a personality conflict between the appellant and the rating official does not constitute grounds for receiving redress; it must be shown conclusively that the conflict resulted in an inaccurate or unjust evaluation.

c. Most appellants will never be completely satisfied with the evidence they have obtained. However, the appellant must decide at some point whether to submit the available evidence or to forego the appeal entirely. Some of the factors he or she needs to consider are—

(1) The evidence must support the allegation. It is important to remember that a board of impartial officers and noncommissioned officers will review the case. Only the available evidence will influence their opinion or decision. Ultimately, they will use their best judgment in rendering a final decision.

(2) Correcting minor administrative errors or deleting one official's rating does not invalidate the report.

6–13. Preparation

Steps for preparation of an appeal are contained in table 6-2.

Table 6–1
Steps in conducting a Commander's Inquiry

Step	Work center	Action required
1	NCO	Submit a written request for a Commander's Inquiry indicating specifically the injustices and/or regulatory violations contained in the NCO-ER in question. The request is made to the first commander (in the grade of major or above) in the chain of command above the designated rating officials involved in the allegations.
2	Commander	If, after looking into the allegations, no error, violation of the regulation or wrongdoing is found, advise the individual requesting the inquiry and take no further action other than ensuring that the NCO-ER is forwarded to USAEREC, CNGB, the State Adjutant General, or AR-PERSCOM as expeditiously as possible. If desired, the commander may retain a written record of the inquiry, such as a memorandum for record.

Table 6–1
Steps in conducting a Commander's Inquiry—Continued

Step	Work center	Action required
3	Commander	If an error, violation of the regulation, or wrongdoing has occurred and the NCO-ER has not been forwarded to USAEREC, CNGB, the State Adjutant General, or AR-PERSCOM, he or she will return the NCO-ER with the inquiry results to the reviewer. The commander will ask that the report be corrected to account for matters revealed in the inquiry; however, rating officials cannot lower their evaluation as a result of the inquiry. This will be done with regard for the restrictions on command authority and influence (see para 6-4e). When the report has been corrected, it will be forwarded to USAEREC, CNGB, the State Adjutant General, or AR-PERSCOM with no reference to the action taken by the commander.
4	Commander	If the report has not yet been forwarded to USAEREC, CNGB, State Adjutant General, or AR-PERSCOM and the commander and the rating chain members cannot agree on the need for change in the report, the commander will forward the report and the results of the inquiry to Commander, PERSCOM, ATTN: TAPC-MSE, Alexandria, VA 22332-0442 (active Army), CNGB (ARNGUS title 10 AGR NCOs), the State Adjutant General (ARNGUS, including ARNGUS/AGR title 32 soldiers), or CDR, AR-PERSCOM, ATTN: DARP-PRE-A, 9700 Page Blvd, St. Louis, MO 63132-5200 (all USAR).
5	Commander	If the commander finds that a report already forwarded to USAEREC, CNGB, State Adjutant General, or AR-PERSCOM contains errors or is in violation of this regulation, he or she will forward the results of the inquiry to the address indicated in step 4, above. Commander's Inquiry results reflecting only administrative errors will be processed in accordance with paragraph 6-6 of this regulation and need not be forwarded to CDR, PERSCOM.

Table 6–2
Appeal preparation and checklist

Step	Work center	Action required
1	Appellant/interested party	Review this chapter and appendix E to determine if an appeal submission is warranted.
2	Appellant/interested party	Prepare the appeal in memorandum format on letterhead or white bond paper.
3	Appellant/interested party	Ensure the appeal identifies the full name, SSN, rank, PMOSC of the rated NCO, return mailing address (home address preferred), and DSN or commercial phone number.
4	Appellant/interested party	Ensure the first paragraph indicates the appeal is being submitted under the provisions of chapter 6. The appeal will also— a. Indicate the period of the report being appealed. b. State the basis for the appeal (administrative error, inaccuracy of a substantive type, or both). c. Cite the processing priority. d. Reference supporting evidence.
5	Appellant/interested party	Follow the guidelines outlined below when submitting evidence in support of the appeal: a. Original or certified true copies of appropriate documents must prove administrative appeals. b. Substantive appeals must be supported by originals of typed statements from knowledgeable observers or rating officials during the report period. c. Statements from rating officials will not be the sole basis of the appeal. d. Documents such as ARTEP, AGI, Command Inspection results, and so forth, may be useful in supporting a substantive appeal. e. Statements provided in support of appeals must be originals. Other documents must be certified true copies, if the original document is not provided. f. A copy of the NCO-ER in question should be included in the appeal. g. Each appeal must be complete when received. An appeal will not be forwarded or considered until all supporting documentation is enclosed. Officials wishing to provide statements in support of an appeal must provide them to the NCO concerned and not to the reviewing authority. No action will be taken on miscellaneous, unaccompanied statements or documents received at HQDA. They will be forwarded to the appellant.

