

Army Regulation 623–205

Personnel Evaluation

Noncommissioned Officer Evaluation Reporting System

**Headquarters
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SUMMARY of CHANGE

AR 623-205

Noncommissioned Officer Evaluation Reporting System

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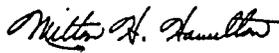
Personnel Evaluation

Noncommissioned Officer Evaluation Reporting System

By Order of the Secretary of the Army:

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General, United States Army
Chief of Staff

Official:



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Secretary of the Army

History. This UPDATE printing publishes a revision of this publication. This publication has been reorganized to make it compatible with the Army electronic publishing database. No content has been changed.

Summary. This regulation establishes the policies and procedures for the preparation and submission of the Noncommissioned Officer Evaluation Reports for corporals through command sergeants major. (No record NCO-ER for Corporals, mandatory performance counseling only (using DA Form

2166-7 (NCO Evaluation Report) and DA Form 2166-7-1 (NCO Counseling Checklist/Record)). This regulation establishes the policies and procedures governing the Noncommissioned Officer Evaluation System (NCOERS).

Applicability. This regulation applies to all noncommissioned officers, corporal and above, in the Active Army, Army National Guard, and the U.S. Army Reserve. Those provisions that apply only to a particular component are so indicated. This publication is applicable during mobilization.

Proponent and exception authority. Not applicable.

Army management control process. This regulation is subject to the requirements of AR 11-2. It contains internal control provisions but does not contain checklists for conducting internal control reviews. This checklists are contained in the DA Circular 600-8 series.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Commanding General, U.

S. Total Army Personnel Command, ATTN: TAPC-MSE, Alexandria, VA 2332-0442.

Interim changes. Interim changes to this regulation are not official unless they are authenticated by the Administrative Assistant to the Secretary of the Army. Users will destroy interim changes on their expiration date unless sooner superseded or rescinded.

Suggested Improvements. The proponent agency of this regulation is the Office of the Deputy Chief of Staff for Personnel. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commanding General, U.S. Total Army Personnel Command, ATTN: TAPC-MSE, 200 Stovall Street, Alexandria, VA 22332-0442.

Distribution. Distribution of this publication is made in accordance with the requirement of DA Form 12-09-E, block number 2569, intended for command levels A, B, C, D, and E for the Active Army, the Army National Guard, and the U.S. Army Reserve.

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Chapter 1 General

1-1. Purpose

a. This regulation sets the policies and procedures governing the Noncommissioned Officer Evaluation Reporting System (NCOERS). It gives instructions for preparing, processing, submitting DA Form 2166-7 (NCO Evaluation Report (NCOER)), and DA Form 2166-7-1 (NCO Counseling Checklist/Record). Also, it gives guidance for appealing evaluation reports, including academic evaluation reports (AR 623-1).

b. Requests for clarification or exception to these policies will be sent to Commander (Cdr), U.S. Total Army Personnel Command (PERSCOM), Chief, National Guard Bureau, or Cdr, U.S. Army Reserve Personnel Center (ARPERCEN) as appropriate. (See app B for addresses.)

1-2. References

Required and related publications, and prescribed forms are listed in appendix A. The ARNG will refer also to appropriate National Guard Bureau (NGB) or State regulations.

1-3. Explanation of abbreviations and terms

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

1-4. Responsibilities

a. Responsibilities of executive agents.

(1) Acting as executive agents for the Secretary of the Army, the Cdr, PERSCOM, and the Cdr, ARPERCENT, are responsible for the effective operation of the NCOERS. In addition, State Adjutants General (AGs) exercise certain responsibilities on behalf of the Army National Guard (ARNG).

(2) They will exercise final review authority on all evaluation reports prior to acceptance in the official files. This includes

(a) Determining that a report is correct as submitted and needs no further action.

(b) Correcting, or returning to rating officials for correction, reports that may be in error or may violate provisions of this regulation.

(c) 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.

(3) They will direct the rendering of reports when circumstances warrant and other provisions of this regulation do not apply.

(4) The Cdr, PERSCOM (for the Active Army), Chief, NGB (for the ARNG) and Cdr, ARPERCENT (for the U.S. Army Reserve (USAR)) will clarify, grant exceptions to, or formulate new policies, as the need arises.

(5) They will dispose of commander's inquiries conducted in accordance with paragraph 2-15 and the subject evaluation as deemed appropriate.

b. Responsibilities of commanders.

(1) Rating schemes must correspond as nearly as practical to the chain of command and supervision within an organization, regardless of component. Commanders will ensure that a copy of this regulation is available to the rated NCO and rating officials. Commanders will also establish controls to ensure

(a) For all except ARNG, official rating schemes are published, by name, and are posted in the unit so that all NCOs know their rater, senior rater, and reviewer; the schemes will include the effective dates of each rating official.

(b) For ARNG (not on Active Guard/Reserve (ARG) or Full Time National Guard Duty (FTNGD)) official rating schemes are published by duty position and are posted on the unit so all NCOs know their rater, senior rater, and reviewer; the schemes will include the effective date of the rating scheme.

(c) Rating officials are fully qualified to meet their responsibilities (chap 3 or 5) and know who they are responsible to counsel, coach, and evaluate.

(d) Rating officials give timely counseling to subordinate on professionalism and job performance.

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

(f) Rated NCOs are provided a copy of their completed evaluation report (para 3-11h).

(g) NCOs receive assistance, if they request it, in preparing and submitting appeals. (See chap 4.)

(h) Reports are prepared fairly and carefully (para 2-15) and submitted in time to reach the U.S. Army Enlisted Records and Evaluation Center (USAEREC), the appropriate State AG, or ARPERCET, via first class mail, no later than 60 days for the active component or 90 days for ARNG/USAR after the ending month of the report. (See app B for addresses.)

(i) Perform the duties described in paragraph 2-15, when a report rendered by one of their subordinates appears illegal, unjust, or otherwise in violation of this regulation.

(2) Commanders will request from Cdr, PERSCOM (TAPC-MSE), the appropriate State AG, or Cdr, ARPERCEN (DARP-ZPO), clarification of policies, exceptions to policies when situations arise which

(a) Are not clearly covered by this regulation.

(b) Would create an injustice for either an individual or the Army.

(3) Commanders should charge the noncommissioned officer support channel command sergeant major (CSM), sergeant major (SGM), with the responsibility for quality control of NCO-ERs to include ensuring that reports are accurate and submitted on time.

1-5. Noncommissioned Officer Evaluation Reporting System (NCOERS)

a. The NCOERS is designed to:

(1) Strengthen the ability of the NCO Corps to meet the professional challenges of the future through the inculcation 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 responsibilities 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, CSM designation, and qualitative management.

(3) Contribute to Army-wide improvement 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, along with the DA Form 2166-7-1 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 a 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. The Army and the NCO are best served by an appraisal philosophy that recognized continuous professional development

and growth, rather than one that demands immediate, uncompromising perfection.

1-6. ARNG-AGR Title 10 and 32 soldiers

a. ARNG-AGR Title 10 (10 USC 672(d)) soldiers are those with ARNG full-time NGB controlled positions, while Title 32 (32 USC 502(f)) soldiers are those with ARNG full-time state-controlled positions.

b. For the purpose of this regulation reference to ARNG/AGR includes both Title 10 and 32 NCOs, unless specifically stated otherwise.

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

(1) Submission of completed NCO-ERs to the appropriate State AG (instead of USAEREC). For the Title 10 NCOs, the servicing Personnel Service Company (PSC) will retain the original copy in the MPRJ and forward a copy to the appropriate AG, and career management file (app B).

(2) Filing of NCO-ERs in DA Form 201 (Military Records Jacket, U.S. Army) (MPRJ). (Copies of all ARNG NCO-ERs are filed in the permanent section of the rated NCO's MPRJ.)

(3) The servicing PSC will process NCO-ERs for Title 10 NCOs, whereas the ARNG personnel officer will process NCO-ERs for Title 32 NCOs.

(4) The rating schemes for ARNG-AGR (Title 32) NCOs will, to the maximum possible extent, include an AGR individual, preferably the NCOs immediate supervisor (NGR 600-5, para 3-15). 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 paragraph 2-4c and table 2-3, note 1.

1-7. The USAR-AGR Program

a. This 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 672(d)). They are not programmed against the Active Army end strength. The USAR-AGR program is supervised by the U.S. Army Reserved Full Time Support Management Center (FTSMC) 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 Cdr, ARPERCEN.

(2) Completed NCO-ERs will be sent to ARPERCEN (para 3-11j(3)).

(3) A copy of the NCO-ER is filed in the permanent section of the rated NCO's MPRJ.

1-8. Mobilization

Table 1-1 contains policy and procedures changes that may be implemented in the event of mobilization. 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.

**Table 1-1
Mobilization**

Policy and/or procedure change	Selective mobilization	Partial mobilization	Full mobilization	Total mobilization
(1) 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.
(2) Reasons for submission of reports.	(No policy change).	(No policy change).	(No policy change).	(No policy change).
(3) Preparation and forwarding requirements	(No policy change).	(No policy change).	Reports may be typed or nearly printed in black ink. Copy of report is not required to be furnished to the rated NCO.	Reports may be typed or nearly printed in black ink. Copy of report is not required to be furnished to the rated NCO.
(4) Use of Counseling Checklist (DA Form 21166-7-1).	(No policy change).	(No policy change).	Use of Counseling Checklist is optional.	Use of Counseling Checklist is optional.
(5) Appeals procedures	(No policy change).	(No policy change).	Appeals may be submitted but action at HQQDA may be delayed until postmobilization.	Appeals may be submitted but action at HQQDA may be delayed until postmobilization.
(6) Filing Centers	(No policy change).	(No policy change).	(No policy change).	Reports for all activated components are forwarded to EREC Fort Harrison, IN.

Notes:

¹ This 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 Submission of Reports

Section I

Rating Period (Active Army, ARNG-AGR, and USAR-AGR)

2-1. Minimum rating period

The minimum authorized period for an NCO-ER is 90 days (February is considered as having 30 days) except for relief-for-cause reports (para 2-10d).

2-2. Continuity of rating periods

Once a report has been submitted, NCO-ERs will show a continuous record for each month and year unless a break in NCO status occurred (para 2-3c). 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.

2-3. Nonrated periods

a. Periods during which the NCO is in a status listed in table 2-1 are nonrated and will not be counted toward a rating period or rater/senior rater qualification (chap 3).

Table 2-1
Reasons and definitions for nonrated periods

Reason Code: A Definition: AWOL/Desertion
Reason Code: B Definition: Break in active enlisted service of 12 months or less (see c below)
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 d below)
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 (para 2-4).
Reason Code: T Definition: TDY or special duty (SD) other than to attend school or compassionate reassignment (para 2-4).
Reason Code: W Definition: Prisoner of war
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 SGT (see c below) or when a previous command did not render an NCO-ER.

b. Periods of attendance at military or civilian school 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 receive an AER as described in

AR 623-1, paragraph 1-5, will be included in the nonrated months recorded in the next NCO-ER. (Reason code S).

c. A break in NCO status (to include reduction below the rank of SGT) of 12 months or less, will be included as nonrated months, (Code B) recorded on the next NCO-ER (provided a previous NCO-ER was completed). For a break in NCO status (to include reduction below of rank of SGT) of more than 12 months, 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.

d. A TDRL status of any duration the beginning month of the next NCO-ER will be the month following the ending month of the last NCO-ER.

e. Periods of leave are rated, except as indicated in reason codes I and P above.

f. The number of nonrated months during a report period will be computed as follows:

(1) Determine the total days in the report period during which the NCO was in a nonrated days to nonrated months by using table 2-2.

(2) Convert the total nonrated days to nonrated months by using table 2-2.

Table 2-2
Computation of Nonrated Months

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

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

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

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

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

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

2-4. Temporary duty (TDY), special duty (SD), or compassionate reassignment

a. When an NCO departs on TDY or 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 schedule 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/her primary functions in his/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 or TDY or SD other than paragraph 2-4a(1) and (2) who is not responsible to rating officials in his/her parent organization will be rated by the TDY or SD supervisor according to table 2-3. The TDY or SD supervisor will ensure that a rating scheme is published (para 1-4b).

c. An NCO on TDY or SD who remains responsible to rating officials in his/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 (table 2-3, note 1, applies).

d. An NCO attached to an organization pending compassionate reassignment remains responsible to his/her parent unit and will not

receive an evaluation report from the attached organization is mandatory (table 2-3, note 1, applies).

Section II

Types of Reports (Active Army, ARNG-AGR, and USAR-AGR)

2-5. Authorized reports

Only those reports authorized by this regulation will be submitted. Reports in paragraphs 2-7, 2-8, and 2-10 are mandatory reports and take precedence over optional reports in paragraph 2-9. The event requiring a report determines the type of report.

2-6. Starting the initial reporting period

The first report received by an Active Army, ARNG/USAR AGR, NCO will be determined by the date of the event requiring a report (e.g., change of rater, annual). The beginning month will be the month of the effective date of promotion to sergeant, revision 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 Army Board for Correction of Military Records (ABCMR) memorandum which approves reinstatement in an NCO ranks.

2-7. Annual reports

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) Revision 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. Annual report will not be signed prior to the first day of the month following the ending month following the ending of the report.

d. An annual report will not be submitted when the provisions for the change-of-rater report apply.

e. In cases where the rater dies, is relieved, reduced absent without leave (AWOL), declared missing, or incapacitated (to such an extent that the reviewer, on the advice of medical authorities, believe the rater is unable to submit an accurate evaluation) after the report period but before the report is signed, the senior rater will complete both the rater and senior rater portions of the report, provided the senior rater meets minimum rater qualifications.

2-8. Change-of-rater report

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

- (1) Rater or rated NCO are reassigned.
- (2) Rater or rated NCO depart on extended TDY or SD (para 2-4).
- (3) Rater or rated NCO are released from active duty early per AR 635-200 or normal expiration of service (ETS), except for discharge and immediate reenlistment.
- (4) Rated NCO is reduced to CPL/SPC or below. Reduction to another NCO grade (e.g., SFC to SGT) does not require a report, unless the actual rater changes.
- (5) Rater dies, is relieved, reduced, AWOL, 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 the rater and senior rater portions of the reports on each of the rater's subordinates (provides senior rater meets minimum rater qualifications) and enter a brief explanation of the reason for the report in Part Ve (e.g., "rater deceased" or "rater relieved"). When both the rater and

senior rater 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 periods.

b. A change-of-rater report will be submitted by the rater upon approved retirement (ending month will be the month transition leave begins or the month that retirement is effective if transition leave is not taken).

c. 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.

2-9. Complete-the-record reports

a. At the option of the rater, a complete-the-record report may be submitted on a 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 six rated months 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. Because this is an optional report, 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 for request for standby reconsideration.

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 ARNG and USAR Command Sergeant Major Programs and ARNG and USAR promotion boards centralized at State or MUSARC headquarters, NGB, and ARPERCEN.

2-10. Relief-for-cause reports

Relief-for-cause is defined as the removal of a NCO from a rateable assignment based on a decision by a member of the NCO's chain of command or supervisory chain that the NCO's personal or professional characteristics, conduct, behavior, or performance of duty warrant removal in the best interest of the U.S. Army (AR 600-20, para 2-15). 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. 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 (para 6-4b(3)).

b. 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.

c. Regardless of who directs the relief, the rater will enter the statement "The rated NCO has been notified of the reason for the relief" in part IVf.

d. The minimum rater and senior rater qualification and the minimum rating period are 30 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 period in clear-cut cases of misconduct is hereby 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 (para 6-8).

e. The date of relief determines the "thru" date of the report (para 6-9i(2)). Relief-for-cause reports may be signed at any time during the closing or following month of the report.

f. When the rater is relieved, or when the rated NCO and the

rater are concurrently relieved, the senior rater will complete both the rater and senior portions of the report for each of the rater's subordinates. Enter "rater relieved" in part Ve, do not identify the relieved in part IIa.

g. When computation of rated months outlined in paragraph 6-9j results in zero (0) rated months, are and exception to normal policy, DA Form 2166-7, Part I, Item j will reflect one rated month.

Section III Restrictions

2-11. Performance as Equal Opportunity (EO) NCO

An NCO serving as an EO NCO, either as a principal or appointed duty, will not be given an unfavorable evaluation solely because of the enthusiasm and zeal with which he or she implements the Army's Equal Opportunity Program. This does not preclude reporting poor or improper duty performance.

2-12. 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 shall be governed by the laws and regulations pertaining to the particular action.

2-13. Participation in Alcohol and Drug Abuse Prevention and Control Program (ADAPCP)

A NCO who voluntarily enters the ADAPCP for an alcohol or drug abuse problem that has not been detected by the chain of command should not be penalized by mention of the ADAPCP 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. Rating officials cannot use information derived from ADAPCP records in their evaluations. However, 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. Voluntary entry into the ADAPCP or successful rehabilitation should be mentioned as a factor to the rated NCO's credit.

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

2-14. Classified information

Normally, reports will not contain classified information as defined in AR 380-5. Exceptional cases requiring classification will contain downgrading instructions (AR 380-5). Also, each section, part, paragraph, subparagraph, or similar portion will be marked to show the level of classification of the information in it, Unclassified sections will be marked unclassified (AR 380-5, para 4-202). The NCO-ER must be marked in a manner that eliminates doubt as to which portions contain or reveal classified information.

2-15. Commander inquiry

When it is brought to the attention of commanders that a report rendered by one of their subordinates or by a member of one of their subordinate commands may be illegal, unjust, or otherwise in violation of this regulation, they will look into the allegation. These matters may be brought to the commander's attention by the rated NCO or anyone having knowledge of the alleged illegality, injustice or violation. The Commander's Inquiry will be made by a commander (major or above in the chain of command above the designated rating official(s) 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 and officer, senior to the designated rating officials involved in the allegations, to make the inquiry. 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. See paragraph 2-15d for details in forwarding the results of the inquiry.

a. 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, a State AG's office, or ARPERCEN. However, in these after-the-fact cases, this paragraph is not intended to mean of addressing errors and injustices after they have become a matter of permanent record.

b. The following restrictions apply:

(1) The Commander's Inquiry procedures will not be used to document differences of opinion between rating officials (or between rating officials (or between the commander and rating officials) about an NCO's performance and potential. Basically, the evaluation system establishes rating chains and normally relies on the opinions of the 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

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

(b) Inaccurate or untrue statements.

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

(2) The commander will not pressure or force rating officials to change their evaluations.

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

(4) The commander will not use the Commander Inquiry provisions to forward information derogatory to the rated NCO.