Table 6–2
Appeal preparation and checklist—Continued

Step	Work center	Action required
6	Appellant/interested party	Submit completed appeal in original and one duplicate copy directly to the appropriate agency as follows: a. For Active Army: Commander, U.S. Army Enlisted Records and Evaluation Center, ATTN: PCRE-RE, 8899 East 56th Street, Indianapolis, IN 46249-5301 b. For ARNGUS: (1) For administrative error: The Adjutant General (appropriate state). (2) For substantive error: Chief, National Guard Bureau, Army National Guard Readiness Center, ATTN; NGB-ARP-PE, 111 S. George Mason Dr., Arlington, VA 22204-1382 c. For USAR: Commander, AR-PERSCOM, ATTN: ARPC-PSV-EA, 1 Reserve Way St. Louis, MO 63132-5200.
7	Appellant/interested party	Before mailing, review to ensure all enclosures are included, all signatures and dates are on all documents and address and phone number are present. Enclose complete original and copy of appeal in a secure container, mailing envelope, or heavy wrapping, as required.
8	Appellant/interested party	Notify the appropriate agency promptly if address or priority changes. Appellants are notified, in writing, of appeal decisions. If not totally approved, appellants may request a copy of the ESRB case summary, if appropriate, and submit a second appeal strengthened by additional evidence. As an alternative to reconsideration, appellants may apply to the ABCMR under the provisions of AR 15-185.

(Letterhead)

(Office symbol) (MARKS number) (Date)

MEMORANDUM FOR (Appropriate Agency)

SUBJECT: Minor Correction to Evaluation Report (Rated NCO's Name, Rank, PMOS, SSN)

1. This is a PSB request for minor correction to the evaluation report for the period (Report period).

2. (Identify specific portion of report, state entry as it now appears and as it should appear after correction.)

3. (Support the request with related documents, e.g., orders, leave and earnings statements, or other documents.)

4. (PSB requests must be limited to very minor corrections to recently submitted reports. Any significant changes must be requested by the NCO.)

5. (Give a POC and DSN number. Also include the rated NCO's mailing address and DSN number, in the event an inquiry is necessary. ARNGUS and USAR soldiers not on active duty may include commercial telephone numbers.)

FOR THE COMMANDER:

Encls
1. Copy of report
(number and list encls of appropriate evidence)

(Signature block)

Figure 6–1. Sample format of PSB request for minor correction to NCO-ER

(Letterhead)

(Office symbol) (MARKS number) (Date)

MEMORANDUM FOR (Appropriate Agency)

SUBJECT: Evaluation Report Appeal (Report period)
(Appellant's Name, Rank, PMOS, SSN)

1. Under the provisions of AR 623-205, chapter 6, I appeal the evaluation report (Report period). (Include pending personnel actions and appeal processing priority.)

2. The basis of this appeal is substantive inaccuracy. (Use this paragraph to briefly identify the specific portion of the report and the basis of your disagreement. Avoid general allegations. Be clear, brief, and specific. If a detailed explanation is essential to your appeal, include your own statements as an enclosure to the appeal. Limit the information in this letter to basic facts. Be sure to support your appeal with relevant statements from knowledgeable observers.)

3. (Request the specific corrective action you believe is justified by the evidence you provide. Your request may be a single change to one portion or removal of the entire report. Your request must be supported by sufficient evidence to warrant such correction.) (If the NCO-ER exceeds the 5-year limit as outlined in paragraph 6-7, add a paragraph explaining why a waiver should be granted. Only exceptional justification will be accepted by the ESRB who is the approval authority on the waivers.)

4. (Provide a telephone number, preferably DSN.)

Encls
(number and list encls of appropriate evidence)

(Signature block)
(Mailing address if other than address on letterhead)

Figure 6–2. Sample format of substantive appeal

(Letterhead)

(Office symbol) (MARKS number) (Date)

MEMORANDUM FOR (Appropriate Agency)

SUBJECT: Evaluation Report Appeal (Report period)
(Appellant's Name, Rank, PMOS, SSN)

1. Under the provisions of AR 623-205, chapter 6, I appeal the evaluation report (Report period). (Include pending personnel actions and appeal processing priority.)

2. This appeal is based solely on administrative error. (Identify each portion of the report with which you disagree. State the entry as it now appears and as it correctly should appear.)

3. (Include certified true copies of related documents to support your request, for example, rating schemes in effect throughout the entire report period, orders, leave and earning statements, APFT score (DA Form 705) or other verifying documents. Original statements from knowledgeable individuals also may support your request.)

4. (Be sure to include a telephone number, preferably DSN. Notify addressee promptly if your address changes.)

Encls
1. Copy of Report
(number and list encls)
of appropriate evidence)

(Signature block)
(Mailing address, if other than address on letterhead)

Figure 6–3. Sample format of administrative appeal

(Letterhead)

(Office symbol) (MARKS number) (Date)

MEMORANDUM FOR (Appropriate Agency)

SUBJECT: Evaluation Report Appeal (Report period)
(Appellant's Name, Rank, PMOS, SSN)

1. Under the provisions of AR 623-205, chapter 6, I appeal the evaluation report (Report period). (Include pending personnel actions and appeal processing priority.)

2. This appeal is based on both administrative and substantive error.... (Identify the specific portion of the report you believe is in error. State the entry as it now appears and as it should appear. Support your claim of technical error with certified true copies of verifying documents, for example, rating schemes in effect throughout the entire rating period, orders, duty appointment memorandum, leave and earnings statements, APFT score (DA Form 705) or other related documents.)

3. The substantive error is (Identify the specific portions of the report and state your disagreement. Be clear, brief and specific. Limit your explanation to basic facts. If detailed information is essential, add your own statement as an enclosure to the appeal. Provide original statements from knowledgeable individuals independent of the rating chain. Statements from the rating officials may be added as supplemental information.)