(5) To ensure the availability of pertinent data and timely completion of an inquiry conducted after the evaluations in question has been accepted to USAREC, the State AG's office, or ARPERCEN, the inquiry must be conducted by either the commander at the time the report was rendered, who is still in the command position or by a subsequent commander in that position. However, the inquiry must be forwarded to Cdr, PERSCOM, ATTN: TAPC-MSE (Active Army and ARNG/AGR title 10 NCOs), or the appropriate State AG (ARNG including ARNG/AGR title 32 soldiers) or Cdr, ARPERCEN, ATTN: DARP-PRE-A (all USAR), not later than 120 days after the "THRU" date of the report.

c. The procedures for processing commander inquiries are as follows:

(1) If, after looking into the allegations, the commander finds that no illegality, injustice, or violation of the regulation has occurred, he or she will advise the individual requesting the inquiry and take no further action other than ensuring that the report is forwarded to USAEREC/appropriate State AG/ARPERCEN as expeditiously as possible. If desired, the commander may retain a written record of the Inquiry, such as a memorandum for record.

(2) If the commander finds that an error, illegality, injustice, or violation of the regulation has occurred and the report has not been forwarded to USAEREC, the State AG's office, or ARPERCEN, he or she will return the report 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

(b(2) above). When the report has been corrected, it will be forwarded to USAEREC, the State AG's office, or ARPERCEN with no reference to the action taken by the commander.

(3) If the report has not yet been forwarded to USAEREC/appropriate State AG/ARPERCEN and the commander 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 Cdr, PERSCOM, ATTN: TAPC-MSE (active Army and ARNG/AGR title 10 soldiers), or the State AG (ARNG, including ARNG/AGR title 32 soldiers) or Cdr, ARPERCEN, ATTN: DARP-PRE-A (all USAR).

(4) If the commander finds that a report already forwarded to USAEREC/ARPERCEN/appropriate State AG is in violation of this regulation, he/she will forward the results of the inquiry to Cdr, PERSCOM, ATTN: TAPC-MSE, Alexandria, VA 22332-0442, or State AG's office, or Cdr, ARPERCE, ATTN: DARP-PRE-A, 9700 Page Blvd, St. Louis, MO 63132-5200. Commander's inquiry results reflecting only administrative errors will be processed in accordance with paragraph 4-2 of this regulation and need not be forwarded to Cdr, PERSCOM.

d. The results of the Commander's Inquiry will include findings, conclusions, and recommendations in a format that can be filed with the report in the NCO's OMPF for clarification purposes. The result, therefore, will include the commander's signature, should stand alone without reference to the other documentation, and preferably be limited to one page. Sufficient documentation, such as reports and statements, will be attached to justify the conclusion.

2-16. Performance as counsel or as a member of a courts-martial

No reference will be made to the rated NCO's performance of duty as a member of a courts-martial, or the zeal with which the NCO represented, as counsel, any accused before a courts-martial (Article 37, UCMJ).

2-17. Comments about martial status and spouse

a. Any evaluation comments, favorable or unfavorable, shall not be based solely on a noncommissioned officer'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 shall not be made about the employment, educational, or volunteer activities of a noncommissioned officer'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 noncommissioned officer's performance or conduct, when comments containing reference to a spouse may be made. These comments must be focused on spouse. For example, "SSG Doe's 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.

Table 2-3
TDY, SD, or Compassionate Attachment Supervisor's Reports (other than TDY or SD to attend school)

Period	Responsibilities to	Evaluation	Disposition
TDY, SD:			
Regardless of length.	Per unit	Memorandum input to rater (optional).	Note 1.
Less than 90 days	TDU/SD unit	Memorandum input to rater (optional).	Notes 1, 3.
More than 90 days	TDY/SD unit	DA Form 2166-7	Note 2, 3.
Compassionate attachment:			
Regardless of length	Parent unit	Memorandum input (mandatory)	Note 1.

Notes:

¹ Memorandum input describing duties and manner or performance is prepared by the TDY, SD, or compassionate reassignment supervisor and sent to the rated NCO's PSC or RC personnel officer. The PSC or RC personnel officer will forward copies to the rated NCO and the normal rater. The memorandum input will not be enclosed with the NCO-ER when it is forwarded to USAEREC (Active Army), or State AG (ARNG/AGR), or ARPERCEN.

² A change-of-rather report prepared by the TDY or SD supervisor is forwarded to USAEREC, the State AG or ARPERCEN through the rated NCO's PSC or RC personnel officer. The PSC or RC personnel officer will annotate the rated NCO's records, give the rated NCO a copy, and send the NCO-ER to USAEREC, or the appropriate State AG, or ARPERCEN.

³ Periods of TDY of 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 1-5, will be included in the nonrated months recorded in the next NCO-ER (reason code S).

Chapter 3

Rating Chain Qualifications and Responsibilities

Section I

Evaluation Principles-General

3-1. Evaluation role of the rating official

a. 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 role in support of the mission, and all of the standards (value/NCO responsibilities) by which performance will be judged.

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

c. 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 will not normally be based on isolated minor incidents.

d. 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 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.

3-2. Performance and potential evaluations

a. Performance evaluations are judgments on how well the rated NCO met duty requirements and adhered to the professional standards of the NCO Corps. That is, performance is evaluated by observing action, demonstrated behavior, and results from the point of view of the values and NCO responsibilities defined in paragraph

6–12 and contained in DA Form 2166–7 and DA Form 2166–7–1. Due regard is given to

- (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. Evaluations of potential are assessments of the rated NCO's ability, compared with that of NCOs of the same grade, to perform in position of greater responsibility and/or higher grade. Note that this 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 HQDA.

3–3. Performance counseling

a. Face-to-face performance counseling between the rater and the rated NCO is accomplished in order to improve 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 and discuss progress toward meeting these standards periodically during the rating period.

b. The goal of performance counseling is to get all NCOs to be successfully and meet 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 non-commissioned 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, except for ARNG and USAR NCOs in inactive duty training (IDT) status who will be counseled at least twice a year. (See para 5–9 for special Individual Ready Reserve (IRR) and Individual Mobilization Augmentee (IMA) counseling procedures.

d. Several items have 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 36–7).
- (4) Safety (AR 385–10).
- (5) Quality of Life (DA Pam 600–19).
- (6) Contracting and Acquisition (DOD Dir 5000.52–M).
- (7) Information Security Program (AR 380–5). 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.
- (8) Property Accountability Unit Supply Update Handbook.
- (9) Personnel Management Responsibility for Army Civilian Employees (AR 10–20).

e. Rating officials should consider and use the Nine Leadership Competencies in FM 22–100, with the appropriate NCO Value and Responsibility (pages 3 and 4 of DA Form 2166–7–1 and Part IV of DA Form 2166–7) when conducting performance counseling sessions. The Leadership Competencies are generic to all leaders, officer and NCO. The nine Leadership Competencies are: Communications, Supervision, Teaching and Counseling, Soldier-Team Development, Technical and Tactical Proficiency, Decision Making, Planning, Use of Available Systems and Professional Ethics.

3–4. Loss of rating chain officials

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 relieved, reduced, AWOL, declared missing, or becomes incapacitated to such an extent that 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. The following rules apply to these situations:

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 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 days) has not been met, the period is nonrated and a new rater is designated.

(2) If the minimum rating period (90 days) has been met, the senior rater will perform the rater's functions provided rater qualifications are. The senior rater will serve as both the rater and senior rater.

(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 the chain.

Section II Qualifications and Responsibilities

3–5. Rater qualifications (Active Army, ARNG/AGR, and USAR-AGR)

a. The rater must be

(1) The immediate supervisor of the rated NCO and designated as the rater for a minimum period of 90 days. (See paras 2–10d and 5–13 for exceptions.)

(2) A Sergeant or higher, if military, and senior to the rated NCO 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, 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 rank of 1SG or CSM and serving in an authorized 1SG 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 U.S. civilians, 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.

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. CSM or TOE and TDA units will be rated by the Commander with the following exceptions, provided rater qualifications are met:

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

(2) Active Army and ARNG CSM who are Commandants of NCO Academies may be rated by the Assistant Division Commander/Deputy State AG or the Division/Installation/State CSM.

(3) USAR NCO Academy CSM will be rated by continental U.S. Army (CONUSA) CSM.

f. May act as both the rater and senior rater, when the rater is a general officer, officer of flag rank or U.S. civilian with Senior Executive Service (SES) rank and precedence (see para 3–6g).

3–6. Rater responsibilities

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

a. Counsel the rated NCO on his or her duty performance and professional development throughout the rating period. 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 (every 3 months) thereafter, semiannually for ARNG and USAR NCOs in 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, then quarterly (every 3 months) thereafter. The DA Form 2166-7-1 is mandatory for use by the rater when counseling all NCOs, CPL through CSM.

b. Prepare a separate DA Form 2166-7-1 for each rated NCO. The form will be used together with a working copy of the NCO-ER for conducting performance counseling. The DA Form 2166-7-1 is maintained by the rater until after the NCO-ER for the period has been approved and submitted to USAEREC, State AG or CG, ARPERCEN. For corporals, who will not receive a record NCO-ER, the checklist will be maintained by the rater for 1 year. There is no regulatory requirement to keep the DA Form 2166-7-1 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 (para 3-1).

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 on part IVc of the NCO-ER.

f. Date and enter his/her signature in part IIa.

g. Sign part IIb and c when also serving as senior rater and reviewer.

3-7. Senior rater qualifications

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 two rated months. (See para 2-10d and 5-10 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 NCO frocked on the rank of 1SG 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 U.S. civilians, 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. May act as both the rater and senior rater, when the rater is a general officer, officer of flag rank, U.S. civilian with SES rank and precedence. (See para 3-8h).

3-8. Senior rater responsibilities

The senior rater's role is primarily that of evaluation, focusing on potential, responsible for overwatching the performance evaluation, and mentoring. Senior raters will

a. Use all reasonable means to become familiar with the rated NCO's performance throughout the rating period such as a periodical review of the counseling is being accomplished.

b. Prepare a fair, correct report evaluating the NCO's duty performance, professionalism, and potential.

c. Date and enter his/her signature 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 means that he or she has seen the completed report (except part II d and e) and verifies that the administrative data (part I) is correct, the rating officials are proper (part II), the duty description is accurate (part III) to include the counseling dates. When counseling dates are omitted, the senior rater will enter a statement in part Ve, explaining why the counseling was not accomplished, and ensure the APFT and height/weight entries are correct (part IVc). It also shows awareness of the appeals process contained in chapter 4. Enter the appropriate statement "NCO refuses to sign" or "NCO is not available for signature" in part IIc when the NCO refuses to sign or is unavailable for signature.

e. Ensure the specific bullet examples support the appropriate ratings in part IVb-f.

f. Ensure the statement "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 and evaluation in part Vc or d when the minimum time requirements is not met.

h. Sign part IIc when also serving as reviewer.

i. Not direct that the rater change an evaluation that he or she believes to be honest.

3-9. Reviewer qualifications

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 of U.S. civilians, 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 uniformed Army official.

d. In cases where both the rater and senior rater are other than uniformed Army rating officials (excluding those described in f, below), and no uniformed Army reviewer is available, the report will be reviewed by a uniformed Army officer in the rated NCO's PSC 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 is a general officer, officer of flag rank, or U.S. civilian with SES rank and precedence, that official will also act as reviewer. (See para 3-10e).

3-10. Reviewer Responsibilities

The reviewer is responsible for rating safeguard overwatch. He or she may comment only when in disagreement with the rater and/or senior rater. He or she 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 examples support the appropriate excellence, success, or needs improvement ratings in part IVb-f, see paragraph 6-12g(1) for definitions.

c. Indicate concurrence or nonconcurrence with rater and/or senior rater by annotating the appropriate box with a handwritten "X" in the part II and adding an enclosure (not to exceed one page), when the nonconcurrence box is marked (see para 6-16 for details).

(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 per 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 to the point that the reviewer no longer disagrees with the evaluation, then the reviewer checks the concur box in part II.

(b) If the rater and/or senior rater do not acknowledge a discrepancy and indicate that the evaluation is their honest opinion, the reviewer checks the nonconcur box in part II and adds an enclosure that clarifies the situation and renders his or her opinion as to the proper manner of performance and potential.

(c) The reviewer may not direct that the rater and/or senior rater change and evaluation believed to be honest.

(d) In cases where neither the rater nor the senior rater are NCOs, 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 6-4 and is limited to one page.

(3) The reviewer's enclosure is not to be used for 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 6-8) to the

(1) PSC for Active Army, ARNG/AGR title 10, and USAR-AGR NCOs.

(2) Appropriate ARNG personnel officer for ARNG and ARNG/AGR title 32 NCOs.

(3) USAR unit personnel officer for USAR unit NCOs.

(4) Address shown in paragraph B-1c for IMA and IRR NCOs.

e. Sign part IIa, b, and c when serving as rater, senior rater, and reviewer.

3-11. Personnel Service Company, Center (PSC) or Reserve Component (RC) personnel officer responsibilities

The PSC or RC personnel officer will

a. Follow procedure in appendix E, this regulation.

b. Initiate the report by completing part I (a thru j).

c. Forward the report to the rated NCO's commander for proper control per paragraph 1-4b.

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

e. Ensure that the rated NCO's signature or a statement explaining its absence has been entered in part II (para 3-8d).

f. Enter the number of enclosures (may be handwritten) and ensure that they meet the requirements of paragraph 6-8.

g. Complete part I (k thru o).

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

(2) In no case will the report be handcarried by the rated NCO or forwarded to the gaining PSC or RC command for completion. The PSC or RC personnel officer who initiates the report will complete and forward it in compliance with j below.

h. 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 which the NCO refuses to sign will be set by certified mail when it cannot be given directly to the NCO.

i. (RC, including ARNG/AGR and USAR-AGR). For all grades make a copy of the report and file it in the permanent section of the rated NCO's MPRJ.

j. Forward originals of all completed reports intact (separated reports will not be accepted for processing) by first-class mail in

time to reach the following addresses not later than 60 days for active component and 90 days for ARNG/USAR after the ending month of the report:

(1) Active Army, Cdr, USAEREC, ATTN: PCRE-RE, Fort Benjamin Harrison, IN 46249-5301.

(2) Army National Guard (including ARNG/AGR).

(a) For AGR title 10 NCOs, the original NCO-ER will be filed in the permanent section of the NCO's MPRJ and maintained by the servicing PSC. A copy of the NCO-ER will be forwarded by the PSC to the appropriate State AG with a copy sent to National Guard Bureau, ATTN: NGB-ARP-CT, Washington, DC 20310-2500.

(b) All other ARNG NCOs, including ARNG/AGR Title 32 NCOs, will have their NCO-ERs forwarded to the appropriate State AG.

(3) U.S. Army Reserve, including USAR-AGR, Cdr, ARPERCEN, ATTN: DARP-PRE-E, 9700 Page Blvd, St. Louis, MO 63132-5200.

k. Assist NCOs, if requested, in preparing and submitting appeals (para 4-4).

3-12. USAEREC/State AG/ARPERCEN responsibilities

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 4.

Chapter 4 Appeals

4-1. General

a. 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 the duty was performed. The appeals system 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. This chapter sets the policies and procedures for the appeals system. Although the Commander's Inquiry is not part of the appeals system, rated NCOs may seek an initial means of redress through the Commander's Inquiry is not a prerequisite for submission of an appeal. Preparation of an appeal will not delay submission of the original NCO-ER.

b. Appendix F amplifies and clarifies the policies and procedures 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 completely before preparing and submitting 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.

4-2. Policies and standards

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

(1) Be administrative 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

(a) HQDA, ODCSPER.

(b) Chief, NGB.

- (c) Office, Chief, Army Reserve (OCAR).
- (d) Cdr, PERSCOM.
- (e) Cdr, ARPERCEN.

(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 and appellant will be referred to the appellant for concurrence and comment before it is submitted.

e. The results of a Commander's Inquiry under paragraph 2-15 do not constitute an appeal. They may be used, however, in support of an appeal.

f. An appeal must be supported by substantiating evidence (see para 4-7). An appeal that alleges a report in incorrect or inaccurate or unjust without supporting evidence will not be considered. The determination regarding adequacy of evidence may be made by Cdr, USAEREC, Chief, NGB, or Cdr, ARPERCEN (See app B for addresses).

g. The office that has custody of a NCO's MPRJ may request administrative changes to an accepted report in parts I and II, DA Form 2166-7 (which the NCO must be aware of and given the opportunity to submit statements pertaining to the case). However, the request must be accompanied by substantiating evidence. Such evidence will include a certified true copy of the DA Form 2A (Personnel Qualification Record, Part I Enlisted) and DA Form 2-1, orders, duty appointment documents, personnel data card, personnel zero balance (AAC-C27), etc. These requests are not appeals; however, CDR, USAEREC, Chief NGB, or Cdr, ARPERCEN will process them.

h. Appeals based on administrative error only will be adjudicated by the NCO Evaluation Report Appeals Section, USAEREC (Active Army), the appropriate State AG (ARNG), or the Commander, ARPERCENT (USAR). 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 and II of the DA Form 2166-7, and similar items in other evaluation forms. Administrative errors include deviation from the established rating chain, unauthorized entries, insufficient period of observation by the rating officials, and errors in the report period.

(1) It should be noted that the rated NCO's authentication verifies the information in part I and II, and confirms the accuracy of the APFT data and height/weight data entries. Appeals based on alleged administrative errors in those portions of a report previously authenticated by the rated NCO (parts I and II, and the height/weight and APFT data (IVc)) will be accepted only under the most unusual and compelling circumstances.

(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, incorrect APFT or height/weight data, or any matter other than administrative error are substantive in nature and will be adjudicated by the DCSPER Enlisted Special Review Board (ESRB) (para 4-8). Claims of inaccuracy of a substantive type pertain to parts III, IV and V of the DA Form 2166-7 and similar items on other evaluation forms.

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

4-3. 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, e.g., extended hospitalization.

c. Administrative appeals will be considered regardless of the period of the report and a decision will be made in view of 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. Prompt submission is, therefore, recommended.

4-4. Preparation.

a. Detailed guidance on the preparation of an evaluation report appeal is contained in appendix F.

b. Prepare an appeal in memorandum format; clearly identify it as an EER, NCO-ER, or Academic Evaluation Report (AER) appeal; and submit it in duplicate to the appropriate agency listed in appendix B. Sample formats are shown at appendix F. Appeals of other Service evaluations reports may be submitted to HQDA for consideration.

c. The appeal will identify the full name, SSN, rank, and PMOS of rated NCO, period of contested report, return mailing address, and the processing priority (see para 4-6).

d. The appeal will state in the first paragraph that it is being submitted under the provision of chapter 4. The appeal will also

(1) Indicate the period of the report being appealed.

(2) State the basis for the appeal (administrative error, inaccuracy of a substantive type, or both).

(3) Cite the processing priority (para 4-6).

(4) Reference supporting evidence.

e. 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.

f. Statements provided in support of appeals must be originals or certified true copies. Other documents must be certified true copies, if the original document is not provided. Copies of DA Forms 2A and 2-1 must be certified by the custodian of the MPRJ.

g. Acopy of the evaluation in question must be provided by the appellant.

4-5. Processing and resolution

a. Receipt of appeals will be acknowledged directly to the originator. The time required to process and appeal varies greatly depending on the complexity of the issues involved, the age of the evaluation being appealed, etc. Appeals are processed in priority (see para 4-6) by date of receipt.

b. Appeals are screened by the reviewing agency to separate claims of administrative error from 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 may not be that 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. However, the board will not usually take action that might unintentionally worsen as appealed evaluation report.

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

e. The reviewing agency notifies each appellant by letter of the

decision on his or her appeal and promotion reconsideration eligibility, if applicable. When an appeal is denied, a copy of the letter of notification is filed in the performance data section of the OMPF performance fiche. When a substantive appeal is denied but administrative corrections/amendments are made, a copy of the letter of notification to the appellant and a DA Memorandum for Record are placed in the performance data section of 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 ARNG (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 OMPF. In the case of a invalidated or amended report a memorandum is placed in the performance data section of the performance fiche to explain the correction. No other documents are filed in the OMPF.

f. If the appeal is denied, an appellant may request reconsideration, seek new additional evidence and submit a new appeal, or he may submit an appeal to the next agency in the Army's redress system, the ABCMR. The ABCMR is governed by AR 15-185. 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 per AR 25-55 and AR 340-21 for a case summary under the FOIA/PA should be sent to: Cdr, PERSCOM, ATTN: TAPC-ALS, 200 Stovall Street, Alexandria, Virginia 22332-0400.

4-6. Priorities

a. Appeals are processed in the following priority:

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

(a) Twice not selected 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/ARNG 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 AGR Continuation Board.

(2) *Second priority.* Appeals pertaining to noncommissioned officers who have been not selected 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.

4-7. 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 and that

(1) The presumption of regularity referred to in paragraph 4-2 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/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

(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 zero balance reports (ACC-C27).

(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 (para 2-15).

(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 app F). 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, firsthand, the appellant's performance as well as interactions with rating officials. Statements from rating officials are also acceptable if they relate to allegations of factual errors, erroneous perceptions, 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. 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.

4-8. ESRB composition and procedures

a. The DCSPER ESRB 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 officers 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 are 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 firsthand 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.

4-9. Guidelines for appeals based on substantive inaccuracy

a. A decision to appeal and evaluation should not be made lightly (see app F.). 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 take note of 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 with the available evidence at some point whether to submit with 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 allegations. Remember the case will be reviewed by a board of impartial officers and noncommissioned officers who will be influenced only by the available evidence. Their decision will be based on their best judgment.

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

4-10. Summary checklist for the appellant

a. Cover letter.

(1) Prepare the appeal cover letter in memorandum format typed on letterhead or white bond paper.

(2) Include in the first paragraph name, rank, PMOS, SSN, period of report, and priority of appeal and identify any pending personnel actions (i.e. DA or local bar to reenlistment or mandatory retirement).

(3) Include an DSN or commercial phone number and correct mailing address.

(4) Concisely explain the nature of your disagreement and what corrective action is requested.

(5) List and identify all enclosures.

(6) Sign and date the memorandum.

b. Evidence

(1) Administrative appeals must be proven by original or certified true copies of appropriate documents.

(2) Substantive appeals must be supported by originals of typed statements from knowledgeable observers or rating officials during the report period. Other documentation must be original or certified true copies of originals.

(3) Statements from rating officials will not be the sole basis of the appeal.

(4) Documents such as ARTEP, AGI, Command Inspection results, etc. may also be useful in supporting a substantive appeal.

(5) Substantive appeals contesting height/weight entries must include original statements from the commander and/or a medical corps doctor attesting to height/weight at the time the report was signed by rater. Tape test results may be original or certified true copies.

c. *Copies.* Original and one duplicate copy.

d. Dispatch.

(1) Before mailing, review your appeal packet. Be sure you have signed and dated the cover memorandum, enclosed a copy of the evaluation report in question, included certified copies of your DA Form 2A and 2-1, and all enclosures listed on the cover memorandum, and ensured that all signatures, dates, addresses and phone numbers are on all documents.

(2) Use correct office symbol address (see app B) and enclose in secure container, e.g. mailing envelope or heavy wrapping, as required.

e. Follow-up.

(1) Notify the appropriate agency promptly if address or priority changes.

(2) Appellants will be notified promptly, in writing, of the decision.

(3) If the appeal is not totally granted, appellants may request a copy of the ESRB case summary, if appropriate, then request reconsideration either on evidence previously submitted or strengthened by additional evidence.

(4) As an alternative to reconsideration, appellants may apply to the ABCMR under the provisions of AR 15-185.

Chapter 5 Army National Guard and U.S. Army Reserve

Section I Introduction

5-1. General

This chapter applies to ARNG and USAR NCOs ranks corporal and above. It does not apply to personnel assigned to the Active Army or to participants in the ARNG-AGR or USAR-AGR program.

5-2. NCO-ER purpose.

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

Section II Submission of Reports

5-3. Minimum rating period

The minimum authorized period for a NCO-ER is 90 days, except relief-for-cause reports (para 5-7) and reports for IRR or IMA NCOs (para 5-9).

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 within 4 months of a mandatory removal or retirement date unless an annual report is normally due or if a report is requested by the rater or rated NCO.

Section III Type of Reports

5-5. First reports

The first NCO-ER is submitted on sergeants or above who have not been previously evaluated in the NCO-ER System.

a. For ARNG prepare the first report for whichever of the following occurs first:

- (1) Immediate reenlistment or extension.
- (2) Transfer to the IRR.
- (3) Transfer to another reserve component.
- (4) Transfer to another reserve component.
- (5) Required for board action.
- (6) Change of rater.
- (7) Annual reporting month.

b. For USAR prepare the first report for whichever of the following occurs first:

- (1) Required for board action.
- (2) Change of rater.
- (3) Annual reporting month.

5-6. Annual reports

a. Annual reports will be prepared annually as of the last day of the month in table 5-1, except for IRR or IMA NCOs specified in paragraph 5-10 below.

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 and 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. (para 2-7c).

Table 5-1
Schedule for regular evaluation reports

Grade of Rank: MSG/1SG and SGM/CSM
Prepare as of last day or reporting month: August

Grade of Rank: SFC
Prepare as of last day or reporting month: September

Grade of Rank: SSG
Prepare as of last day or reporting month: October

Grade of Rank: SGT
Prepare as of last day or reporting month: November

5-7. Relief-for-cause reports

A report is required if a NCO is relieved for cause. The policy and guidance in paragraph 2-10 apply to all ARNG and USAR NCOs except that the minimum rating period is 90 days.

5-8. Change-of-rater reports

a. *For USAR.* A report will be submitted on USAR NCOs whenever the designated rater is changed as long as minimum rater qualifications are met (90 days). Rater changes include:

(1) Rater or rated NCO are reassigned; transfer to another unit; transfer to the IRR, IMA, or ING; or transfer to another reserve component.

(2) Rater or rated NCO are discharged or normal ETS, except for discharge and immediate reenlistment.

(3) Rated NCO is reduced to CPL/SPC or below. Reduction to another NCO grade (e.g. SFC or SGT) does not require a report, unless the actual rater changes.

(4) Rater dies, is relieved, reduced, AWOL, declared missing, or becomes incapacitated to such an extent 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 (provides senior rater meets minimum rater qualifications) and enter a brief explanation of the reason for the report in Part Ve (e.g., "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.

(5) A change-of-rater report will be submitted when requested by the rater or rated NCO upon approved retirement.

(6) Change-of-rater reports 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.

b. *For ARNG.* Change-of-rater reports are optional for ARNG NCOs whose duties change significantly with the change-of-rater and the NCO remains in the same unit. They are also optional for ARNG NCOs whose rater transfers within the unit. A change-of-rater report is required when an ARNG NCO or the rater:

(1) Transfers to another unit.

(2) Transfers to the IRR or another component.

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

5-9. Counseling IRR and IMA NCOs

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

a. Not later than 1200 hours of the NCO's first duty day, the NCO will meet with the rater. The rater will conduct the first counseling session per paragraph 6-2b. The rater will ensure the NCO understands the duty requirements and responsibilities during the tour of duty which 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 per paragraph 6-2d.

5-10. Reports for IRR and IMA NCOs

Prepare the NCO in triplicate. Send the original and a copy to Cdr, ARPERCEN, ATTN: DARP-PRE-E, 9700 Page Boulevard, St. Louis, MO 63132-5200. Give the other copy of the related 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 for IRR and IMA NCOs, SGT or above, attached or assigned to Active or Reserve Component commands of the U.S. Armed Forces for indefinite periods and performing IDT or active duty for training (ADT) for pay/points, e.g. an IRR soldier attached for training to the U.S. Air Force Reserve or the Air National Guard. Performance counseling will be conducted per paragraph 6-2.

b. An NCO-ER will be submitted when an IRR or IMA NCO (except in a above), SGT or 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" per paragraph 6-9g 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, ARPERCEN, ATTN: DARP-PRE-E, 9700 Page Boulevard, St. Louis, MO 63132-5200, not later than 90 days after the ending date of the report.

5-11. Reports for NCOs in the inactive National Guard (ING)

NCO-ERs will normally not be submitted for members of the ING. However, the NCO-ER will be completed for sergeants and above who complete AT of more than 11 days. A copy of the completed NCO-ER will be forwarded to the State Personnel Officer NLT 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.

5-12. Restrictions.

Chapter 2, section III, applies to the Reserve Components.

Section IV

Rating Chain Qualifications and Responsibilities

5-13. Rater qualifications?

a. The rater must be-

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

(a) 90 days if the rated NCO is a member of a TPU and the period includes AT under the rater's supervision.

(b) 90 days if the rated NCO is a member of a TPU and the period includes AT under the rater's supervision.

(c) 30 days for cases of relief-for-cause, however, in clear-cut cases of misconduct the 30-day period may be waived by a general officer in the chain of command or an officer having general courts-martial jurisdiction over the relieved NCO.

(d) Eleven or more consecutive days of AT, ADT, ADSW, or TTAD, if the rated NCO is a member of the IRR or IMA.

(e) For NCOs on a Key Personnel Update Program (KPUP) tour of less than 16 days the supervisor will provide the normal rater

with a memorandum (see para 2-4c and table 2-3 for guidelines) providing input for the NCOs next evaluation.

(f) 90 days for all other conditions.

(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 U.S. civilians, 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.

5-14. Other rating chain qualifications and responsibilities

With the exception of paragraph 3-5, the rest of chapter 3 applies to the ARNG and USAR.

Chapter 6 Evaluation Forms and Procedures

6-1. General

a. This chapter discuss the forms and procedures to be used in evaluating a NCO.

b. There are two forms used in the evaluation process: DA Form 2166-7-1 and DA Form 2166-7. DA Form 2166-7-1 is used by the rater as a guide to prepare, conduct, and record performance counseling sessions with the rated NCO. DA Form 2166-7 is used by the rating chain to record the performance evaluation of the rated NCO. These forms will be requisitioned through the installation or activity publications stock-room in accordance with DA Pam 25-30. (See figs 6-1 and 6-2 for samples of the forms.)

6-2. Purpose and use of DA Form 2166-7-1

a. The DA Form 2166-7-1 is used by the rater 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 NCO, CPL through CSM. The purpose of the checklist is to improve performance counseling by providing structure and discipline to the process.

b. Within the first 30 days of the rating period, or effective date of lateral appointment of 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 AT, ADT, ADSW, or TTAD. This counseling session is that the primary focus is on communicating performance standards to the rated NCO. It should let the rated know what is expected during the rating period. The DA Form 2166-7-1 provides examples, definitions, and step-by-step assistance o the rater for preparing and communicating performance standards and direction to the rated NCO. Specifically, the rater shows the rated NCO the rating chain and a complete duty description, discusses the meaning and explains the standards for success. After counseling, the rating records key points discussed and obtains the rated NCO's initials on the DA Form 2166-7-1.

c. The rater will conduct later counseling sessions during the rating period. Counseling sessions will be conducted a least quarterly for Active Army and AGR NCOs and at least semiannually for ARNG and USAR NCOs performing IDT. These counseling sessions differ form 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 2166-7-1 provides step-by-step assistance to the rater. Specifically, the rater updates the duty description, and based on observed action ad 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. After counseling, the rater records key points discussed and obtains the rated NCO's initials on page 2 of the DA Form 2166-7-1.

d. One DA Form 2166-7-1 will be maintained by the rater for each rated NCO until after the NCO-ER for that period has been approved and submitted to USAEREC, State AG or CGM, ARPERCEN. For corporals, who will not receive a record NCO-ER, the checklist will be maintained for one year. There is no regulatory requirements to keep the DA Form 2166-7-1 beyond this time; nonetheless, in some cases keeping it for possible future use to support personnel actions may be appropriate.

6-3. Purpose and use of DA Form 2166-7

a. DA Form 2166-7 is used by the rating officials to provide DA with a brief, clear assessment of the rated NCOs duty performance, professionalism and potential.

b. DA Form 2166-7 also provides evaluation information to ensure sound personnel management decisions can be made and that a NCO's potential can be fully developed.

6-4. 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 sequent reports. It will not remark on performance or incidents occurring before or after the rating period.

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

(1) The rater's entry of the height/weight as of the date he or she authenticates the report. This exception is made only to permit the rater to comply with the requirements of paragraph 6-13.

(2) The most recent APFT performance or profile data occurred prior to the beginning date of the report. This exception is made only to permit the rated NCO to comply with the requirements of paragraph 6-14a.

(3) Relief-for-cause reports based on information pertaining to a previous reporting period. This exception is allowed to permit rating officials to fully discuss a series of events or actions, that over time lead to a relief action.

6-5. Unverified derogatory information

a. No reference will be made to unverified derogatory information concerning the NCO.

b. References may be made only to derogatory information verified through thorough investigations before the report is forwarded to USAEREC, State AG or CG ARPERCEN. If the rated NCO is absolved, no comments pertaining to the incident will be included in the report.

c. The intent of this restriction is to prevent unverified derogatory information from being included in evaluation reports.

6-6. Prohibited comments

a. The use of inappropriate or arbitrary remarks or comments that draw attention to differences relating to race, color, religion, gender, or national origin are prohibited. Subjective evaluation must not reflect a rating official's personal bias or prejudice.

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 which 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 and 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.

6-7. Administrative instructions

a. DA Form 2166-7 is the official document of the NCO Evaluation Reporting System. It contains information in the form of marked boxes and bullet comments that should be stored, handled, and transmitted as sensitive personal information.

b. Prepare all administrative and bullet comment portions of the

form by typing or machine printing in either pica (10 pitch) or elite (12 pitch) type face. Compressed type face or spacing will not be used. A clear original is required so that legible copies of the report can be given to the rated NCO and filed in the OMPF. When instances occur where a true copy of the DA Form 2166-7 must be provided to USAEREC, State AG, or CG, ARPERCEN, because the original was not previously forwarded by PSC, the PSC will enter in part Vc of the NCO-ER the statement "True Copy" or "Corrected Copy" and the signature block of the PSC officer. The PSC/RC Personnel officer will sign above the signature block and forward the report to USAEREC, State AG or CG, ARPERCEN, for filing. All box marks will be hand written X in black ink, along with signature in Part II, Facsimile signatures are not authorized.

c. Authorized abbreviations may be used; however, acronyms should be avoided.

d. Narrative gimmicks are prohibited. The following techniques will not be used:

- (1) Handwritten comments.
- (2) More than one bullet per line.
- (3) Single spacing between bullets.
- (4) Excessive use of capital letters.
- (5) Underlining.
- (6) Italics and similar techniques.
- (7) Exaggerated margins.

e. A report will not be accepted for processing when separated, taped, or stapled; it must remain intact.

6-8. Enclosures

a. No enclosures, except those listed below, will be attached to the completed NCO-ER.

(1) Comments by the reviewer when nonconcurrency box in part IIe is marked (para 3-10c and para 6-16).

(2) Statement from person who directed relief-for-cause if other than rating official (para 2-10b).

(3) Relief-for-cause report 30 day waiver approval (para 2-10d).

b. When an authorized enclosure is used, it will not exceed one page and be prepared per AR 25-50 on 8 1/2 by 11-inch bond paper and will include the following (a sample format is fig 6-3).

- (1) The rated NCO's full name, SSN, and grade.
- (2) The period of the report.
- (3) Signature of the originator.

(4) Reason for the enclosure, i.e. reviewer nonconcurrency, 30 day relief waiver, 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 the required in a(2) above), and any other favorable or unfavorable communications are not authorized enclosures.

6-9. Part 1, administrative data

Part I will be completed by the PSC or RC personnel officer. The rater will verify part I data with the rated NCO (para 3-6e), and notify the PSC or RC/personnel officer of any errors. For USAR reports only, include the telephone number of the unit that prepared the NCO-ER on the line/block after the words Part I Administrative Data (e.g. Tel: (000) 111-9999).

a. *Block A.* Self-explanatory.

b. *Block B.* Self-explanatory (Privacy Act statement at app D).

c. *Block C.* Enter the three-letter abbreviation for the NCO's military rank, not pay grade. (e.g., SSG, SFC)

d. *Block D.* Enter the six-digit date of rank in year-month-day (yymmdd) sequence (e.g., 790613).

e. *Block E.* Enter up to nine digits of the Primary MOS code (e.g., 19E30, 75Z5PA3, 18B5MW9LA).

f. *Block F.* Enter data in the order listed on the form (e.g., Co B, 3d Bn, 67th Armor, 2AD, Ft. Hood, TX 76546-5000 FC). When an NCO-ER is completed on an NCO at a TDY/SD unit (para 2-4), 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

(1) For ARNG enter the 3 character SIDPERS State Unit code (SUC).

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

(3) For USAR enter the NCO's status code.

(a) "TPU" for a NCO assigned to a TPU.

(b) "AGR" for a NCO serving an AGR status.

(c) "IRR" for a NCO assigned to the IRR.