4. (Request the specific changes you believe are justified by the evidence you provide. Your request may be a combination of changes or total removal of the report. Remember that you must document your request with sufficient evidence to warrant corrective action.) (If the NCO-ER exceeds the 5-year limit as outlined in paragraph 6-7, add a paragraph explaining why a waiver should be granted. Only exceptional justification will be accepted by the ESRB who is the approval authority on the waiver.)

5. (Provide a telephone number, preferably DSN.)

Encls
1. Copy of Report
(number and list encls of appropriate evidence)

(Signature block)
(Mailing address if other than address on letterhead)

Figure 6–4. Sample format of combined administrative and substantive appeal

(Letterhead)

(Office symbol) (MARKS number) (Date)

(Address)

Dear (....):

SUBJECT: Evaluation Report Appeal (Report period) (Appellant's Name, Rank, PMOS, SSN)

The purpose of this letter is to seek your assistance in my effort to successfully appeal an evaluation report rendered for the period .... through ...., while I served as (appellant's duty position).

(In the body of the request letter cite those portions of the contested report you would like to have addressed by the recipient of the letter. You may wish to also enclose a copy of the contested report. Request that the addressee follow the sample format for a third party letter of support and include a copy of that sample.)

(To be of assistance to the addressee, you may wish to enclose a self-addressed, stamped envelope and mention in the letter that this has been done.)

(In closing, you may wish to urge a prompt response and thank the addressee in advance for any and all assistance he/she might provide).

Encls

Sincerely,
(Signature block)
(Mailing address if other than address on letterhead)

Figure 6–5. Sample format of letter requesting third party support

(Letterhead)

(Office symbol) (MARKS number) (Date)

MEMORANDUM FOR*

SUBJECT: Supporting Statement for NCO-ER Appeal of (Appellant's Name, Rank, SSN)

(During the period from .... through .... I served as (author's duty position and unit of assignment). In that position, I observed (appellant's name), followed by words describing the frequency or closeness of observation, including, if appropriate, whether author was knowledgeable of the working relationship between the appellant and the rating chain or their expectations of him/her.)

(In the body of the support memorandum/letter, relate any first-hand knowledge of events and circumstances that might be of assistance to the appellant in attempting to individually refute the specific shortcomings for which he/she was faulted on the contested evaluation report.)

(Provide a telephone number, preferably DSN, where you may be reached by the Board, if clarification is necessary.)

(Signature block)

*Memorandum may be addressed to either the rated NCO, whom it may concern, or the agency that will adjudicate the appeal. However, the statement must be provided to the rated NCO for inclusion with the appeal.

Figure 6–6. Sample format of third party memorandum of support

Appendix A
References

Section I
Required Publications

AR 25–50
Preparing and Managing Correspondence. (Cited in para 3-24b.)

AR 40–501
Standards of Medical Fitness. (Cited in para 3-11b(3).)

AR 600–8
Military Personnel Management. (Cited in para 1-1.)

AR 600–9
The Army Weight Control Program. (Cited in paras 3-10d and 3-12a, b(2) and (3).)

AR 600–20
Army Command Policy. (Cited in paras 2-4a(2), 3-18a, and 3-30a.)

Section II
Related Publications

A related publication is merely a source of additional information. The user does not have to read it to understand this regulation.

AR 11–2
Management Control

AR 15–6
Procedure for Investigating Officers and Boards of Officers

AR 15–185
Army Board for Correction of Military Records

AR 25–55
The Department of the Army Freedom of Information Act Program

AR 36–2
Audits and Follow-up

AR 135–91
Service Obligations, Methods of Fulfillment Participation Requirements and Enforcement Procedures

AR 135–178
Army National Guard and Army Reserve Enlisted Administrative Separations

AR 140–10
Army Reserve: Assignments, Attachments, Details, and Transfers

AR 310–50
Authorized Abbreviations, Brevity Codes, and Acronyms

AR 335–15
Management Information Control System

AR 340–21
The Army Privacy Program

AR 350–41
Training in Units

AR 380–5
Department of the Army Information Security Program

AR 385–10
Army Safety Program

AR 600–8–104
Military Personnel Information Management/Records

AR 601–1
Assignment of Enlisted Personnel to the U.S. Army Recruiting Command

AR 623–1
Academic Evaluation Reporting System

AR 623–205
Enlisted Evaluation Reporting System

AR 635–10
Processing Personnel for Separation

AR 635–200
Enlisted Personnel

AR 635–205
Enlisted Evaluation Reporting System

AR 680–29
Military Personnel-Organization and Type of Transaction Codes

AR 690–500
Position Classification, Pay, and Allowances

FM 22–100
Army Leadership (www.adtdl.army.mil/atdls.htm)

DOD Directive 5000.52–M
Career Development Program for Acquisition Personnel (http://www.dtic.mil/whs/directives/)

DOD Directive 5200.1–R
DOD Information Security Program Regulation (http://www.dtic.mil/whs/directives/)

DA Memorandum 600–1
Officer Evaluation Report Appeals

DA Pam 600–8–2
Standard Installation/Division Personnel System (SIDPERS) Personnel Service Center Level Procedures

JP 1–02
Department of Defense Dictionary of Military and Associated Terms (http://www.dtic.mil/doctrine/jel/)

Section III
Prescribed Forms

The following forms are available for Army users on the Army Electronic Library (AEL) CD-ROM (EM0001) and the USAPA Web site (www.usapa.army.mil).