(d) "IMA" for a NCO assigned to an IMA position.

(4) For USAR must include the appropriate MUSARC/GOCOM (e.g., 81st ARCOM).

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

Table 6-1 Reports by code and type

Report Code: 1

Type of report: First (does not apply to Active Army, see chap 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/TTAD (See chap 5)

h. *Block H.*

(1) *FROM Date.* Enter the beginning date of the boxes, using two-digit numerical identifiers for year and month. (e.g., 8707). The beginning month is always the month following the ending month of the last report, except for reports rendered in the following situations:

(a) *Active Army.* An NCO's first report period (para 2-6) 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 which approves reinstatement of a promotion.

(b) *USAR-AGR.* An NCO's first report period (para 2-6) begins on the effective date of promotion to Sergeant or the effective month ordered to AGR status, whichever occurs later.

(c) *USR TPU.* The first report period will begin on the effective date of promotion to Sergeant or the effective month assigned to a TPU, whichever occurs later.

(d) *IRR, IMA, or ING.* Per paragraphs 5-10 and 5-11, report periods will begin with the month that the NCO performs AT, ADT, or active duty support (ADS), ADSW, FTTD, or TTAD.

(e) *ARNG.* 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.

(2) *THRU Date.* Enter the ending date in the same manner as the beginning date. (e.g., 8804). The ending month is always the month of the event which generates the report, regardless of when the event occurs during that month (e.g., 1st day, 10th day, or 28th day). Enter the same thru date in the header of page two of the NCO-ER.

i. *Block I.* (Active Army and AGR) Compute the number rated months as follows:

(1) Total the number of calendar months in the rating period from the beginning month through the ending month.

(2) Compute the number of nonrated months (para 2-3f and app C).

(3) Subtract nonrated months, if any, from total calendar months.

(4) Enter the remainder the number of rated months in block I.

j. Block J. (Active Army and AGR) Enter the appropriate codes from paragraph 2–3. If there were no nonrated periods, leave blank. Entries in blocks I and J are not required for ARNG and USAR not on active duty.

k. Block K. Enter the number of authorized enclosures, if any, that are being attached and forwarded with the completed NCO–ER.

l. Block L. Enter, using black ink, the handwritten “X” and six digit date (e.g., 870429). FOR ARNG AGR on Title 10, enter the parent state to which assigned (e.g., NHARGN) to ensure copy will be forwarded (para 1–4b(1)(f)).

m. Block M. Enter the handwritten PSC/RC representative’s initials, using black ink. See paragraph 3–11 for specific responsibilities.

n. Block N. Identify the rated NCO’s major Army Command (MACOM) by entering the two place command assignment code (AR 680–29). Leave blank for ARNG NCOs not on title 10 AGR tours, unless directed by the AG.

o. Block O. Enter the four position alphanumeric PSC code. RC personnel officer will leave this block blank.

6–10. Part II, authentication

Restrictions on signature dates in chapter 2. Reports will be dated by the rating official and rated NCO when signed prior to forwarding to the PAC and/or PSC.

a. Blocks A and B self–explanatory.

b. Block C

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

(2) The senior rater will obtain the rated NCO’s signature or enter the appropriate statement “NCO refuses to sign” or “NCO unavailable for signature”.

(3) The rated NCO’s signature verifies that he or she has seen the completed report; the administrative data (part I) is correct, the rating officials are proper (part II), the duty description is accurate (part III) to include the counseling dates, and the APFT and height/weight entries are correct (part IVc).

c. Block D the reviewer has overall responsibility for ensuring the timely submission of an accurate DA Form 2166–7 per the controls established by the commander (para 1–4b).

d. Block E reviewer places a handwritten “X” in the appropriate block, indicating concurrence or nonconcurrence. Note: Nonconcurrence enclosure is mandatory (para 6–16). Enclosures will not be used to add to additional concurrence to the report. The reviewer will ensure the rated NCO is provided a copy of the nonconcurrence enclosure.

e. The rank portion of part II, A, B, and D will contain the appropriate three letter Army rank abbreviation unless the officials is a promotable Master Sergeant occupying a Sergeant Major position, and acting as a reviewer, in which case enter MSGP (Active and USAR only). For rating officials who are not U.S. Army officers/NCO, in addition to their rank, enter their pay grade and branch of service. For example, a U.S. Navy Captain would be entered as CAPT 06 USN, a USMC Gunnery Sergeant would be entered as GYSGT E7 USMC, etc. A civil service official would be entered as GS– or GM– (6–18). For members of the Senior Executive Service, “SES” will be entered in lieu of a grade.

f. Additionally, enter the appropriate PMOS for NCOs and MOS for warrant officers, or branch for commissioned officers.

6–11. Part III, duty description

a. The rater will complete part III and verify the information with the rated NCO (AR 611–201).

b. The duty description 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. It may be updated somewhat during the rating period. It is used at the end of the rating period to record what was important about the duties.

c. Narrative rules for part III:

(1) Daily duties and scope must be a series of phrases, starting with action words and separated by semicolons.

(2) Areas of special emphasis/appointed duties must be a list of tasks/duties separated by semicolons.

d. The six elements of the duty description:

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

(2) *Duty MOS code.* Enter DMOS (at least five characters but no more than nine).

(3) *Daily duties and scope.* 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) *Area of special emphasis.* This portion is most likely to change somewhat during the rating period. It should include the most important items and applied at any time during the rating period. (See fig 6–1 for details: DA Form 2166–7–1.)

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

(6) *Counseling date:* Enter the six digit appropriate date (e.g. 910429 or 29 Apr 91) obtained from DA Form 2166–7–1. The absence of counseling will not be used as the sole basis for an appeal.

6–12. Part IV, values NCO/responsibilities

a. Rater. The rater will complete part IV.

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

c. c. Narrative rules for part IV, bullet comments:

(1) 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) Best bullets start with action words (verbs) or possessive pronouns (his/her); avoid using the NCO’s name or the personal pronouns he/she.

(3) Bullet comments must be double spaced (between bullets).

(4) Each bullet comment will be preceded by a small letter “o” to designate the start of the comment.

d. Values/NCO responsibilities. Part IV. A NCO’s performance on Commander’s Evaluation (CE), Skill Qualification Test (SQT)/NCO Self Development Test (SDT), Common Task Test (CTT), AFPT, 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 answer each question by placing a handwritten “X” in either the “YES” or “NO” box. Bullet comments are used to explain any area where rated NCO is particularly strong or needs improvement. Bullet comments are mandatory for “NO” ratings and must be specific.

f. Definitions. Listed below are NCO values/responsibilities. Definitions of these are provided in the glossary below:

(1) Values.

(2) Competence.

(3) Physical fitness and military bearing.

(4) Leadership.

(5) Training.

(6) Responsibility and accountability.

g. Responsibilities (Part IV b through f).

(1) Rater indicates the level of performance (excellence, success, or needs improvement) for each responsibility by placing a handwritten “X” in the appropriate box. Definitions of performance levels are provided below:

(a) *Excellence.* Exceeds standards; demonstrated by specific examples and measurable results; special and unusual; achieved by only a few; clearly better than most others. (For example: scored 94 on last SQT; received a physical fitness badge for 300 score on APFT; qualified entire squad as expert with M–16 and M–60; awarded the Expert Infantry Badge (EIB).)

(b) *Success.* Meets all standards; majority of ratings; intended to be the equivalent of “125” score on the old EER; fully competitive for schooling and promotion; counseling goal to bring all NCO’s to this level. (For example: shares experiences readily, constantly teaching soldiers; constantly seeking to improve, completed 3 sub-courses during rating period; coached and played on company softball team; established comprehensive cross-training program for his section; his platoon had only one tank on deadline report (for 10 days) during last 11 months.)

(c) *Needs improvement.* Missed meeting some standard. (For example: was often aware of whereabouts of subordinates; had the highest deadline rate in the company due to apathy; scored 59 on last SQT; unprepared to conduct formal training on 3 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 improvements 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).

6-13. 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 rater’s signature date and an entry of “YES” or “NO” to indicate compliance or noncompliance with the provisions of AR 600-9. The data will be typed in part IVc. Example entries are “72/180 YES” or “68/205 NO”. Note: The rater enters “YES” and the bullet “Within body fat standards of AR 600-9” for those NCOs who exceed the weight for height screening table, AR 600-9, only after a body fat measurement has been completed and the NCO is found to be within the body fat standard for his/her age group.

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 of “NO”, indicating noncompliance with AR 600-9. Comments will state the reason for noncompliance, note any medical waivers to weight standards, and indicate progress or lack of progress in a weight control program.
- (3) To explain the basis for a “yes” entry when and individual exceeds the weight for height screening table limit but through a body fat determination is in compliance with the body fat standards of AR 600-9.
- (4) To explain a pregnant NCO’s height and weight data left blank during period of pregnancy, the rater must enter the following explanation in part IVc: “Exempt from weight control standards of AR 600-9.”

Note: Rating officials will not use the work “pregnant” or refer to and NCO’s pregnancy in any manner when completing and NCO-ER.

6-14. Part IVc, APFT entry

a. The rater will enter one of the following APFT entries: “PASS” or “FAIL” and the year and month of the APFT results; or “PROFILE” and year and month the profile was awarded. These entries will reflect the NCO’s status on the date of the most recent APFT administered by the unit within the 12 month period prior to the last day of supervision. APFT refers to both the PT Test for NCOs without profiles consisting of push-ups, sit-ups, and the two mile run and the alternate PT Test as prescribed by health care personnel for NCOs with permanent profiles. The APFT entries for both are the same. Sample entries are “PASS 8601,” “FAIL 8602” or “PROFILE 8603.” APFT numerical scores will be entered as bullet comments to justify “Excellence” or “Needs improvement” ratings based solely on the APFT. It is optional to enter the APFT score for success ratings.

b. 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 (AR 350-15). Comments on “PROFILE” entries will describe the rated NCO’s ability to perform assigned duties.

(2) If the APFT has not been taken within 12 months of “THRU” date of the report the APFT data entry will be left blank. The rater will explain the absence of an APFT entry in part IVc.

(3) To clarify APFT for pregnant NCOs. AR 40-501 exempts pregnant NCOs from the APFT for the duration of the pregnancy plus the period of convalescent leave is determined by the attending physician. Pregnant NCOs will receive one of the two following APFT entries on their NCO-ER

(a) If the APFT had been completed prior to the pregnancy and within the last 12 months, the entry should be “PASS” or “FAIL” and the date the test was taken.

(b) If due to the pregnancy, no APFT has been taken within the last twelve months, the entry is left blank. However, the following explanation must be entered in part IVc: “Exempt from APFT requirements according to 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.

6-15. 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 one hand written “X” (in black ink) in appropriate box, NCOs receiving one or more “Needs improvement” ratings in part IV b-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, should sufficient allocations be available, a promotion recommendation.
- (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.

c. *Part Vc and Vd.* Senior rater evaluates overall performance and potential by placing one hand written “X” (in black ink) in the appropriate box of each area. 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” is not a good as a “1”. A “3” rating also represents a good performance and, should sufficient allocations be available, is a recommendation for promotion, however, it is not good as a “2”.

(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.

d. *Part Ve.* When the senior rater does not meet minimum time requirements for evaluation on the rated NCO, he/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:

- (1) Bullet comments (see para 6-12) are mandatory.
- (2) Marginal ratings given by the rater and fair, or poor rating in part V must be addressed by the senior rater.
- (3) Bullet comments should focus on potential, but may address performance, and/or the evaluation rendered by rater. However, so

long as the senior rater meets the minimum time qualifications for evaluation, he or she must make bullet comments

6-16. Reviewer nonconcurrency actions

When the reviewer disagrees with the rater and/or senior rater and marks the “nonconcur” block in part IIe of the NCO-ER, and

explanation enclosure is required. The bullet comments rules governing the completion of the DA Form 2166-7 itself do not apply. The enclosure rules of paragraph 6-8 apply (see fig 6-4).

6-17. 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 officials responsibility for the report.

NCO COUNSELING CHECKLIST/RECORD

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

NAME OF RATED NCO

RANK

DUTY POSITION

UNIT

Completed by the rater for each rated NCO. (para 6-2d)

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

RULES:

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

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

PREPARATION

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

COUNSELING

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

AFTER COUNSELING

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

CHECKLIST - LATER COUNSELING SESSIONS DURING THE RATING PERIOD

PREPARATION

1. Schedule counseling session, notify rated NCO, and tell him/her to come prepared to discuss what has been accomplished in each value/responsibility area.
2. Look at working copy of NCO-ER you used during last counseling session.
3. Read and update duty description. Especially note the area of special emphasis; the priorities may have changed.
4. Read again, each of the values/responsibilities in Part IV of NCO-ER and the expanded definitions and examples on pages 3 and 4 of this form; then think again, about your standards for success.
5. Look over the notes you wrote down on page 2 of this form about the last counseling session.

6. Think about what the rated NCO has done so far during this rating period (specifically, observed action, demonstrated behavior, and results).
7. For each value/responsibility area, answer three questions: First, what has happened in response to any discussion you had during the last counseling session? Second, what has been done well?; and Third, what could be done better?
8. Make notes in blank spaces in Part IV of NCO-ER to help focus when counseling. (Use new NCO-ER if old one is full from last counseling session).
9. Review counseling tips in FM 22-101.

DA FORM 2166-7-1, AUG 87

Figure 6-1. Sample DA Form 2166-7-1

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).

AFTER COUNSELING

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

COUNSELING RECORD

DATE OF COUNSELING	RATED NCO's INITIALS	KEY POINTS MADE
INITIAL		Conducted within the first 30 days of the rating period or effective date of lateral appointment to corporal, or promotion to sergeant. (para 6-2b)
LATER		Later counseling sessions will be conducted at least quarterly (every 3 months). (para 6-2c)
LATER		Same as above. (para 6-2c)
LATER		Same as above. (para 6-2c)

DUTY DESCRIPTION (PART III of NCO-ER)

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

The five elements of the duty description:

- 1 & 2. **Principal Duty Title and Duty MOS Code.** Enter principal duty title and DMOS that most accurately reflects actual duties performed.
3. **Daily Duties and Scope.** This portion should address the most important routine duties and responsibilities. Ideally, this should include number of people supervised, equipment, facilities, and dollars involved and any other routine duties and responsibilities critical to mission accomplishment.

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

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

Figure 6-1. Sample DA Form 2166-7-1 Continued

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

VALUES: Values are what soldiers, as a profession, judge to be right. They are the moral, ethical, and professional attributes of character. They are the heart and soul of a great Army. Part IVa of the NCO-ER includes some of the most important values. These are: Putting the welfare of the nation, the assigned mission and teamwork before individual interests; Exhibiting absolute honesty and courage

to stand up for what is right; Developing a sense of obligation and support between those who are led, those who lead, and those who serve alongside; Maintaining high standards of personal conduct on and off duty; And finally, demonstrating obedience, total adherence to the spirit and letter of a lawful order, discipline, and ability to overcome fear despite difficulty or danger.

Examples of standards for "YES" ratings:

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

COMPETENCE: The knowledge, skills and abilities necessary to be expert in the current duty assignment and to perform adequately in other assignments within the MOS when required. Competence is both technical and tactical and includes reading, writing, speaking and basic mathematics. It also includes sound judgment, ability to weigh alternatives, form objective opinions and make good decisions.

Closely allied with competence is the constant desire to be better, to listen and learn more and to do each task completely to the best of one's ability. Learn, grow, set standards, and achieve them, create and innovate, take prudent risks, never settle for less than best. Committed to excellence.

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

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

Examples of "Excellence":

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

PHYSICAL FITNESS AND MILITARY BEARING: Physical fitness is the physical and mental ability to accomplish the mission – combat readiness. Total fitness includes weight control, diet and nutrition, smoking cessation, control of substance abuse, stress management, and physical training. It covers strength, endurance, stamina, flexibility, speed, agility, coordination and balance. NCOs are responsible for their own physical fitness and that of their

subordinates. Military Bearing consists of posture, dress, overall appearance, and manner of physical movement. Bearing also includes an outward display of inner-feelings, fears, and overall confidence and enthusiasm. An inherent NCO responsibility is concern with the military bearing of the individual soldier, to include on-the-spot corrections.

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

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

Examples of "Excellence":

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

Figure 6-1. Sample DA Form 2166-7-1 Continued

<p>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</p>	<p>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.</p>
<p>Examples of standards for "Success/Meets Standards" rating:</p> <ul style="list-style-type: none"> ● 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. 	<p>Examples of "Excellence":</p> <ul style="list-style-type: none"> ● Motivated entire squad to qualify expert with M-16. ● Won last three platoon quad inspections. ● Selected for membership in Sergeant Morales Club. ● Inspired mechanics to maintain operational readiness rating of 95% for two consecutive quarters. ● Led his squad through map orienteering course to win the battalion competition. ● Counseled two marginal soldiers ultimately selected for promotion.
<p>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</p>	<p>wartime missions; Is tough and demanding without being reckless; Is performance oriented; Sticks to Army doctrine to standardize what is taught to fight, survive, and win, as small units when AirLand battle actions dictate. "Good training means learning from mistakes and allowing plenty of room for professional growth. Sharing knowledge and experience is the greatest legacy one can leave subordinates."</p>
<p>Examples of standards for "Success/Meets Standards" rating:</p> <ul style="list-style-type: none"> ● Make sure soldiers- <ol style="list-style-type: none"> a. Can do identified common tasks. b. Are prepared for SQT and Commander's Evaluation. c. Develop and practice skills for duty position. d. Train as a squad/crew/section. ● Identify and recommend subordinates for professional development courses. ● Participate in unit training program. ● Share knowledge and experience with subordinates. 	<p>Examples of "Excellence":</p> <ul style="list-style-type: none"> ● 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.
<p>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</p>	<p>for inventories; and Knowing the readiness status of weapons, vehicles, and other equipment. It includes knowing where each soldier is during duty hours; Why he is going on sick call, where he lives, and his family situation; It involves reducing accidental manpower and monetary losses by providing a safe and healthful environment; It includes creating a climate which encourages young soldiers to learn and grow, and, to report serious problems without fear of repercussions. Also, NCOs must accept responsibility for their own actions and for those of their subordinates.</p>
<p>Examples of standards for "Success/Meets Standards" rating:</p> <ul style="list-style-type: none"> ● Make sure your weapons, equipment, and vehicles are serviceable, maintained and ready for accomplishing the mission. ● Stop waste of supplies and limited funds. ● Be aware of those things that impact on soldier readiness e.g., family affairs, SQT, CTT, PQR, special duty, medical conditions, etc. ● Be responsible for your actions and those of your subordinates. 	<p>Examples of "Excellence":</p> <ul style="list-style-type: none"> ● His emphasis on safety resulted in four tractor trailer drivers logging 10,000 miles accident free. ● Received commendation from CG for organizing post special olympics program. ● Won the installation award for Quarters of the Month. ● His constant instruction on maintenance resulted in six of eight mechanics earning master mechanic badges. ● Commended for no APCs on deadline report for six months. ● His learn and grow climate resulted in best platoon ARTEP results in the battalion.

Figure 6-1. Sample DA Form 2166-7-1 Continued

NCO EVALUATION REPORT						SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX E.			
For use of this form, see AR 623-205; the proponent agency is DCSPER									
PART I - ADMINISTRATIVE DATA									
a. NAME (Last, First, Middle Initial) (6-9a)			b. SSN (6-9b)	c. RANK (6-9c)	d. DATE OF RANK (6-9d)	e. PMOSC (6-9e)			
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND (6-9f)					g. REASON FOR SUBMISSION (6-9g)				
h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED CODES	k. NO OF ENCL	l. RATED NCO COPY (Check one and Date)		m. PSC Initials	n. CMD CODE	o. PSC CODE
FROM	THRU				1. Given to NCO	Date			
YY	MM	YY	MM		2. Forwarded to NCO	(6-91)	(6-9m)	(6-9n)	(6-9o)
(6-9h)		(6-9i)	(6-9j)	(6-9k)					
PART II - AUTHENTICATION									
a. NAME OF RATER (Last, First, Middle Initial) (6-10a)			SSN	SIGNATURE					
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT (6-10e)							DATE		
b. NAME OF SENIOR RATER (Last, First, Middle Initial) (6-10a)			SSN	SIGNATURE Senior rater responsible to obtain ratee's signature					
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT (6-10e)							DATE		
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. Part I, height/weight and APFT entries are verified. I have seen this report completed through Part V. I am aware of the appeals process (AR 623-205).				SIGNATURE If NCO refuses or is unavailable to sign, so state (6-10b)			DATE		
d. NAME OF REVIEWER (Last, First, Middle Initial) (6-10c)			SSN	SIGNATURE					
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT (6-10e)							DATE		
e. <input type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS			(6-10d)	<input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)					
PART III - DUTY DESCRIPTION (Rater)									
a. PRINCIPAL DUTY TITLE (6-11d(1))				b. DUTY MOSC (6-11d(2))					
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars)									
The rater completes and verifies with rated NCO. Address the most important daily routine duties and responsibilities. (6-11d(3))									
d. AREAS OF SPECIAL EMPHASIS (6-11d(4))									
e. APPOINTED DUTIES (6-11d(5))									
f. Counseling dates from checklist/record (6-11d(6))		INITIAL	LATER	LATER	LATER				
PART IV - VALUES/NCO RESPONSIBILITIES (Rater)									
a. Complete each question. (Comments are mandatory for "No" entries; optional for "Yes" entries.)									
V A L U E S ARMY ETHIC Loyalty Duty Selfless Service Integrity		PERSONAL					YES	NO	
		Commitment							
		Competence							
		Candor							
		Courage							
		1. Places dedication and commitment to the goals and missions of the Army and nation above personal welfare.					1		
		2. Is committed to and shows a sense of pride in the unit - works as a member of the team.					2		
		3. Is disciplined and obedient to the spirit and letter of a lawful order.					3		
4. Is honest and truthful in word and deed.					4				
5. Maintains high standards of personal conduct on and off duty.					5				
6. Has the courage of convictions and the ability to overcome fear - stands up for and does, what's right.					6				
7. Supports EO/EEO					7				
Bullet comments (6-12b)									
o Bullet comments are mandatory for no ratings and optional for yes ratings.									
o Place a handwritten "X" using black ink for each question.									

DA FORM 2166-7, SEP 87

REPLACES DA FORM 2166-E, OCT 81, WHICH IS OBSOLETE

Figure 6-2. Sample DA Form 2166-7

RATED NCO'S NAME (Last, First, Middle Initial)		SSN	THRU DATE																																				
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 (6-12g) <ul style="list-style-type: none"> 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 <table style="width:100%; border: none;"> <tr> <td style="text-align: center; border: none;">EXCELLENCE <small>(Exceeds std)</small></td> <td style="text-align: center; border: none;">SUCCESS <small>(Meets std)</small></td> <td style="text-align: center; border: none;">NEEDS IMPROVEMENT <small>(Some) (Much)</small></td> </tr> <tr> <td style="text-align: center; border: none;"><input type="checkbox"/></td> <td style="text-align: center; border: none;"><input type="checkbox"/></td> <td style="text-align: center; border: none;"><input type="checkbox"/> <input type="checkbox"/></td> </tr> </table>	EXCELLENCE <small>(Exceeds std)</small>	SUCCESS <small>(Meets std)</small>	NEEDS IMPROVEMENT <small>(Some) (Much)</small>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> o Bullet examples are mandatory for excellence and needs improvement ratings and optional for success ratings. o Place a handwritten "X" using black ink in appropriate box. (6-12g) 																																
EXCELLENCE <small>(Exceeds std)</small>	SUCCESS <small>(Meets std)</small>	NEEDS IMPROVEMENT <small>(Some) (Much)</small>																																					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>																																					
c. PHYSICAL FITNESS & MILITARY BEARING (6-12g) <ul style="list-style-type: none"> o Mental and physical toughness o Endurance and stamina to go the distance o Displaying confidence and enthusiasm; looks like a soldier <table style="width:100%; border: none;"> <tr> <td style="text-align: center; border: none;">EXCELLENCE <small>(Exceeds std)</small></td> <td style="text-align: center; border: none;">SUCCESS <small>(Meets std)</small></td> <td style="text-align: center; border: none;">NEEDS IMPROVEMENT <small>(Some) (Much)</small></td> </tr> <tr> <td style="text-align: center; border: none;"><input type="checkbox"/></td> <td style="text-align: center; border: none;"><input type="checkbox"/></td> <td style="text-align: center; border: none;"><input type="checkbox"/> <input type="checkbox"/></td> </tr> </table>	EXCELLENCE <small>(Exceeds std)</small>	SUCCESS <small>(Meets std)</small>	NEEDS IMPROVEMENT <small>(Some) (Much)</small>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<table style="width:100%; border: none;"> <tr> <td style="border: none;">APFT</td> <td style="border: none;">HEIGHT/WEIGHT</td> </tr> </table> <ul style="list-style-type: none"> o Mandatory and optional examples are the same as part IVb above. (6-12g) o See paragraphs 6-14 and 6-13b for mandatory APFT and height and weight comments. 			APFT	HEIGHT/WEIGHT																												
EXCELLENCE <small>(Exceeds std)</small>	SUCCESS <small>(Meets std)</small>	NEEDS IMPROVEMENT <small>(Some) (Much)</small>																																					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>																																					
APFT	HEIGHT/WEIGHT																																						
d. LEADERSHIP (6-12g) <ul style="list-style-type: none"> o Mission first o Genuine concern for soldiers o Instilling the spirit to achieve and win o Setting the example; Be, Know, Do <table style="width:100%; border: none;"> <tr> <td style="text-align: center; border: none;">EXCELLENCE <small>(Exceeds std)</small></td> <td style="text-align: center; border: none;">SUCCESS <small>(Meets std)</small></td> <td style="text-align: center; border: none;">NEEDS IMPROVEMENT <small>(Some) (Much)</small></td> </tr> <tr> <td style="text-align: center; border: none;"><input type="checkbox"/></td> <td style="text-align: center; border: none;"><input type="checkbox"/></td> <td style="text-align: center; border: none;"><input type="checkbox"/> <input type="checkbox"/></td> </tr> </table>	EXCELLENCE <small>(Exceeds std)</small>	SUCCESS <small>(Meets std)</small>	NEEDS IMPROVEMENT <small>(Some) (Much)</small>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> o Mandatory and optional examples are the same as part IVb above. (6-12g) 																																
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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>																																					
e. TRAINING (6-12g) <ul style="list-style-type: none"> 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 <table style="width:100%; border: none;"> <tr> <td style="text-align: center; border: none;">EXCELLENCE <small>(Exceeds std)</small></td> <td style="text-align: center; border: none;">SUCCESS <small>(Meets std)</small></td> <td style="text-align: center; border: none;">NEEDS IMPROVEMENT <small>(Some) (Much)</small></td> </tr> <tr> <td style="text-align: center; border: none;"><input type="checkbox"/></td> <td style="text-align: center; border: none;"><input type="checkbox"/></td> <td style="text-align: center; border: none;"><input type="checkbox"/> <input type="checkbox"/></td> </tr> </table>	EXCELLENCE <small>(Exceeds std)</small>	SUCCESS <small>(Meets std)</small>	NEEDS IMPROVEMENT <small>(Some) (Much)</small>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> o Mandatory and optional examples are the same as part IVb above. (6-12g) 																																
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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>																																					
f. RESPONSIBILITY & ACCOUNTABILITY (6-12g) <ul style="list-style-type: none"> o Care and maintenance of equip./facilities o Soldier and equipment safety o Conservation of supplies and funds o Encouraging soldiers to learn and grow o Responsible for good, bad, right & wrong <table style="width:100%; border: none;"> <tr> <td style="text-align: center; border: none;">EXCELLENCE <small>(Exceeds std)</small></td> <td style="text-align: center; border: none;">SUCCESS <small>(Meets std)</small></td> <td style="text-align: center; border: none;">NEEDS IMPROVEMENT <small>(Some) (Much)</small></td> </tr> <tr> <td style="text-align: center; border: none;"><input type="checkbox"/></td> <td style="text-align: center; border: none;"><input type="checkbox"/></td> <td style="text-align: center; border: none;"><input type="checkbox"/> <input type="checkbox"/></td> </tr> </table>	EXCELLENCE <small>(Exceeds std)</small>	SUCCESS <small>(Meets std)</small>	NEEDS IMPROVEMENT <small>(Some) (Much)</small>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> o Mandatory and optional examples are the same as part IVb above. (6-12g) 																																
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PART V - OVERALL PERFORMANCE AND POTENTIAL																																							
a. RATER. Overall potential for promotion and/ or service in positions of greater responsibility. (6-15a) <table style="width:100%; border: none;"> <tr> <td style="text-align: center; border: none;">AMONG THE BEST</td> <td style="text-align: center; border: none;">FULLY CAPABLE</td> <td style="text-align: center; border: none;">MARGINAL</td> </tr> <tr> <td style="text-align: center; border: none;"><input type="checkbox"/></td> <td style="text-align: center; border: none;"><input type="checkbox"/></td> <td style="text-align: center; border: none;"><input type="checkbox"/></td> </tr> </table>	AMONG THE BEST	FULLY CAPABLE	MARGINAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	e. SENIOR RATER BULLET COMMENTS (6-15d) <ul style="list-style-type: none"> o Bullet comments are mandatory. Rating of marginal, fair or poor in part V must be addressed. (6-15d) o Comments should focus on potential, but may address performance and/or evaluation rendered by rater. (6-15d) o Enter "Senior rater does not meet minimum qualifications." (6-15d) 																																
AMONG THE BEST	FULLY CAPABLE	MARGINAL																																					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																					
b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade. (6-15b) <hr/> <hr/> <hr/>																																							
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Figure 6-2. Sample DA Form 2166-7 continued

(Letterhead)

OFFICE SYMBOL

(Date)

(reason for the enclosure)

(Rated NCO's name, grade SSN)
(Period of Report)

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

(Authentication)
(Signature Block)

Figure 6-3. Sample of an NCO enclosure

(Letterhead)

OFFICE SYMBOL

(Date)

Reviewer's Nonoccurrence

(Rated NCO's name, grade, 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) _____.

(Authentication)
(Signature Block)

Figure 6-4. Sample of a reviewer's nonconurrence enclosure

Appendix A References

Section I Required Publications

AR 11-2

Internal Control Systems. (Cited in para 3-3d(2).)

AR 25-50

Preparing and Managing Correspondence. (Cited in para 6-8.b)

AR 40-501

Standards of Medical Fitness. (Cited in para 6-14b(3)(b).)

AR 350-15

The Army Physical Fitness Program. (Cited in para 6-14b(1).)

AR 600-9

The Army Weight Control Program. (Cited in para 6-13.)

AR 600-20

The Army Command Policy. (Cited in para 2-10.)

AR 611-201

Enlisted Career Management Field and Military Occupational Specialties. (Cited in para 6-11.)

AR 680-29

Military Personnel, Organization, and Type of Transaction Codes. (Cited in para 6-9n)

DA PAM 600-8-2

Standard Installation/Division Personnel System (SIDPERS) Personnel Service Center Level Procedures. (Cited in app E, table E-1.)

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 15-6

Procedures for Investigating Officers and Boards of Officers.

AR 15-185

Army Board for Correction of Military Records.

AR 22-55

The Department of the Army Freedom of Information Act Program.

AR 36-7

Professional Audit Standards.

AR 340-21

The Army Privacy Program.

AR 380-5

Department of the Army Information Security Program Regulation.

AR 385-10

Army Safety Program.

AR 623-1

Academic Evaluation Reporting System.

AR 635-10

Processing Personnel for Separation.

AR 640-2-1

Personnel Qualification Records.

AR 640-10

Individual Military Personnel Records.

AR 690-500

Position Classification, Pay and Allowances.

NGR 600-5

The Active Guard/Reserve (AGR) Program Management of Title 32 USC Full Time National Guard Personnel.

DA Pamphlet 600-19

Quality of Life Program Evaluation/Minimum Standards.

DOD Directive 500.52-M

Defense Acquisition Career Development Program.

Section III Prescribed Forms

DA Form 2166-7

Noncommissioned Officer Evaluation Report (Prescribed in para 6-1)

DA Form 2166-7-1

NCO Counseling Checklist/Record. (Prescribed in para 6-1.)

Section IV Referenced Forms

None.

Appendix B Agency Addresses

B-1. Address for forwarding Noncommissioned Officer Evaluation Reports

a. Active Army. Commander, U.S. Army Enlisted Records and Evaluation Center, ATTN: PCRE-RE, Fort Benjamin Harrison, IN 46249-5301.

b. Army National Guard (including ARNG/AGR). The Adjutant General (appropriate State). For AGR Title 10 NCOs send a separate copy to: Chief National Guard Bureau, ATTN: NGB-ARP-CT, WASH DC 20310-2500.

c. U.S. Army Reserve (including the USAR-AGR). U.S. Army Reserve Personnel Center, ATTN: DARP-PRE-E, 9700 Page Boulevard, St. Louis, MO 63132-2500.

B-2. Address for forwarding appeal requests

a. Active Army. Commander, U.S. Army Enlisted Records and Evaluation Center, ATTN: PCRE-RE-A, Fort Benjamin Harrison, IN 46249-5301.

b. Army National Guard.

(1) *For administrative error.* The Adjutant General (appropriate State).

(2) *For substantive error.* Chief, National Guard Bureau, ATTN: NGB-ARP-E, WASH DC 20310-2500.

c. U.S. Army Reserve. Commander, U.S. Army Reserve Personnel Center, ATTN: DARP-PRE- A, 9700 Page Boulevard, St. Louis, MO 63132-5200.

B-3. (Active Army only) Address for requesting a microfiche copy of OMPF Commander, U.S. Army Enlisted Records and Evaluation Center, ATTN:

PCRE-RF-1, Fort Benjamin Harrison, IN 46249-5301.

B-4. Address for forwarding request for exceptions to policy, or recommended changes to this circular

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

b. Commander, ARPERCEN, ATTN: DARP-ZPO, 9700 Page Boulevard, St. Louis, MO 63132- 5200.

Appendix C Computation of Rated Months.

C-1. General

The purpose for computing time periods on the NCO-ER, part I, block I (period of report) accounts for the entire beginning month and the entire ending month.

C-2. Method

a. *Identify the beginning month.* The beginning month is always the month following the ending month of the last report (para 6-9h(1)), except for a NCO's first report which begins on the effective date of promotion to sergeant or reentry on active duty after a break in enlisted service (para 2-3).

b. *Identify the ending month.* The ending month is always the month of the event that generates the report (para 6-9h(2)) regardless of when the event occurs during that month (e.g., 1st day or 28th day).

c. Total the number of calendar months in the rating period.

d. Compute the number of nonrated months (para 2-3f).

e. Subtract nonrated months, if any, from total calendar months.

f. The net remainder is the number of rated months in the period (must be at least one month).

g. *For example:*

(1) The NCO previously received a report ending in June 87 and subsequently has a change or rater on 2 Oct 87. The NCO-ER would be completed as follows:

(a) *Block H.* Period of Report: From 8707 through 8710 (4 months).

(b) *Block J.* Nonrated codes: Q

(2) A NCO previously received a report ending in July 87 and departs permanent change of station (PCS) on 18 Oct 87. No NCO-ER would be required because the period covered is less than 90 days.

h. If more than one nonrated period exists during the entire period covered by a report, all nonrated days are added together before converting to normal months per table 2-2. Additionally, if a change of rater occurs during the first 15 days of the month, do not change the ending month to the preceding month. The ending month is always the event which generated the report, regardless of when the event occurs during the month.

Appendix D Privacy Act Statement

Section I Active Army

D-1. Authority

Title 5 USC Sec 301; Title 10 USC Sec 3012.

D-2. Purpose of DA Form 2166-7 for Active Army

DA Form 2166-7 serves as the primary source of information for enlisted personnel management decisions.

D-3. Routine use

DA Form 2166-7 will be maintained in the rated NCO's OMPF and Career Management Individual File (CMIF). A copy will be either provided directly to the rated NCO or sent to the following address.

D-4. Disclosure

Disclosure of the rated NCO's SSN (part I, DA Form 2166-7) is

voluntary. However, failure to verify the SSN may result in a delayed or erroneous processing of the NCO-ER.

Section II ARNG and USAR

D-5. Authority

Title 5 USC Sec 301; Title 10 USC Sec 275 and 280; Title 10 USC Sec 3012.

D-6. Purpose of DA Form 2166-7 for ARNG and USAR

DA Form 2166-7 serves as the primary source of information for enlisted personnel management decisions.

D-7. Routine use

DA Form 2166-7 will be maintained in the rated NCO's OMPF. A copy will either be provided directly to the related NCO or sent to his/her forwarding address.

D-8. Disclosure

Disclosure of the rated NCO's SSN (part I, DA Form 2166-7) is voluntary. However, failure to verify the SSN may result in a delay or erroneous processing of the NCO-ER.