DA Form 2166–8
Noncommissioned Officer Evaluation Report. (Prescribed in para 3-6.)

DA Form 2166–8–1
NCO Counseling Checklist/Record. (Prescribed in para 3-4.)

Section IV
Referenced Forms

Except where otherwise indicated, the following forms are available for Army users on the Army Electronic Library (AEL) CD-ROM (EM0001) and the USAPA Web site (www.usapa.army.mil).

DA Form 2A
Personnel Qualification Record, part I. (Computer printout, for AD use only; do not requisition.)

DA Form 2–1
Personnel Qualification Record, part II

DA Form 1059
Service School Academic Evaluation Report

Appendix B
Agency Addresses

B–1. Addresses for forwarding Noncommissioned Officer Evaluation Reports

a. Active Army.
Commander
U.S. Army Enlisted Records and Evaluation Center
ATTN: PCRE-RE
8899 East 56th Street
Indianapolis, IN 46249-5301

b. Army National Guard of the United States (including ARNGUS-AGR). For MDay and title 32 AGR send to The Adjutant General (appropriate State). For AGR title 10 NCOs forward original to the NCOs servicing PSB and send copies to the NCO's home State AG and Chief, NGB, ATTN: NGB-ARZ-SEC, Army National Guard. Readiness Center, 111 South George Mason Drive, Arlington, VA 22204-1382.

c. U.S. Army Reserve (including the USAR-AGR).
Commander
Army Reserve Personnel Command
ATTN: ARPC-PSV-EE
1 Reserve Way
St. Louis, MO 63132-5200

B–2. Addresses for forwarding appeal requests

a. Active Army.
Commander
U.S. Army Enlisted Records and Evaluation Center
ATTN: PCRE-RE-A
8899 East 56th Street
Indianapolis, IN 46249-5301

b. Army National Guard of the United States.
(1) For administrative error:
The Adjutant General (appropriate State)
(2) For substantive error:
Chief, National Guard Bureau
ATTN: NGB-ARP-PE
Army National Guard Readiness Center
111 South George Mason Drive

Arlington, VA 22204-1382

c. U.S. Army Reserve.
Commander, Army Reserve
Personnel Command
ATTN: ARPC-PSV-EE
1 Reserve Way
St. Louis, MO 63132-5200

B–3. (Active Army only) Address for requesting a microfiche copy of Official Military Personnel File

Commander
U.S. Army Enlisted Records and Evaluation Center
ATTN: PCRE-RF-I
8899 East 56th Street
Indianapolis, IN 46249-5301

B–4. Addresses for forwarding requests for exceptions to policy or recommended changes to this regulation

a.
CDR, PERSCOM
ATTN: TAPC-MSE
200 Stovall Street
Alexandria, VA 22332-0442

b.
Chief, National Guard Bureau
ATTN: NGB-ARP-PE
Army National Guard Readiness Center
111 South George Mason Drive
Arlington, VA 22204-1382

c.
Office of the Chief, Army Reserve
ATTN: DAAR-PE 2400 Army Pentagon
Washington, DC 20310-2400

Appendix C
Privacy Act Statement for the Active Army

C–1. Authority
Sections 301, title 5, United States Code (5 USC 301); section 3013, title 10, United States Code (10 USC 3013).

C–2. Purpose
DA Form 2166-8 serves as the primary source of information for enlisted personnel management decisions.

C–3. Routine use
DA Form 2166-8 will be maintained in the rated NCO's official military personnel file (OMPF) and career management individual file (CMIF). A copy will either be provided directly to the rated NCO or sent to his or her forwarding address.

C–4. Disclosure

Disclosure of the rated NCO's SSN (DA Form 2166-8, part I) is voluntary. However, failure to verify the SSN may result in a delayed or erroneous processing of the NCO-ER.

Appendix D
Privacy Act Statement for the ARNGUS and USAR

D–1. Authority

Section 301, title 5, United States Code (5 USC 301); section 3013, title 10, United States Code (10 USC 3013).

D–2. Purpose

DA Form 2166-8 serves as the primary source of information for enlisted personnel management decisions.

D–3. Routine use

DA Form 2166-8 will be maintained in the rated NCO's official military personnel file (OMPF). A copy will either be provided directly to the rated NCO or sent to his or her forwarding address.

D–4. Disclosure

Disclosure of the rated NCO's SSN (DA Form 2166-8, part I) is voluntary. However, failure to verify the SSN may result in a delayed or erroneous processing of the NCO-ER.

Appendix E
SIDPERS 3 Functions

E–1. General

The processing procedures and steps required to perform the NCO-ER functions on the Standard Installation/Division Personnel System 3 (SIDPERS 3) are contained in the SIDPERS 3 user documentation, which is furnished to each SIDPERS 3 user during system updates.

E–2. Available functions

The following processing functions pertaining to the NCO-ER are available in the SIDPERS 3 system:

a. Creating/updating an NCO rating scheme.
b. Printing an individual rating scheme.
c. Printing a rating scheme by unit.
d. Creating NCO-ER administrative data (AAA-141).
e. Printing NCO-ER administrative data.
f. Creating a suspense memorandum (AAA-560).
g. Suspense control processing.
h. Evaluation report processing (PSB level).