Appendix E Procedures

E-1.

The processing procedures covered in this appendix pertain to the preparation procedures of U.S. Army Noncommissioned Officer Evaluation Reports (DA Form 2166-7) for Active Army personnel and are recommended for use by Commanders, Personnel Staff NCOs (PSNCOs), and PSCs.

E-2.

The principal link in the Noncommissioned Officer Evaluation Report processing chain between the rating official and the PSC is the PSNCO. The PSNCO is responsible for the following:

a. Monitoring units to ensure that commanders keep current rating schemes.

b. Monitoring personnel changes to ensure that units notify the PSC promptly (through the PSNCO) of requirements for change-of-rater reports.

c. Ensuring reports are completed and returned to the PSC on time.

d. Checking NCO-ERs for completeness and accuracy before submission to the PSC.

E-3.

This appendix also provides guidance for the use of the SIDPERS generated NCO-ER Suspense Roster (AAC-C71)/C97 that will assist the PSC in monitoring and assuring the timely submission of NCO-ERs. Specifically, the AAC-C71/C97 report lists names for transmittal and suspense control purposes, and provides a partially preprinted NCO-ER (DA Form 2166-7).

E-4.

The AAC-C71/C97 report consist of the following:

a. Part I (Identified as PCN: AAC-C71). A list of permanent party personnel identified for an "annual" or "change-of-rater" (PCS or separation) NCO-ER. (Distribution: Original to PSC with additional copies available upon request.)

b. Part II (Identified as PCN: AAC-C97). DA Form 2166-7 with preprinted personnel and organizational data for permanent party personnel. (Distribution: Original to PSC).

E-5.

Each PSC can determine how far in advance this tool can be generated by SIDPERS beginning one or more months before the project

close date of the NCO-ER. This projected close date is based upon anticipated date of loss (DL0S), DEROS, ETS, or one year from previous NCO-ER.

E-6.

Military personnel records and documents containing information of a personnel nature will be stored, handled, and transmitted in accordance with AR 25-55 and AR 640-10. Information of a personnel nature may be disclosed or released under applicable directives only to authorized personnel in accordance with AR 25-55 and AR 340-21. Disposition of documents will be in accordance with applicable directives or by destruction when the purpose for which authorized has been served. Destruction should be by burning, shredding, or other appropriate method.

E-7.

The following procedural guidance (fig. E-1) is recommended for processing of DA Form 2166-7.

Know the Requirements

Commander/First Sergeant

Be familiar with the requirements of AR 623-205 and local processing procedures (para 1-4b).

Personnel Administration Center (PAC/PSNCO)

Be familiar with the requirements of AR 623-205 and local processing procedures (para 1-4b).

Personnel Service Company, Center (PSC)

Personnel Records Specialist (unless otherwise indicated).

Be familiar with the requirements of AR 623-205 and local processing procedures.

Rating Schemes Commander/First Sergeant

1. Notify NCOs, raters, senior raters, reviewers, and the PSNCO of changes to the unit rating scheme (see fig E-2).
2. Post changes to a work copy of the unit rating scheme as they occur. Publish a new rating scheme with effective dates at least quarterly if changes have been made.

Personnel Administration Center (PAC/PSNCO)

1. Monitor rating scheme of units to ensure rating officials meet the eligibility criteria in chapter 3 and that rating schemes are kept current.
2. Post changes to work copy of unit rating schemes as they occur.

INITIATION OF REPORTS (DA FORM 2166-7) Commander/First Sergeant

1. Know when NCOs are due and NCO-ER and the ending period of the report (see table E-2).
2. If DA Form 2166-7 is not received from the PSC, promptly request through the PSNCO to the PSC for its delivery by the most expeditious means.
3. When submission of a "Relief-for-Cause" NCO-ER is desired, promptly make request through the PSNCO to the PSC to initiate the DA Form 2166-7 (see fig E-3).
4. When NCO's duty assignment changes, determine whether or not a Change-of-Rater NCO-ER is required, both for the NCO changing duties and for the NCO's rated subordinates. Use the Unit Manning Report (AAC-C07) and the unit rating schemes. If an NCO-ER is required, promptly make request through the PSNCO to the PSC to initiate DA Form 2166-7 (see fig E-3).

Personnel Administration Center (PAC/PSNCO)

1. Monitor the Personnel Transaction Register by Unit Report (AAC-PO1) with the AAC-C07) report and the unit rating schemes to ensure units are promptly requesting Change-of-Rater NCO-ER when they report position changes, if necessary.
2. Ensure that all NCOs are currently reflected on a rating scheme and receive and NCO-ER whether or not occupying and authorized TDA or TOE position.
3. Monitor automated reports or listings and orders to ensure NCO-ERs are initiated by the PSC or NCOs pending separation or reassignment.

Personnel Service Company, Center (PSC)

1. Utilize NCO-ER Suspense Roster (AAC-C71/C97) to identify NCOs requiring NCO-ER.
2. Screen, HQDA Centralized Promotion/Selection Board zones of consideration to identify NCOs who may be eligible for a "Complete-the-Record" NCO-ER.
3. Upon receipt of AAC-C71/C97 report or receipt of notification that an NCO-ER is required, take the following action(s) (para 2-9):
 - a. Obtain MPRJ of each NCO.
 - b. Verify that an NCO-ER is required or is authorized (see table E-2).
 - (1) If the NCO is in the primary or secondary zone of consideration for a DA centralized promotion board, or is in the zone of consideration for school selection, or is in the zone of consideration for selection to CSM, and has not received a previous NCO-ER for the current duty position and has been under the same rater for six months, and meets minimum rating period requirements, determine if the rater desires to submit a "Complete-the-Record" NCO-ER (see fig E-4).
 - (2) If the NCO is pending separation or reassignment, notify the Outprocessing Section (See fig E-5).
 - (3) If and NCO-ER is required or authorized, continue below.

PROCESSING OF REPORTS (DA FORM 2166-7) Commander/First Sergeant

1. Upon receipt of memorandum (fig E-4) including whether the rater desires to submit a "Complete-the-Record" NCO-ER, advise the rater of the options and inform the PSC through the PSNCO of the rater's desires (para 2-9).
2. Upon receipt of memorandum (fig E-6) transmitting the NCO-ER for completion, take the following action:
 - a. Verify the rating officials indicated in the 1st endorsement by the PSNCO are correct. If not, make appropriate actions.
 - b. If the NCO-ER is based upon the rated NCO's pending separation or reassignment, determine if any "Change-of-Rater NCO-ER" are required for NCOs rated subordinates (para 2-8). If NCO-ERs are required, immediately make request through the PSNCO to the PSC to initiate DA Form 2166-7.
 - c. Verify that the minimum rating period requirements have been met (see table E-2 and chap 2). Obtain periods of nonrated data from the Personnel Zero Balance Report (AAC-C27). (If the minimum rating period is not met, return the NCO-ER by endorsement through the PSNCO to PSC for destruction or reinitiating at a later date.)
 - d. Forward the NCO-ER to the rating officials for completion. Ensure the NCO-ER is completed and returned to the PSNCO in a timely manner.
 - e. Nonrated periods will reported to the PSC in the return endorsement through the PSNCO (para 2-3).
 - f. Assist the senior rater in obtaining the NCO's signature for block "C" of part II DA Form 2166-7. If the rated NCO has departed the installation or refuses to sign the NCO-ER, ensure the senior rater enters a statement of explanation.
 - g. Upon completion of the NCO-ER by the rating officials and

signature by the rated NCO, return the NCO-ER to the PSNCO by endorsement to the transmittal memorandum.

(Note: Preparation of an appeal will not delay submission of the NCO-ER. Appeals are processed separately.)

3. Upon receipt of memorandum (fig E-8) and incorrect NCO-ER, have appropriate individual complete and/or correct the NCO-ER.
4. Return completed and/or corrected NCO-ER through the PSNCO to the PSC.

Personnel Administration Center (PAC/PSNCO)

1. Upon receipt of memorandum (fig E-4) inquiring whether the rater desires to submit a "Complete-the-Record" NCO-ER, establish a suspense for reply and forward to commander.

2. Upon receipt of memorandum (fig E-6) transmitting NCO-ER for completion, take the following actions:

a. Using the unit rating scheme, determine rating officials and establish suspense dates for the completion of each NCO-ER.

b. Maintain a suspense control to ensure NCO-ERs are processed and returned to the PSC in a timely manner (DA Form 5237-R) (Personnel Staff NCO Enlisted Evaluation Report Suspense Roster).

c. Forward the NCO-ER to unit for completion.

3. Upon receipt of 1st endorsement to memorandum (fig E-4) in which the rater decides whether to submit a "Complete-the-Record" NCO-ER, forward it to the PSC for necessary action, if required.

4. If notified the unit commander that the minimum rating period has not been met, remove individual's name from suspense and return the NCO-ER by endorsement to the PSC for destruction or reinitiating at a later date.

5. Upon receipt of completed NCO-ER from the unit take the following actions:

a. Review the NCO-ER to ensure it was completed properly by the rating officials and that the rated NCO signed the NCO-ER or that an explanation is entered in part II.

b. Ensure the unit commander entered nonrated periods and reasons in the return endorsement to the transmittal memorandum (para 2-3).

(Note: If the Personnel Zero Balance (AAC-C27) is not maintained by the unit, obtain nonrated data and include in the return endorsement to the transmittal memorandum.)

c. Return the NCO-ER to the PSC by endorsement to transmittal memorandum.

d. Post PSNCO NCO-ER Suspense Roster (DA Form 5237-R).

6. Upon receipt of memorandum (fig E-8) and incorrect NCO-ER establish suspense for reply and forward to unit commander.

7. Upon receipt of return endorsement to memorandum (fig E-8) and corrected NCO-ER from the unit commander, take the following actions:

a. Verify that corrective action was taken.

b. Remove suspense control.

c. Forward NCO-ER to PSC.

Personnel Service Company, Center (PSC)

1. Use the preprinted DA Forms 2166-7 provided with the AAC-C71/C97 report or initiate required NCO-ER by completing the following actions as appropriate:

a. Complete part I, DA Form 2166-7, as appropriate (see chap 6).

b. If part I, DA Form 2166-7 is preprinted, verify data with source documents.

c. Accomplish necessary records update/changes; submit necessary SIDPERS transaction(s).

d. Be sure the beginning month of the NCO-ER does not overlap with the ending month covered by the previous NCO-ER. Check Section IV Item 7, date of last NCO-ER, and Item 8, NCO-ER date verified on DA Form 2A. The ending month of the most recent NCO-ER processed by USAEREC will be entered on DA Form 2A. Local input ending dates can be distinguished from USAEREC input ending dates by the presence of a "U" or "V", respectively. If

the ending months do not agree, verify the ending month with USAEREC using the MEV procedures explained in paragraph 24 below.

e. If the NCO is pending separation or reassignment, notify the Outprocessing Section (see fig E-5).

2. Once the NCO-ER data has been verified/entered:

a. Prepare memorandum to transmit NCO-ER to the unit for completion (fig E-6). Use Part I of the AAC-C71/C97 report to provide "by name" accountability for the NCO-ER; annotate this listing with any additional NCO-ERs which have been initiated. Enclose the NCO-ER provided by part II of the AAC-C97 report and any additional NCO-ERs initiated (do not staple NCO-ER).

b. Establish a suspense date to ensure the NCO-ER is completed and forwarded to reach USAEREC, appropriate State AG, or ARPERCEN in accordance with processing periods in para 1-4b(1)(h).

c. Maintain suspense control to ensure NCO-ER are processed in a timely manner. Use Part I of the AAC-C71/C97 report in a 30 day suspense file and annotate the file copy under the column heading "Date sent to EREC" upon transmission of NCO-ER to USAEREC (see fig E-7).

3. Records Supervisor

a. Maintain controls to ensure required tasks are accomplished per applicable directives.

b. Review forms instructions, and suspense system to ensure all requirements has been completed.

4. Officer-in-Charge, records. Reviews and signs correspondence as appropriate.

5. Distribute correspondence; return MPRJ to file; and when NCO-ERs are not completed and returned to PSC by the suspense date, advise your supervisor.

6. Upon receipt of return endorsement to memorandum (fig E-4) advising that the rater desires to submit a "Complete-the-Record" NCO-ER, initiate DA Form 2166-7.

7. When notified by the PSNCO that the minimum rating period has not been met, remove the individual's name from the suspense (fig E-7) and destroy the NCO-ER or hold for reinitiating at a later date. Enter SIDPERS transaction(s) to correct erroneous data in the SIDPERS Personnel File and monitor the AAC-P01 report to ensure transaction(s) were processed.

8. Upon receipt of the completed NCO-ER from the unit, take the following actions:

a. Review the NCO-ER to ensure it was completed properly by the rating officials and the rated NCO dated and signed the NCO-ER or and explanation is entered in part II.

b. If any deficiencies are found, return the NCO-ER through the PSNCO to the unit commander for corrective action (see fig E-8). Establish a new suspense data and annotate NCO-ER Suspense Roster (para 3-11d).

c. If no deficiencies are found, post the NCO-ER Suspense Roster and continue below.

9. Complete Block "J" of part I, DA Form 2166-7, using nonrated data furnished by the unit (or PSNCO) in the DA Form 2166-7 (fig E-6)-

a. If there were no nonrated periods, leave blank.

b. If there were nonrated periods, take the following actions:

(1) Verify that the nonrated periods reports are not creditable periods (see app C).

(Note: Leave is considered as a creditable period except for leave while in transit between duty stations (PSC). Convalescent leave is patient status.)

(2) Total all days during the entire period in which the soldier was in any of the nonrated statuses listed in chapter 2, and round the days to the nearest month per table 2-2. Enter the number of rated months in block "I".

c. Enter the code(s) applicable for the absence(s) that occurred during the rating period in block "J".

10. Enter appropriate PSC code in block "O" of part I, DA Form 2166-7 (see AR 680-29, for listing of PSC codes).

- a. Complete "ERPT" SIDPERS transaction for each NCO-ER.
- b. Complete block "K" of part I, DA Form 2166-7.
- c. Provide a photostatic copy of the completed NCO-ER including any authorized enclosures to the rated NCO. (Forward NCO's copy to him/her in a sealed envelope through normal distribution facilities or by first class mail. NCO-ER can be given to the rated NCO personally.) Complete block "L" of part I. Using black ink enter a handwritten "X" in appropriate block and the six-digit date.
- d. Continue below: (Note: Under the provisions of AR 623-205, PCS are neither required nor prohibited from reproducing additional copies of NCO-ER for retention in backup or suspense files. However, because NCOs sometimes fail to receive a copy of their NCO-ER, the following guidance is provided to PSC who choose to maintain this backup source).
 - (1) Copies will be maintained in a separate file and treated and safeguarded as "FOR OFFICIAL USE ONLY."
 - (2) Storage, handling, and transmission of these documents will be per AR 25-55 and AR 640-10.
 - (3) Release of these documents or related information will be per AR 25-55 and AR 340-21.
 - (4) Copies of NCO-ER will not be retained longer than 120 days after the date the original was dispatched to USAEREC. At the end of this 120 day period, all copies will be destroyed by burning, shredding, or other appropriate method.
11. If the rated soldier departed the installation prior to completion of the NCO-ER, take the following actions.
 - a. If the NCO was reassigned, complete block "L" of part I, DA Form 2166-7, as follows:
 - (1) Prepare a memorandum to the 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 PSC for update of the rated NCO's Personnel Qualification Records (see fig E-9).
 - (2) Enter "Gaining Unit PSC advised on (date of memorandum)."
 - (3) If an NCO-ER could not be completed due to lack of rater qualifications, prepare a memorandum to the gaining commander providing the nonrated months and reason for not initiating a report.
 - b. If the NCO was separated from active duty, complete block "L" in part I DA Form 2166-7, as follows:
 - (1) If released from active duty, enter "REFRAD" above the handwritten date.
 - (2) If discharged, enter "DISCHARGE" above the handwritten date.
 - c. Forward a photostatic copy of the NCO-ER to the rated NCO.
12. Use a large envelope with cardboard backing for flat mailing to prevent mutilation of the NCO-ER forms. Prepare as follows:
 - a. Stamp or print on the envelope "NONMACHINEABLE". In the lower left corner of the envelope, stamp or print the words "CONTAINS NCO-ER."
 - b. Address envelope to: Commander, USAEREC, ATTN: PCRE-RE, Fort Benjamin Harrison IN 46249-5301.
13. Forward DA Form 2166-7 with envelope and NCO-ER Suspense Roster to supervisor (transmittal memorandum in not required).
14. OIC/Supervisor, Records
 - a. Maintain control to ensure required tasks are accomplished.
 - b. Review DA Form 2166-7, instructions, and NCO-ER Suspense Roster to ensure all requirements have been completed.
 - c. Obtain appropriate initials in block "M" of part I, DA Form 2166-7.

(Note: In the absence of an officer, a noncommissioned officer or civilian employee to whom signature authority is delegated by the PSC may authenticate NCO-ER for the PSC.)
15. OIC/Supervisor, Records

Monitor the PSC processing procedures to ensure that all required tasks are accomplished per applicable directives.

- a. Mail DA Form 2166-7 to USAEREC via first class mail (see step 12, above).
- b. Post NCO-ER Suspense Roster.
16. Outprocessing Clerk

Processing NCO-ER upon separation. Upon receipt of the memorandum that provides notification of an NCO's impending separation (fig E-5) file in suspense pending transfer of records to the transition points (see AR 635-10)
17. Outprocessing Clerk

When the NCO's record 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 and NCO-ER is not required, make the following hand printed comment at the bottom of the DA Form 2A: An NCO-ER was not required at PCS/separation. The last NCO-ER End Date in Section IV, Item 7, is correct.
 - c. If an NCO-ER was required an entry was not made in item 37, DA Form 2A, take the following actions:
 - (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 the appropriate entries on the DA Form 2A.
 - (3) If the NCO-ER has not been completed, obtain period of NCO-ER from memorandum provided by the Personnel Records Officer (fig E-5) and make the following hand printed comment at the bottom of the DA Form 2A: An NCO-ER for the period (period of report) is being prepared and will be completed on or about (date).
18. Outprocessing Supervisor

Maintains control to ensure required tasks are accomplished.
19. 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.
20. Upon receipt of correspondence from the losing PSC 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.
21. Upon expiration of the 30 day suspense on a pending NCO-ER (see step 20, above) take the following actions:
 - a. Obtain the NCO's MPRJ.
 - b. Prepare a memorandum to the NCO's losing PSC requesting information on completion of NCO-ER. If the losing PSC cannot determine, send the memorandum to the headquarters that issued the reassignment orders (see fig E-10).
 - c. Return the NCO's MPRJ to file.
 - d. Establish 30 day suspense for reply to memorandum.
 - e. If an answer is not received within 30 days send a follow-up message. If a response is not received from the second message within 30 days, prepare a report as soon as rater qualifications are met, if an annual report is due.
22. Upon receipt of reply from the losing PSC regarding the completion of an NCO-ER, clear the suspense. Upon receipt of a copy of the completed NCO-ER from the losing PSC submit "ERPT" SIDPERS transactions to update DA Form 2A.
23. OIC/Supervisor, Records

Maintain control to ensure required tasks are accomplished.
24. Verification of ending month of last NCO-ER or AER (service schools of 20 weeks or longer). If a review of an NCO's Personnel Qualification Records indicates the ending month of a NCO-ER/AER may be in error or verification of the ending month has not been confirmed by USAERC, take the following actions:
 - a. Check the ending month with NCO-ER date verified on DA Form 2A.

b. If NCO-ER verification code "U" appears on DA Form 2 (Personnel Qualification Record, Part II Army Reserve), or the item is blank, no code is entered or no annotation was made by the losing command, take the following actions:

(Note: The ending months may differ due to nonsubmission or processing of an "ERPT" SIDPERS transaction for a previous evaluation report (see step 10, above).)

(1) Submit "INQY" SIDPERS transaction. Select Personnel File Inquiry code "3" (voucher number) and Output code "D" (see procedure 2-52, DA Pam 600-8-2).

(2) Upon receipt of inquiry form HQDA, compare verification code and ending month against item 37, DA Form 2A. If the ending month is still in question or not confirmed by USAEREC, go to the next step.

(Note: Update Personnel Qualification Records, if appropriate.)

(3) File and monitor the AAC-P01 report to ensure that the transaction(s) were successfully accomplished. Reconciliation (ME 2026) report.

25. Make a request to USAEREC for Enlisted Evaluation Report Data Reconciliation (MEV 2026) report.

a. MEV 2026 report through the PAS/SIB as follows

(1) Submit SSN and name of each NCO via AUTODIN data pattern message. Use format shown in table E-1.

(2) Enter the following on AUTODIN header record:

(a) CIC (Content Indicator code) ADBS.

(b) RI (Routing Indicator) RUFEAAE.

(3) Text header record is first AUTODIN batch will reflect total number of batches and the PSC mailing address.

b. If MEV procedures are not available locally, PSC may send an electronic message, quarterly, requesting a ETA 920 End Date of Last NCO-ER report to CDRUSAEREC, FORT BENJAMIN HARRISON IN//PCRE-RE//.

26. Provide the MEV data to PSC within 48 hours after processing at USAEREC. The instructions will be provided in the message text less error code explanation which is provided below. The report compares the ending month of the last evaluation report reported by the PSC and the ending month in the USAEREC file. The report reflects only data differences that are explained by one of the following codes that would be listed under the column headed "Explanation Code".

Code A. SSN submitted does not match that in the USAEREC file; therefore, NCO could not be identified.

Code B. Ending month of the last evaluation report in the SIDPERS file is later than the ending month of the last NCO-ER in the USAEREC file and USAEREC has no record of the referenced NCO-ER. Take the following actions to resolve the problem:

(1) Compare ending month in SIDPERS file with ending month entered on NCO-ER Suspense Roster (fig E-7) and item 7, DA Form 2A.

(2) If current date is less than 75 days from ending month of evaluation report no action should be taken since insufficient time has elapsed for processing the evaluation report and updating the SIDPERS file.

(3) If current date is 75 or more days from ending month of the evaluation report, obtain a "Certified True Copy" of the report and forward to USAEREC for processing. (See note in step 10 above).

Code C. Ending month of last evaluation report is SIDPERS file is later than the ending of the last report in the USAEREC file; however, referenced report has been received and is currently being processed by USAEREC.

Code D. Ending month of the last evaluation report in the SIDPERS file is later than the ending month of the last report in the USAEREC file; however, referenced evaluation report has been

returned to the submitting PSC for correction as shown in the column headed "PSC Code".

Code E. PSC date was blank or zeros. The date provided on the MEV 2026 is being retransmitted to the EMF. Submit ERPT transaction and monitor the SPF to ensure the end date verifies. If the end date does not verify within 30 days submit ERPT transaction per paragraph 24c(1)above.

Code F. EREC date is greater than PSC date. The date provided on the MEV 2026 is being retransmitted to the EMF. Submit ERPT transaction and monitor the SPF to ensure the end date verifies. If the end date does not verify within 30 days submit ERPT transaction per paragraph 24c(1) above.

Notes:

1. The NCO's name is not printed on the MEV if the ending month on the request matches the ending month in the USAEREC file if the USAEREC file has an ending month later than the ending month on the request, the name will appear on the ME; however, an ERPT transaction must be submitted. A T/T S9 will automatically be transmitted through SIDPERS file in both instances where USAEREC matches the date on the PSC request, USAEREC has a later date, or the PSC date is blank.

2. The MEV 2026 report will not be filled in the MPRJ.

27. If appropriate, update the Personnel Qualification Records.

28. Initiate an NCO-ER or request an NCO-ER from the former unit, if appropriate.

29. OIC/Supervisor, Records

REDRESS PROCEDURES

Commander/First Sergeant

1. Discuss with NCO the desire to appeal an NCO-ER. Explain that the NCO must prove that the questioned NCO-ER includes errors or inaccurate appraisals (see chap 4).

2. Upon request by the NCO, help prepare an appeal to the NCO-ER.

Personnel Administration Center (PAC)/PSNCO

1. Discuss with the NCO the desire to appeal an NCO-ER. Explain that the NCO must prove that the questioned NCO-ER includes errors or inaccurate appraisals (see chap 4).

2. Arrange an appointment with the Personnel with the Personnel Records Officer/Supervisor for the NCO to discuss the NCO-ER appeals Process.

Personnel Service Company, Center (PSC)

1. OIC/Supervisor, Records

Verify that the appeal is being initiated and will be received at USAEREC within the time limitations specified in chapter 4.

2. OIC/Supervisor, Records

Ensure that the NCO has read chapter 4 in its entirety. If the NCO still desires to make the appeal, assist with the appeal application. Follow the specific guidance provided in chapter 4 and appendix F of this circular.

3. OIC/Supervisor, Records

If desired by the NCO, request assistance in preparing the appeal form the military Personnel Officer or the Unit commander

4. Supervisor, Records

Provide written performance report to serviced units at least quarterly showing statistics, late reports, and NCO-ER errors. Use the NCO statistical reports (rpts 141 and 148) provided monthly and quarterly by USAEREC as source of data.

5. OIC/Supervisor, Records. Ensure that annual NCO-ER are completed for NCO identified on the USAEREC Overdue Annual NCO-ER autodin message within 60 days of receipt of the message.

If the NCO was recently assigned, a annual NCO-ER will be completed as soon as rater qualifications are met. For example, NCO's last NCO-ER was 8909; arrived at the unit 9010, USAEREC identified as overdue 9011. Prepare an annual report 8910-9012, 3 rated months with non-rated code Z.

Figure E-7. Procedures

**Table E-1
MEV 2026 report request format**

Item	Data	Positions
1	SSN	1-9
2	Name	10-27
3	UPC	28-32
4	Blank	33
5	End year of last evaluation report	34-35
6	End month of last evaluation report	36-37
7	PSC Code	38-41
8	Blank	42-80

Notes:

¹ If current data is less than 75 days from ending month of NCO-ER in question, do not request MEV 2026 report.

² MEV 2026 report can be requested at any time; however, requests should be cumulative and submitted once a month.

Table E-2
Conditions Requiring Preparation and Submission of Noncommissioned Officer Evaluation Report (DA Form 2166-7)

Rule	When individual	and	an NCO-ER is prepared
1	is serving as a SGT or above	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) (para 2-7)
2	is serving as a SGT or above	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 discharges and those reduced to SGT and below (para2-8)
3	is serving as a SGT or above	dies	NO REPORT IS REQUIRED
4	is serving as a SGT or above	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 (6 rated months).	with ending period established in HQDA message that announced the Board (Complete-the-Record-Report) (Para 2-9)
5	is serving as a SGT or above	becomes eligible for an NCO-ER and is within 4 months (based on the "through" month of the report) of the approved voluntary retirement date or has requested retirement in lieu of accepting a PCS assignment or reassignment	as of the month terminal leave begins or the month that retirement is effective if terminal leave is not taken (Para 2-8b)
6	is serving as a SGT or above	is scheduled for TDY or special duty other than as a student for 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 upon completion of TDY or special duty (Change-of-Rater Report) Para 2-4 and 2-8)
7	is serving as a SGT or above	individual's rater dies, is declared missing, is relieved, AWOL, receives an administrative discharge or becomes incapacitated.	as of the month of the incident or incapacitation (Change-of-Rater Report) (Para 2-8)
8	is serving as a SGT or above	the individual 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)para 2-10)
9	is serving as a SGT or above	the individual 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)(para 2-10)
10	is serving as a SGT or above	the individual 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) (Para 2-11)
11	is serving as a SGT or above	the individual is reduced or receives an administrative discharge.	as of the month of the incident (Change of Rater) (Para 2-8)

ATZJ-A (MARKS #)

MEMORANDUM THRU COMMANDER, 1ST BN, 2D INF, 99TH INF DIV, ATTN:
PSNCO, FT DEFENSE, VA 22310-1111

FOR COMMANDER, 99TH INF DIV, ATTN: PSC, FT DEFENSE, VA
22310-1111

SUBJECT: Request for Initiation of Noncommissioned Officer
Evaluation Report

1. Reference AR 623-205.
2. Request DA Form(s) 2166-7 be initiated for the following
NCO(s):

RANK NAME	SSN	DOR	ENDING MONTH	TYPE OF REPORT (Relief-for-cause and/or Change-of- rater)
-----------	-----	-----	-----------------	---

"signed"
TERRY E. LEADER
CPT, Inf
Commanding

Figure E-3. Sample for Request for Initiation of NCO-ER

ATZA-A (ATZJ-A/DATE) (MARKS #) 1st End SSG Smith/sgs/451-1617
SUBJECT: Submission of "Complete-the-Record" Noncommissioned
Officer Evaluation Report

Commander, Co A, 1st Bn, 2d Inf, 99th Inf Div, Ft Defense, VA
22310-1111

THRU Commander, 1st Bn, 2d Inf, ATTN: PSNCO, Ft Defense, VA
22310

FOR Commander, 99th Inf Div, ATTN: PSC, Ft Defense, VA 22310

1. Request DA Form 2166-7 (be) (not be) initiated for a
"Complete-the-Record" NCO-ER.

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

"signed"
TERRY E. LEADER
CPT, Inf
Commanding

Figure E-4. Sample for Submission of 'Complete-the-Record' NCO-ER -Continued

ATZJ-A (MARKS #)

MEMORANDUM FOR OUTPROCESSING CLERK

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

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

2. The following applies:

An NCO-ER is not required. The period (DATE) to (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) to (DATE) and is being processed.

"signed"
CECELIA A. JONES
CW2, USA
Personnel Records Officer

Figure E-5. Sample for NCO-ER for Personnel Being Separated/Reassigned

S: Suspense Date

ATZJ-A (MARKS #)

MEMORANDUM THRU Commander, 1st Bn, 2d Inf, 99th Inf Div, Ft
Devens, VA 22310-1111

FOR Commander, Co A, 1st Bn, 2d Inf, 99th Inf Div, Ft Defense, VA
22310-1111

SUBJECT: Completion of Noncommissioned Officer Evaluation Report

1. The enclosed DA Form 2166-7 pertaining to (Rank) (Name) (SSN), a member of your command, is forwarded for completion and return to this headquarters, ATTN: PSC, NLT (Date).
2. Request the number of days and reason(s) for all nonrated days during this rating period be furnished in your endorsement.
3. Do not fold, tear, staple, or otherwise mutilate the enclosed NCO-ER.
4. Request the comment be returned along with the completed DA Form 2166-7.

FOR THE COMMANDER:

Encls

"signed"
ROBERT G. REKORD
CPT, AGC
Military Personnel Officer

Figure E-6. Sample for Completion of NCO-ER

ATZA-B (ATZJ-A/DATE) (MARKS #) 1st End SFC Smith/ds/325-9999
SUBJECT: Completion of Noncommissioned Officer Evaluation Report

Commander, 1st Bn, 2d Inf, ATTN: PSNCO, Ft Defense, VA
22310-1111

FOR Commander, Co A, 1st Bn, 2d Inf, 99th Inf Div, Ft Defense, VA
22310-1111

1. Enclosed DA Form 2166-7 is forwarded for completion by the rater, senior rater, and reviewer and return to this headquarters, ATTN: PSNCO, 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)	(DOR)	Suspense	(Date)
Senior Rater	(Rank)	(Name)	(DOR)	Suspense	(Date)
Reviewer	(Rank)	(Name)	(DOR)	Suspense	(Date)

FOR THE COMMANDER:

Encl
nc

"signed"
KEN S. SHARPE
CPT, Inf
Adjutant

AFGK-B 2d End

SFC Jones/ld/325-7890

Cdr, Co A, 1st Bn, 2d Inf, 99th Inf Div, Ft Defense, VA
22310-1111

THRU Cdr, 1st Bn, 2d Inf, ATTN: PSNCO, Ft Defense, VA
22310-1111

FOR Cdr, 99th Inf Div, ATTN: PSC, Ft Defense, VA 22310-1111

1. Preceding endorsements complied with.

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

Encl
nc

"signed"
TERRY E. LEADER
CPT, Inf
Commanding

Figure E-6. Sample for Completion of NCO-ER--Continued

NCO-ER SUSPENSE ROSTER

PREPARED YY MM DD PCN: AAC-C71

PPA XX

UNIT XXXXXXXXXXXXXXXXXXXX

XXXXXXXXXX CODE XXX

MC XX DA CODES-ASG XX STATUS XX AREAX XXX UIC X XX XX UPC XXXX ANALYST X RPT SEQ CODE XXX

NAME	SSN	VSSN	GRADE	DOR	DATE END EVAL PD	DATE EVAL PD BEGAN	DUAL STATUS	COMP GRADE	VERIF CODE	TYPE REPORT/CODE	UPC	DATE FORWARDED
XXXXXXXXXXXXXXXXXXXX	XX-XX-XXXX	X	XXX	XXXXX	XXXXX	XXXXX	X	XXX	X	XXXXXXXXXXXXX	X XXXXX	XXXXXX
XXXXXXXXXXXXXXXXXXXX	XX-XX-XXXX	X	XXX	XXXXX	XXXXX	XXXXX	X	XXX	X	XXXXXXXXXXXXX	X XXXXX	XXXXXX
XXXXXXXXXXXXXXXXXXXX	XX-XX-XXXX	X	XXX	XXXXX	XXXXX	XXXXX	X	XXX	X	XXXXXXXXXXXXX	X XXXXX	XXXXXX

Figure E-7. Sample NCO-ER Suspense Roster

S: Suspense Date

ATZJ-A (MARKS #)

MEMORANDUM THRU Commander, 1st Bn, 2d Inf, ATTN: PSNCO, Ft Defense, VA 22310-1111

FOR Commander, Co A, 1st Bn, 2d Inf, 99th Inf Div, Ft Defense, VA 22310-1111

SUBJECT: Correction of Noncommissioned Officer Evaluation Report

1. A review of the enclosed DA Form 2166-7 pertaining to (Rank), (Name), (SSN), a member of your command, reveals a deficiency in the following items:

Remarks

Part _____, Block _____, Item _____, _____

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

FOR THE COMMANDER:

Encls
1. DA Form 2166-7
2. AR 623-205

"signed"
ROBERT G. RECKORD
CPT, AGC
Military Personnel Officer

Figure E-8. Sample for Correction of NCO-ER

ATZA-B (ATZJ-A/DATE) (MARKS #) 1st End SFC Smith/ds/325-9999
SUBJECT: Correction of Noncommissioned Officer Evaluation Report

Commander, 1st Bn, 2d Inf, ATTN: PSNCO, Ft Defense, VA
22310-1111

FOR Commander, Co A, 1st Bn, 2d Inf, 99th Inf Div, Ft Defense, VA
22310-1111

Forwarded for compliance with basic correspondence. Request
completed and/or corrected NCO-ER be returned to this
headquarters, ATTN: PSNCO, NLT (DATE).

FOR THE COMMANDER:

2 Encls
nc

"signed"
KEN S. SHARP
CPT, Inf
Adjutant

AFGK-B 2d End

SFC Jones/lđ/325-7890

Cdr, Co A, 1st Bn, 2d Inf, 99th Inf Div, Ft Defense, VA
22310-1111

FOR Cdr, 1st Bn, 2d Inf, ATTN: PSNCO, Ft Defense, VA 22310-1111

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

2 Encls
nc

"signed"
TERRY E. LEADER
CPT, Inf
Commanding

Figure E-8. Sample for Correction of NCO-ER-Continued

(Letterhead)

(Office Symbol) (Marks Number)

(Date)

MEMORANDUM FOR Commander, Co B, 2d Bn, 3d Inf, 91st Inf Div, APO New York 09001-1111

SUBJECT: Completion of Noncommissioned Officer Report

1. SGT Guy D. Fox, 123-45-6789, was reassigned to your unit by Orders (number), this headquarters, (date), with a reporting/availability date of (date).
2. A Noncommissioned Officer Evaluation Report was completed on SGT Fox after his departure from this command. Request this memorandum and the enclosed copy of SGT Fox's NCO-ER be forwarded to your unit's servicing PSC for updating of this Personnel Qualification Records.
3. For PSC A Change-of-Rater NCO-ER will be forwarded to USAEREC on (date) for the rating period (date) to (date).

FOR THE COMMANDER:

ROBERT G. RECKFORD
CPT, AGC
Military Personnel Officer

Enclosure

Figure E-9. Sample Memorandum for Completion of NCO-ER

(Letterhead)

(Office Symbol) (Marks Number)

(Date)

MEMORANDUM FOR Commander, 91st Infantry Division, ATTN: PSC, APO New York 09001-1111

SUBJECT: Report for Completion of Noncommissioned Officer Evaluation Report

1. SGT Guy D. Fox, 123-45-6789, formerly a member of Co B, 2d Bn, 3d Inf, 91st Infantry Division was reassigned to this command by Order (number), yours headquarters, (date).
2. A review of SGT Fox's Personnel Qualification Records revealed that a Noncommissioned officer Evaluation Report was required upon his departure from your command. Request his headquarters, ATTN: PSC, be advised when the NCO-ER is completed so that SGT Fox's Personnel Qualification Records can be updated. Also, request a copy of the NCO-ER be provided/dispatched to the rated individual.
3. The following data is furnished for use in completing the NCO-ER.
 - a. PMOS—11B20.
 - b. SMOS—11C20.
 - c. Period of NCO-ER—(date) through (date).
 - e. DMOS—11B20.