Appendix F
Constructing an Evaluation Report Appeal

F–1. Deciding to appeal

a. An appellant who perceives that an evaluation report is inaccurate in some way has the right to appeal for redress to the appropriate agency. However, before actually preparing an appeal, an objective analysis of the report in question should be made.

b. Review the evaluation report and the version of AR 623-205 and AR 623-1 that was in effect on the THRU date of the report in question, along with this appendix and chapter 6 of the current regulation. Call or visit the assistant personnel sergeant and/or career management officials at HQDA to determine whether an appeal is advisable. Local staff judge advocate and PSB personnel are also available to advise and provide assistance in the preparation of an appeal. Paragraphs 6-3 through 6-5 and table 6-1 of this regulation provide guidance for a rated individual to request a Commander's Inquiry.

c. Be realistic in the assessment of whether or not to submit an appeal.

(1) An evaluation report that is inconsistent with others in an OMPF does not mean that it is inaccurate or unjust.

Some individuals do not perform certain duties as well as others and this is one of the things the evaluation reporting system should indicate.

(2) Appealing an evaluation report on the sole basis of a self-authored statement of disagreement will not be successful. Likewise, statements from rating officials claiming that they did not intend to evaluate as they did will not, alone, serve as the basis for altering or withdrawing an evaluation report.

(3) Careful consideration should be given before submitting an appeal of an evaluation report in which the narrative portions are positive, but the numerical markings or box checks are less than maximum. HQDA expects rating officials to evaluate subordinates based on their own individual conscience and judgment. As such, it is extremely difficult to successfully appeal a report of this nature without compelling evidence to support the appellant.

d. The weight accorded to evidence is critical to the success of an appeal. Appellants should carefully decide what evidence is needed to support claims, whether or not such evidence is available, and how to go about obtaining it. If after considering the nature of a claim, an appellant still believes the evaluation report is inaccurate and evidence is available to support the argument, an individual should prepare and submit an appeal.

F–2. Preparing an appeal

a. Develop rationale. An appeal's success depends on the care with which the case is prepared, the line of argument presented, and the strength of the evidence presented to support it. Begin by specifically identifying those entries or comments to be challenged, the perceived inaccuracy in each entry or comment, the evidence you think is necessary to prove the alleged inaccuracy, and where and how to obtain such evidence.

b. Obtain evidence.

(1) Collect supporting evidence necessary to adequately refute the contested evaluation report.

(2) Third party statements form the basis of most substantive appeals. Third parties are persons who have official knowledge of the rated individual's duty performance during the period of the report being appealed. Statements from individuals who establish they were on hand during the contested rating period, who refute faulting remarks on the evaluation report, and who served in positions from which they could observe the appellant's performance and his/her interactions with rating officials, are both useful and supportive. These statements should be specific and not deal in general discussions of the appellant. As an example, if an appellant desired to challenge a comment concerning his or her ability to communicate effectively with subordinates, it would be advantageous for that appellant to provide statements from a cross-section of individuals who could provide specific information pertaining to the faulting comment. Although third party statements can be provided by knowledgeable subordinates, peers, and superiors, additional weight is normally given those statements where the authors occupied vantage points during the contested period that closely approximated those of the rating officials. An example could be a 1SG who had knowledge of the situation in a platoon or a CSM who had knowledge of the situation in a battalion staff section. Such third party statements should be on letterhead if possible describing the author's duty relationship to the appellant during the period of the contested report, degree (frequency) of observation; and should include the author's current address and telephone number.

(3) Statements from rating officials often reflect retrospective thinking, or second thoughts, prompted by an appellant's non-selection or other unfavorable personnel action claimed to be the sole result of the contested report. As a result, claims by rating officials that they did not intend to evaluate as they did will not, alone, serve as the basis of altering or withdrawing an evaluation report.

(4) Official documents may substantiate that an evaluation report is in error.

(a) In an administrative appeal, for example, a certified copy of a published rating scheme in effect during the specific report period may indicate that an incorrect rating official prepared an evaluation. Also, duty appointment orders and appropriate extracts from local personnel records may indicate that the period of a report, duty title, or periods of non-rated time are incorrect.

(b) For substantive claims certain documents such as Annual General Inspection results may be helpful in refuting faulting remarks on an evaluation report concerning an appellant's duty performance, provided such documents are certified as official true copies, are relevant to the report period, and specifically pertain to faulting comments.

(c) Award citations and letters of commendation may or may not be of value. The period and circumstances surrounding an award or letter of commendation must be compared to the contested period and circumstances surrounding the contested evaluation report. Are they relevant to the period? Do they refute the report?

(5) To obtain current mailing addresses of Army personnel, check first with your local PSB to see if your installation has a copy of the U.S. Army Locator for members on active duty or State personnel roster. If so, make arrangements to review that file for current Army addresses. If not available, call the worldwide locator service (DSN 221-3732 or commercial (703) 325-3732 (24 hours)) or write to the Active Army Locator. ARNGUS soldiers should contact the state military personnel office. Appellants should include the full name and SSN of those individuals and address correspondence to the Army World Wide Locator, 8899 E. 56th Street, Indianapolis, IN 46249-5301. If the individuals in question have since retired or have otherwise left active duty, write to the National Personnel Records Center, 9700 Page Avenue, St. Louis, MO 63132-5260 or the State AG. The individual's full name and SSN must be provided along with the request. State that this is for official use, that is, in conjunction with an NCO-ER appeal. To

protect the privacy of individuals no longer on active duty, these agencies will normally forward correspondence to the appropriate individual rather than provide an address.