FOR THE COMMANDER:

ROBERT G. RECKFORD
CPT, AGC

Military Personnel Officer

Figure E-10. Sample Memorandum for Request for Completion of NCO-ER

Appendix F Constructing an Evaluation Report Appeal

F-1. Deciding to appeal

a. An appellant who perceives that an evaluation report is inaccurate or unjust 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 or AR 623-1 that was in effect on the "thru" date of the report in question, also review this appendix and chapter 4 of the current regulation. Call or visit the PSNCO, and/or career management officials at HQDA to determine whether an appeal is advisable. Local Staff Judge Advocate and PSC personnel are also available to advise and provide assistance in the preparation of an appeal. Paragraph 2-IS of this regulation provides 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 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 or unjust and evidence is available to support the argument, he or she should prepare and submit an appeal. However, appeals submitted merely to improve the appearance of an individual's file by correcting very minor technical errors may needlessly clutter the OMPF.

F-2. Preparing an appeal

a. *Develop rationale.* The success of an appeal 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 or injustice in each entry or comment, the evidence you think is necessary to prove the alleged inaccuracy or injustice, and where and how to obtain such evidence.

b. *Obtain cadence.*

(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 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. All For example, if an appellant desired to challenge a comment concerning his or her ability to communicate effectively with Id subordinates, it would be advantageous for that appellant to provide statements from a cross section of individuals

who can 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, I occupied vantage points during the contested period that closely approximated those of the rating officials and who would have been knowledgeable of the expectations, guidance, and demands of those officials. An example could be a ISG who X 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, describe the author's duty relationship to the appellant during the period of the contested report and 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 serve alone as the basis for 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; or duty appointment orders and appropriate extracts from local personnel records may indicate that the period of a report, duty title or periods of nonrated 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? Germane? Do they refute the report?

(5) To obtain current mailing addresses of Army personnel, check first with your local PSC 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 699-4211/3647 or commercial (313) 542-4211/3647 (24 hours)) or write to the Active Army Locator. ARNG soldiers should contact the state military personnel office. Appellants should include the full name and SSN of those individuals and address correspondence to the Commander, U.S. Army Enlisted Records and Evaluation Center, ATTN: PCRE-RF-I, Fort Benjamin Harrison, IN 46249-S301. If the individuals in question have since retired or have otherwise left active duty, write to the Commander, U.S. Army Community and Family Support Center, ATTN: CFSC-FSR, 2461 Eisenhower Avenue, Alexandria, VA 22332 0480 (for retiree addresses) or to the National Personnel Records Center, 9700 Page Boulevard, St. Louis, MO 63132-5260 (other than the retirees) or the State AG. The individual's full name and SSN (or service number, if available) must be provided along with the request. State that this is for official use, e.g., in conjunction with an NCO-ER appeal.

(6) Relevant portions of official documents such as AGI, ARTEP, or Command Inspection results may be obtained under the FOIA by writing the individual unit or headquarters responsible for conducting such inspections. Addresses for military organizations can be obtained by contacting your servicing PSC.

(7) To obtain records to verify dates, start with the MPRI ("Field 201 File") for orders and other documents, or contact former organization PSC or unit level personnel offices to determine whether records are still retained. Morning report extracts may be obtained

from the National Personnel Records Center, 9700 Page Boulevard, St. Louis, MO 63132-5260.

c. Cover memorandum and appeal format

(1) Refine arguments and formalize the appeal. Appropriate cover memorandum formats can be found at the end of this appendix. The appeal cover memorandum should be typed and in memorandum format on letter head or whim bond paper. Identify in the first paragraph name, rank, PMOS, SSN, period of report and priority of appeal, as determined in paragraph F6. Include an DSN or commercial phone number and correct mailing address. Home address may be used, if preferred. Use this letter as a transmittal of the appeal.

(2) Identify the specific portion(s) 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, i.e., 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, as fully documented as possible.

(2) Submit the finalized appeal in duplicate (i.e., two complete packets) directly to the appropriate address given in appendix B. Verify all necessary information (SSN, signature, date, mailing address, and telephone number).

(Letterhead)

(Office Symbol) (Marks Number)

(Date)

MEMORANDUM FOR Appropriate Agency, ATTN: (Appropriate address)

SUBJECT: Minor Correction to Evaluation Report (Rated noncommissioned officer's name, rank, PMOS, SSN)

1. This is a PSC 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. Be aware that if the report has been filmed on the OMPF, correction will be accomplished by adding the OMPF a memorandum for record explaining the change.)
3. (Support the request with related documents, e.g., orders, leave and earnings statements, duty appointment DF, DA Form 2-1 or other documents.)
4. (PSC requests must be limited to very minor corrections to recently submitted reports. Any significant changes must be requested by the Noncommissioned Officer. See paragraph 4-2g. Note: Corrections of APFT, height/weight entries are substantive appeals. See paragraph 4-21.)
5. (Give a POC and DSN number. Also include the rated Noncommissioned Officer's mailing address and AUTOVON number, in the event and inquiry is necessary.)

FOR THE COMMANDER:

(Signature block)

Enclosures

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

Figure F-1. Sample format of PSC request

(Letterhead)

(Office Symbol) (Marks Number)

(Date)

MEMORANDUM FOR Appropriate Agency, ATTN: (Appropriate address)

SUBJECT: Evaluation Report Appeal (Report period)
(Appellant's name, rank, PMOS, SSN)

1. Under the provisions of AR 635-205, chapter 4, 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 statement 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 knowledge 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.)
4. (Give a telephone number, preferably DSN.)

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

Enclosures

Figure F-2. Sample format of substantive appeal

(Letterhead)

(Office Symbol) (Marks Number)

(Date)

MEMORANDUM FOR Appropriate Agency, ATTN: (Appropriate address)

SUBJECT: Evaluation Report Appeal (Report Period) (Appellant's name, rank, PMOS, SSN)

1. Under the provision of AR 623–205, chapter 4, I appeal the evaluation report for the period _____ through _____. (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, e.g., rating schemes in effect throughout the entire report period, orders, leave and earning statements, DA Forms 2A and 2–1 or other verifying documents. Original statements from knowledgeable individuals also may support your request.)
4. (Be aware that if the contested report has been filmed on your OMPF, very minor corrections will be accomplished by adding to your file a memorandum for record explaining the correction.)
5. (Be sure to include a telephone number, preferably DSN. Notify addressee promptly if your address changes.)

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

Enclosures

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

Figure F-3. Sample format of administrative appeal

(Letterhead)

(Office Symbol) (Marks Number)

(Date)

MEMORANDUM FOR Appropriate Agency, ATTN: (Appropriate address)

SUBJECT: Evaluation Report Appeal (Report Period) (Appellant's name, rank, PMOS, SSN)

1. Under the provision of AR 623–205, chapter 4, I appeal the evaluation report for the period _____ through _____. (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, e.g., rating schemes in effect throughout the entire rating period, orders, duty appointment DF, leave and earnings statements, DA Form 2A and 2–1 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. Include certified true copies of the DA Form 705 for APFT scores. For height/weight entries, include certified copies of pinch test results/body fat content determinations or an original statement by your commander or medical officer attesting to height/weight at the time the report was signed by the rater.)
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.):
5. (Give a telephone number, preferably DSN.)

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

Enclosures

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

Figure F-4. Sample format of combined administrative and substantive appeal

(Letterhead)

(Office Symbol) (Marks Number)

(Date)

Mr. (MAJ) John R. Brow
(Full Address)

Dear Mr. (MAJ) Brown:

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 contest report. Request that the addressee follow the sample format for a third party letter of support, 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.)

Sincerely

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

Enclosures

Figure F-5. Sample format of letter requesting third party support

(Letterhead)

(Office Symbol) (Marks Number)

(Date)

MEMORANDUM FOR Appropriate Agency, ATTN: (Appropriate address)

SUBJECT: Supporting Statement for NCO-ER Appeal of (Appellant's name, rank, PMOS, SSN)

(During the period _____ through _____. I served as (author's duty position and unit assignment). In that position, I observed (appellant's name, followed by words describing the frequency closeness of observation, including, if appropriate, whether author was knowledgeable of the working relationship between the appellant and the rating chain or their expectations for 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 individual refute the specific shortcomings for which he/she 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)

Figure F-6. Sample format of third party memorandum of support

Appendix G TACCS Task Rules and Steps

G-1. General

The processing procedures and steps required to perform the NCO-ER functions on the Tactical Army Combat Computer System (TACCS) and contained in the TACCS user documentation which is furnished to each TACCS user during system updates.

G-2. Available functions

The following processing functions pertaining to the NCO-ER are available in the TACCS system:

- a. Creating an NCO rating scheme.
- b. Printing an individual rating scheme.
- c. Printing a rating scheme by unit.
- d. Printing an NCO-ER form.
- e. Creating an NCO-ER form.
- f. Updating NCO-ER forms.
- g. Deleting an NCO-ER.

- h. Creating a suspense
- i. Suspense report processing.
- j. Processing the Evaluation Suspense File on Floppy Diskette.
- k. Evaluation report processing (PSC level).
- l. Executing a merge during evaluation report processing (PSC level).

Appendix H NCO-ER Discrepancy List Active Army

The NCO-ER discrepancy list provided in this appendix pertains to discrepancies revealed during processing at USAEREC of the NCO-ER for the NCO's OMPF.

Table H-1
NCO-ER discrepancy list-Active Army

Error	Location on NCO-ER	Discrepancy code explanation
02	Circled on NCO-ER in Red	Missing Data Elements A. Encl exceeds 1 page B. Type of report. C. NGO ER too light. D. Ending date. E. Description of duties/counseling date F. Rank of rater/senior rater/reviewer. G. Date rater/senior rater/reviewer/rated NCO signed the NCO-ER. H. Rater/senior rater/ rated NCO/reviewer signature. I. PSC code and/or initials. J. Reviewer blocks. K. Name page 2. L. SSN page 2. M. Thru date page 2.
10	Part I, Block G	Complete-the-Record report and Individual not identified on zone roster (para 2-9).
11	Part II, Block A	Raters rank not equal to ratee's or civilian not GS-6 or above (para 3-5).
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 (para 2-7 and 2-9).
16	Part I Block H	Complete-the-Record report and ending date incorrect for specified selection/promotion board (para 2-9).
17	Part I Block C	Complete-the-Record report and rank less than SSG (para 2-9).
18	Part IV Block F	Relief for-Cause report and notification statement missing on NCOER and/ or enclosure (para 2-10).
20	Part III Block A	Duty title missing (para 6-11).
21	Part III Block B	Duty MOS missing (para 8-11).
27		A. Page 1 missing. B. Page 2 missing. C. Pages separated (para 3-11).
28	Part I, Block O	Invalid PSC code (para 6-9).
29	Part IVc	Excellent/Needs Improvement Box marked based on APFT and APFT score not provided (para 6-14a).
32	Part I Block G	Complete-the-Record report and period less than 6 months (para 2-9).
33	Part I Block B	SSN does not match Enlisted Master File (EMF) (para 6-9).
34	Part I Block H	Beginning date overlaps ending date of previous report (para 6-9).

**Table H-1
NCO-ER discrepancy list-Active Army-Continued**

Error	Location on NCO-ER	Discrepancy code explanation
35	Part II Block B, Block D	Senior Rater/Reviewer are the same and Senior Rater not a general officer, officer of flag rank or SES (para 3-9f).
36	Part I Block G	Annual report does not cover 12 months (para 2-7).
37	Part I Block G	Period of report less than 3 months and type of report not Relief-for-Cause: (para 2-1).
39	Part I Block I	Duplicate report (para 2-2 and 6-9).
40	Part I, Block A	Name does not match Enlisted Master File (EMF) (para 6-9).
44	Part II, Block D	Reviewer MSG or MSG(P) not filling CSM/SGM billet (para 3-9a).
47	Part I, Block H	Beginning date not month following ending month of previous report (para 6-9).
48	Part II, Part IV, Part V	Box not Marked and/or bullet comments missing (paras 6-12 and 6-15).
49	Part II, Block A, Block B	Rater and Senior Rater are the same, no explanation given in Part Ve (paras 2-8 and 2-10).
50		Unauthorized enclosure for Relief-for-Cause (para 6-8).
51		Army rating official missing (para 3-9d).
52		Reference made to Chapter discharge, Art 15, or unproven derogatory information and punitive or administrative action on NCO-ER and/or enclosure (para 6-5 and 6-6).
53	Part III	Duty MOS OOR (Recruiter) Non-rated time greater than 3 months-send to CDR, PERSCOM for exception to policy.
54	Part I, Block H, Part I, Block J	Begin date prior to 9004 Old nonrated code R.
56		Reference made to pregnancy on NCO-ER and/or enclosure (para 6-13).
57	Part II	Nonconcur block marked and enclosure missing (para 6-10d).
58		Narrative gimmick (para 6-7d).
59		Bullet comment used more Fan once (para 6-12g(2)).
60	Part IV, Part V	Values/NCO Responsibilities box marked Needs Improvement, Overall Performance and Potential marked Among the Best (para 6-15a).
61	Part I, Block G, Part I, Block I	Annual Report covering more than 12 rated months (para 2-7).
62	Part II, Part IV, Part V	Multiple blocks marked (paras 6-12 and 3-10).
64	Part V, Block B	Rater duty assignments blank (para 6-15).
68	Part I, Block H	NCO-ER beginning date prior to 8803, 8806, and 8809 and type of report not Relief-for-Cause.
70	Part I, Block H	NCO-ER end date prior to 8806, 8809, or 8812 and type of report not Relief-for Cause.
71	Part II, Block D	Civilian Reviewer not GS-9 or above (para 3-9).
72	Part V	Senior Rater bullet comments not provided for marginal, fair, or poor markings.
73	Part IV	Box 'x' not handwritten in black ink (para 6-12b).
74	Part IV	Bullets not double spaced (para 6-12b).
75	Part IV	Bullets not preceded by small 'o' (para 6-12b).
76	Part IV	Bullets contain name of rated NCO or personnel Pronouns he/she (para 6-12b)
77	Part IV, Part V	Bullets contain more than two lines (para 6-12c).

Table H-1
NCO-ER discrepancy list-Active Army-Continued

Error	Location on NCO-ER	Discrepancy code explanation
78	Reference made to marital status and spouse (para 2-17).
79	True copy report not signed by PSC officer (pare 6-7b)

Glossary

Section I Abbreviations

ABCMR

Army Board for Correction of Military Records

ADAPCP

Alcohol and Drug Abuse Prevention and Control Program

ADS

Active Duty Support

ADSW

Active Duty Special Work

ADT

active duty training

AG

adjutant general

AGR

Active Guard/Reserve

ARNG

Army National Guard

AT

annual training

Cdr

commander

C, NGB

Chief, National Guard Bureau

CONUSA

the numbered armies in the continental United States

ERSB

Enlisted Special Review Board

FTNGD

Full Time National Guard Duty

IDT

inactive duty training

IMA

Individual Mobilization Augmentee

IRR

Individual Ready Reserve

KPUP

Key Personnel Upgrade Program

MPRJ

Military Personnel Records Jacket

MUSARC

Major United States Army Reserve Command

NCO-ER

Noncommissioned Officer Evaluation Report (DA Form 2166-7)

NCOERS

Noncommissioned Officer Evaluation Reporting System

NGB

National Guard Bureau

OCAR

Office of the Chief, Army Reserves

OMPF

official military personnel file

RC

Reserve Component

TDRL

Temporary Disability Retired List

TTAD

Temporary Tour of Active Duty

UMCJ

Uniform Code of Military Justice

USAEREC

U.S. Army Enlisted Records and Evaluation Center

USAR

U.S. Army Enlisted Records and Evaluation Center

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 OMPF.

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 ability necessary to be expert in the current duty assignment and to perform adequately in other assignment 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 be better, to listen and learn more, and to do each task completely to the

best of one's ability. Learn, grow, set standards and achieve them, create and innovate, take prudent risks, never settle for less than 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 cared for today leads tomorrow.

Performance counseling

Informs soldiers about their job and the expected performance standards and provides feedback on actual performance. Soldiers' performance included 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/her duty requirements and adhered to professional standards of NCO Corps. Performance is evaluated by observing 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 NCOs ability, compared with that of the NCO's of the same grade to perform in positions of greater responsibility and/or higher grade.

Ratee

Rated noncommissioned officer.

Rater

First line supervisor of the ratee 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 ratee 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 rendering an evaluation on the rated NCO.

Redress

Procedures available for the benefits of the individual to correct error, bias, or injustice during and after the preparation of an evaluation.

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 is going on sick call, where he lives, and his family situation; it involves reducing accidental manpower and monetary losses by providing a safe and healthful environment; it includes creating a

climate which encourages young soldiers to learn and grow, and to report serious problems without fear of repercussions. Also NCOs must accept responsibility for their own actions and for those of their subordinates.

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 E9 position. Primary role is that of rating safeguard overwatch.

Senior rater

Second line rating official. Must be in the direct line of supervision of the ratee, senior to the rater by either pay grade, or date of rank. Primary role is that of evaluation, focusing on potential; responsible for overwatching the performance evaluation; and mentoring. Obtains the ratee's signature or enters appropriate statement if rated NCO refuses or is not available.

Suspended

Temporary removal of the rated NCO from his/her position pending adjudication process.

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 Air Land battle actions dictate. "Good training means learning from mistakes and allowing plenty of room for professional growth. Sharing knowledge and experience is the greatest legacy one can leave subordinates."

Values

Values are what soldiers as a profession judge to be right. They are the moral, ethical, and professional attributes of character. They are the heart and soul of a great Army. Part IVa of the NCO-ER includes some of the most important values. These are:

- a. Putting the welfare of the nation, the assigned mission, and teamwork before individual interests.
- b. Exhibiting absolute honesty and courage to stand up for what is right.
- c. Developing a sense of obligation and

support between those who are led, those who lead, and those who serve alongside.

d. Maintaining high standards of personal conduct on and off duty.

e. Demonstrating obedience, total adherence to the spirit and letter of a lawful order, discipline, and ability to overcome fear despite difficulty or danger.

Section III

Special Abbreviations and Terms

This section contains no entries

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