(6) Relevant portions of official documents such as annual general inspection (AGI), Army Training and Evaluation Program (ARTEP), or Command Inspection results may be obtained under the Freedom of Information Act (FOIA) by writing the individual unit or headquarters responsible for conducting such inspections. Addresses for military organizations can be obtained by contacting your servicing PSB.

(7) To obtain records to verify dates, start with the Military Personnel Records Jacket (Field 201 File) for orders and other documents, or contact former organization PSBs or unit level personnel offices to determine whether records are still retained.

c. Cover memorandum and appeal format.

(1) Refine arguments and formalize the appeal. Appropriate cover memorandum formats can be found in chapter 6, figures 6-1 through 6-6. The appeal cover memorandum should be typed in memorandum format on letterhead or white bond paper. Identify in the first paragraph name, rank, PMOS, SSN, period of report and priority of appeal, as determined in paragraph 6-9. Include a DSN or commercial phone number and correct mailing address. Home address may be used, if preferred. Use this memorandum as the transmittal of the appeal.

(2) Identify the specific portions of the report being contested. Be clear, brief, and specific. If detailed information is essential, add a statement as an enclosure to the appeal. Indicate the specific changes requested, that is, a single change, a combination of changes, or total removal of the report. All enclosures should be tabbed and listed for ease of reference and cited in the written presentation of the case. Sign and date the cover memorandum.

d. Submission.

(1) Before finalizing the appeal, an appellant should have the entire package reviewed by a disinterested third party in whom he or she has trust and confidence. This third party review may help remove emotionalism and poor logic from the case. The appeal package should not be submitted until the appellant is satisfied that he or she has presented a logical, well-constructed case, and as fully documented as possible.

(2) For an appeal contesting an evaluation report pertaining to a period of active duty, submit the finalized appeal in duplicate (that is, two complete packets) directly to the Commander, U.S. Army Enlisted Records and Evaluation Center, ATTN: PCRE-RE-A, 8899 East 56th Street, Indianapolis, IN 46249-5301.

(3) Appeals contesting an evaluation report for a period of National Guard service will be submitted to Chief, National Guard Bureau, ATTN: NGB-ARP-PE, Army National Guard Readiness Center, 111 S. George Mason Drive, Arlington, VA 22204-1382.

(4) Appeals contesting an evaluation report for a period of Inactive Reserve will be submitted to Commander, AR-PERSCOM, ATTN: ARPC-PSV-EA, 1 Reserve Way, St. Louis, MO 63132-5200.

(5) Verify all necessary information (SSN, signature, date, mailing address, and telephone number).

Appendix G
NCO-ER Discrepancy List-Active Army

G–1. General

This appendix provides guidance on the NCO-ER discrepancy list for the Active Army.

G–2. Explanation

The NCO-ER discrepancy list in table G-1 pertains to discrepancies revealed during processing at USAEREC of the NCO-ER for the NCO's OMPF.

Table G–1
NCO-ER Discrepancy list - Active Army

Error code	Location on NCO-ER	Discrepancy code explanation
02	Circled in red on the NCO-ER	Form is not a mirror image 02a. Encl exceeds 1 page. 02b. Type of report is wrong. 02c. Report is poor quality. 02d. Ending date. 02e. Description of duties/counseling dates missing. 02f. Rank of rater/senior rater/reviewer. 02g. Date rater/senior rater/reviewer/rated NCO signed the NCO-ER is blank or wrong. 02h. Rater/senior rater/rated NCO/reviewer signature is missing. 02i. (Deleted). 02j. Reviewer block not checked. 02k. Name page 2. 02l. SSN page 2. 02m. THRU date page 2.
10	Part I, Block G	Complete-the-Record Report and individual not identified on zone roster (see para 3-33).
11	Part II, Block A	Rater's rank not senior to rated NCO or civilian not GS-6 or above (see para 2-5).
13	Part II, Block A	Annual (Code 2), or complete-the-record (code 4), and rater signed prior to 1st day of the month following ending month (see paras 3-8 and 3-10).
16	Part I, Block H	Complete-the-Record Report and ending date incorrect for specified selection/promotion board (see para 3-33).
17	Part I, Block C	Complete-the-Record Report and rank less than SSG (see para 3-33).
18	Part IV, Block F	Relief-for-Cause Report and notification statement missing on NCO-ER and/or enclosure (see para 3-32).
20	Part III, Block A	Duty title missing (see para 3-9).
21	Part III, Block B	Duty MOS missing (see para 3-9).
27		Either page 1 or 2 of NCO-ER is missing, or pages are separated.
28	Part I, Block O	Invalid PSB code (see para 3-7).
29	Part IVc	Needs improvement box marked based on APFT and APFT score not provided; or excellence box is checked and bullet comment not provided (see para 3-11).
32	Part I, Block G	Complete-the-Record Report and period less than 90 rated days (see para 3-33).
33	Part I, Block B	Name and/or SSN does not match enlisted master file (EMF) (see para 3-7).
34	Part I, Block H	Beginning date overlaps ending date of previous report (see para 3-7).
35	Part II, Block B, Block D	Senior rater/reviewer are the same and senior rater is not a general officer, officer of flag rank, or SES (see para 2-5e).
36	Part I, Block G	Annual report does not cover 12 months (see para 3-29).
37	Part I, Block G	Period of report less than 90 rated days and type of report not relief-for-cause or sixty-day option (see paras 3-32 and 3-35).
39	Part I, Block I	Duplicate report (see paras 3-3 and 4-10).
44	Part II, Block D	Reviewer MSG or MSG(P) not filling CSM/SGM billet (see para 2-6a).
47	Part I, Block H	Beginning date not month following ending month of previous report (see para 3-7d).

Table G–1
NCO-ER Discrepancy list - Active Army—Continued

Error code	Location on NCO-ER	Discrepancy code explanation
48	Part II	Box not marked and/or part IV bullet comments missing part V (see paras 3-10 and 3-13). 48a. APFT/profile date after report period. 48b. APFT date older than 12 months. 48c. Yes/No missing from height/weight. 48d. Profile statement missing. 48e. Statement addressing progress in remedial PT or weight control program missing. 48f. Bullets do not match box markings. 48g. Blocks not checked. 48h. Non-rated code missing. 48i. Nonconcurrence enclosure invalid. 48j. Report contains bullet comment “within body fat standards.” 48k. Pass/profile/fail mixture in part IVc.
49	Part II, Block A, Block B	Rater and senior rater are the same, no explanation given in part Ve (see paras 3-30 and 3-32).
50		Unauthorized enclosure for relief-for-cause (see para 3-24).
51		Army rating official missing (see para 2-6d).
52		Reference made to chapter discharge, Art 15, or unproven derogatory information and punitive or administrative action on NCO-ER and or enclosure (see paras 3-17 and 3-18).
56		Reference made to pregnancy on NCO-ER and or enclosure (see para 3-12b).
57	Part II	Nonconcurrence block marked and enclosure missing (see para 3-8).
58		Narrative gimmick (see para 3-16).
59		Bullet comment used more than once (see para 3-10g).
60	Part IV, Part V(a)	Values/NCO responsibilities box marked needs improvement while overall performance and potential marked among the best (see para 3-13a).
61	Part I, Block G, Part I, Block I	Annual report covering more than 12 months with 4 or more rated months (see para 3-29).
62	Part II, Part IV, Part V	Multiple blocks marked (see paras 3-10 and 2-13).
64	Part V, Block B	Rater duty assignments blank (see para 3-13b).
71	Part II, Block D	Civilian reviewer not GS-9 or above (see para 2-6c).
72	Part V	Senior rater bullet comments not provided for marginal, fair, or poor markings (see para 3-13d).
74	Part IV	Bullets not double spaced (see para 3-10c).
75	Part IV	Bullets not preceded by small “o” (see para 3-10c).
77	Part IV, Part V	Bullets contain more than two lines (see para 3-10c).
78		Reference made to marital status and/or spouse (see para 3-19).
79		True copy report not signed by PSB officer (see para 3-23b).

Glossary

Section I
Abbreviations

ABCMR
Army Board for Correction of Military Records

ADAPCP
Alcohol and Drug Abuse Prevention and Control Program

ADSW
active duty for special work

ADT
active duty for training

AER
Academic Evaluation Report

AG
Adjutant General

AGR
Active Guard Reserve

APFT
Army Physical Fitness Test

ARNGUS
Army National Guard of the United States

AR-PERSCOM
Army Reserve Personnel Command

ARTEP
Army Training and Evaluation Program

AT
annual training

AWOL
absent without leave

CAR
Chief, Army Reserve

CDR
commander

CE
commander's evaluation

CG
commanding general

CMIF
career management individual file

CNGB
Chief, National Guard Bureau

CONUSA
The Numbered Armies in the Continental United States

CPL
corporal

CSM
command sergeant major

CTT
common task test

DAC
Department of the Army civilian

DMOS
duty military occupational specialty code

DSN
defense switched network

EAD
extended active duty

EPMS
Enlisted Personnel Management System

ESRB
Enlisted Special Review Board

ETS
expiration term of service

FTNGD
full time National Guard duty

HQDA
Headquarters, Department of the Army

IDT
inactive duty training

IMA
Individual Mobilization Augmentee

ING
Inactive National Guard

IRR
Individual Ready Reserve

KPUP
Key Personnel Upgrade Program

MOS
military occupational specialty

MPD
Military Personnel Division

MPRJ
Military Personnel Records Jacket

MS3
Manpower Staffing Standards Systems

MT
military technician

MUSARC
Major United States Army Reserve Command

NAAD
National AMEDD Augmentation Detachment

NCO
noncommissioned officer

NCO-ER
Noncommissioned Officer Evaluation Report (DA Form 2166-8)

NCOERS
Noncommissioned Officer Evaluation Reporting System

NGB
National Guard Bureau

OCAR
Office of the Chief, Army Reserves

OMPF
Official Military Personnel File

PCS
permanent change of station

PERMS
Personnel Management Assistance System

PMOS
primary military occupational specialty code

RC
Reserve Components

SD
special duty

SES
Senior Executive Service

SWC
Standard Work Center

TDA
table of distribution and allowance

TDRL
Temporary Disability Retired List

TDY
temporary duty

TOE
table of organization and equipment

TPU
troop program unit

TTAD
temporary tour of active duty

UCMJ
Uniform Code of Military Justice

USAEREC
U.S. Army Enlisted Records and Evaluation Center

USAR
United States Army Reserve

USARC
U.S. Army Reserve Command

Section II
Terms

Appeal
The procedure taken by the rated NCO or another interested party to correct administrative or substantive type errors for evaluation reports accepted for inclusion in the NCO's Official Military Personnel File.

Appointed duties
Appointed duties that are not normally associated with the duty description.

Bullet comments
Short, concise, to-the-point comments starting with action words (verbs) or possessive pronoun (his/her). Bullet comments will not be longer than two lines, preferably one, and no more than one bullet to a line.

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

Leadership
Influencing others to accomplish the mission. It consists of applying leadership attributes (beliefs, values, ethics, character, knowledge, and skills). It includes setting tough, but achievable standards and demanding that they be met; caring deeply and sincerely for subordinates and their families and welcoming the opportunity to serve them; conducting counseling; setting the example by word and act/deed; can be summarized by BE (committed to the professional Army ethic and professional traits); KNOW (the factors of leadership, yourself, human nature, your job, and your unit); DO (provide direction, implement, and motivate). Instill the spirit to achieve and win. Inspire and develop excellence. A soldier who is cared for today is a soldier who leads tomorrow.

Performance counseling
Informs soldiers about their jobs and the expected performance standards and provides feedback on actual performance. Soldiers' performance includes appearance, conduct, mission accomplishment, and the way duties are carried out. Provides honest feedback to let soldiers know how they are performing.

Performance evaluation
Judgments on how well the rated NCO met his or her duty requirements and adhered to professional standards of NCO Corps. Performance is evaluated by observing an NCO's action, demonstrated behavior, and results from the point of view of the values and NCO responsibilities. Due regard is given to experience of the NCO, efforts made, and results achieved.

Period of report
The period of time the report covers including rated and nonrated time. Beginning with the month following the ending month of the last report with the THRU date that is the month of the event generating the report.

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

Potential evaluation
An assessment of the rated NCO's ability, compared with that of other NCO's of the same grade, to perform in positions of greater responsibility and/or higher grade.

Rated NCO
A rated noncommissioned officer.

Rater
First line supervisor of the rated NCO and designated as the rater on the rating scheme. Primary role is that of evaluating, focusing on performance, and performance counseling. Conducts face-to-face performance counseling with the rated NCO on duty performance and professional development within the first 30 days of each rating period and at least quarterly thereafter.

Rating chain
The NCO's rating officials (rater, senior rater, and reviewer) as published on the rating scheme.

Rating officials
Individuals (rater, senior rater, and reviewer) as published on the rating scheme who render an evaluation on the rated NCO.

Redress
Procedures by which rated individuals can address errors, bias, or injustice during and after the preparation of an evaluation and have them corrected.

Relief-for-cause
The removal of an NCO from a rateable assignment based on a decision by a member of the person's chain of command or supervisory chain that his or her personal or professional characteristics, conduct, behavior, or performance of duty warrant removal in the best interests of the U.S. Army.

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

Reviewer
Third line rating official. Must be a commissioned officer, warrant officer, command sergeant major, or sergeant major in the direct line of supervision and senior in pay grade, grade of rank, or date of rank to the senior rater. Promotable master sergeants may serve as reviewers provided they are serving in an authorized SGM/CSM position. Primary role is that of rating safeguard/over-watch.

Senior rater
Second line rating official. Must be in the direct line of supervision of the rated NCO and senior to the rater by either pay grade or date of rank. Primary role is that of evaluation, focusing on potential; responsible for over-watching the performance evaluation; and mentoring. Obtains the rated NCO's signature or enters appropriate statement if rated NCO refuses or is not available.

Suspended
Temporary removal of an NCO from his/her position pending a final decision on an adjudicated issue. The period of suspension must be shown as nonrated time on the NCO-ER.

Training
Preparing individuals, units, and combined arms teams for duty performance; and the teaching of skills and knowledge. NCOs contribute to team training, are often responsible for unit training (squads, crews, sections), but individual training is the most important, exclusive responsibility of the NCO Corps. Quality training bonds units; leads directly to good discipline; concentrates on wartime missions; is tough and demanding without being reckless; is performance oriented; sticks to Army doctrine to standardize what is taught to fight, survive, and win as small units. Good training means learning from mistakes and allowing plenty of room for professional growth. Sharing knowledge and experience is the greatest legacy one can leave subordinates.

Values
Values tell us what we need to be, every day, in every action we take. Army values form the very identity of America's Army, the solid rock upon which everything else stands. Values are the glue that binds us together as members of a noble profession. They make the whole much greater than the sum of the parts. They are nonnegotiable; they apply to everyone, all the time, and in every situation.

Section III
Special Abbreviations and Terms

AGI
annual general inspection

C&S
command and staff

DCS, G-1
Deputy Chief of Staff, G-1

EMF
enlisted master file

ENRC
enlisted records

EREC
Enlisted Records and Evaluation Center

EVAL
evaluation

FTSMD
U.S. Army Reserve Full-Time Support Management Division

IOPR
in/out-processing

PS
personnel support

PSB
Personnel Service Battalion

QMP
Qualified Management Program

SS
staff support

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