
**NCOER PERFORMANCE MEASURES SUPPLEMENT
TO THE
U.S. ARMY PERFORMANCE EVALUATIONS GUIDE
(Revised)**

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How to Use this Supplement

The Army must provide leaders with the best available resources to assist non-commissioned officer development. This includes the opportunity to provide evaluations nested in doctrine emphasizing leadership and leader development.

This supplement assists NCOER preparation by provoking and stimulating thought for specific thoughts and comments. Use this in conjunction with AR 623-3, DA PAM 623-3, and DA PAM 600-25 which provide additional information and guidance on appropriate comments.

This supplement has two primary sections addressing the direct level (sergeants) and organizational level (staff sergeants to master sergeants/first sergeants) with subsections covering the attribute and competency categories (character, presence, intellect, leads, develops, and achieves) for each level.

PERFORMANCE MEASURE DEFINITIONS

Performance measure definitions from AR 623-3 are provided to assist in understanding what DID NOT MEET STANDARD, MET STANDARD, EXCEEDED STANDARD, and FAR EXCEEDED STANDARD mean.

Did Not Meet Standard

Rated NCO fails to meet or maintain the required Army standards and organizational goals of leader competencies and attributes; does not enforce or meet the standard for the unit or those in his/her charge; exhibits/displays minimal or no effort; actions often have a negative effect on the mission, their Soldiers, the unit, and the Army.

Met Standard

Rated NCO successfully achieves and maintains the required Army standards and organizational goals of leader competencies and attributes; effectively meets and enforces the standard for the unit and those in his/her charge; succeeds by taking appropriate initiative in applying the leader competencies and attributes; results have a positive impact on the mission, their Soldiers, the unit, and the Army; this level of performance is considered normal and typically demonstrated by a majority of NCOs of the same grade.

Exceeded Standard

Rated NCO performs above the required Army standards and organizational goals of leader competencies and attributes; this NCO and his/her Soldiers often take disciplined initiative in applying leader competencies and attributes; results have an immediate impact on the mission, their Soldiers, the unit, and the Army; this level of performance is not common, typically demonstrated by the upper third of NCOs of the same grade.

Far Exceeded Standard

Rated NCO performs extraordinarily above the required Army standards and organizational goals of leader competencies and attributes; leadership enables Soldiers and unit to far surpass required organizational and Army standards; demonstrated performance epitomizes excellence in all aspects; this NCO and his/her Soldiers consistently take disciplined initiative in applying leader competencies and attributes; results have an immediate impact and enduring effect on the mission, their Soldiers, the unit, and the Army; often demonstrated by the best of the upper third of the NCOs of the same grade.

Direct Level Comments

CHARACTER

DID NOT MEET STANDARD

- failed to enforce Army policies, unit morale declined; poor work environment/negative conduct resulted in a substantiated EO complaint
- failed to fulfill his leadership's intent for positive and appropriate EO practices and integrity; exhibits poor judgment without consideration of results
- failed to support EO; encouraged a work environment of gender discrimination
- exhibited poor leadership; retaliated against a Soldier making an EO complaint
- failed to support SHARP initiatives; committed an act of sexual harassment/sexual assault; severely lacks moral judgment
- failed to treat Soldiers in postpartum PT with dignity and respect
- inconsistently demonstrated duty and selfless service, often failed to complete tasks on time or to standard
- ignored policies, rules, regulations or SOPs on a consistent basis; section floundered toward mission goals; fell short on assigned tasks
- failed to maintain accountability of Soldiers under his supervision; fabricated status reports
- falsified the duty log skipping required checks to play video games
- frequent unwillingness to cooperate in working toward unit goals affected readiness
- repeatedly unwilling to assist Soldiers with resolving problems or personal issues
- possesses the highest rate of unresolved or poorly resolved Soldier issues and concerns among his peers due to a direct lack of effort
- fails to address subordinates' requests for help with personal issues
- engaged in inappropriate personal relationships demonstrating behavior inconsistent with good order and discipline
- undisciplined NCO; lacks the mindset and desire to enforce orderly practices and care for Soldiers; affected unit's ability to sustain performance to standard
- failed to ensure the Army's history, customs, and traditions were known/observed
- failed to establish appropriate personal and professional relationships with former peers
- difficulty transitioning into the role of NCO; allowed subordinates to refer to him by first name
- lack of maturity contributed to the perception of a lack of empathy; seen as unapproachable by his Soldiers
- demonstrated poor judgment on duty; reported to staff duty intoxicated
- incapable of deciding the right actions to take, both morally and ethically
- rated NCO fails to meet or maintain the required Army standards and organizational goals
- actions often have a negative effect on the mission, their Soldiers, the unit, and the Army

MET STANDARD

- extremely devoted NCO who accomplished all tasks with superb results
- maintained high moral and ethical standards on and off duty
- set the example by taking initiative and accepting responsibility

Direct Level Comments

- established a workplace environment and overall command climate fostering dignity and respect for all team members; fully supports SHARP
- fully supports the Army SHARP/EO programs to foster an environment free of harassment through dedicated training and by his own example
- established and maintained the highest standard of excellence for himself and the unit; deeply respected by every Soldier, NCO, and officer in the company
- selfless service beyond reproach; completely dedicated to the mission and Soldiers
- exceptionally unselfish in commitment to subordinates, unit, and mission
- demonstrated sincere caring for Soldiers by inspiring and developing performance through counseling and NCOPDs
- committed to excellence by providing purpose, direction, and motivation to Soldiers, while completing 100% of all tasks
- uses the Army values as everyday teaching points to enhance Soldiers' understanding and compliance
- consistently demonstrated loyalty to the Army Values and the profession of arms regardless of the situation
- uses the Warrior Ethos to teach unit actions to newly assigned personnel
- displayed genuine care and concern for Soldiers and their Families; eager to support personal and professional growth of subordinates through challenging training and course work
- demonstrated maturity and self-control when under pressure; displayed a high level of maturity and responsibility
- demonstrated a love and passion for serving his Army; dedicated to the Army way of life and being a model of discipline and Army values
- contributed his talents to the local senior citizens' home by volunteering numerous hours of personal time teaching piano lessons
- guided all decisions based on Army values and principles; a diligent NCO whose courage and resolve permeated the unit; embodied the spirit of the profession of arms
- exhibited moral reasoning daily; increased center's awareness to act ethically in all situations; displayed honest concern for the health and welfare of his/her Soldiers
- section is the only section to maintain Unit Safety Streamer; xx months and running
- exposed corruption in the supply chain; disclosed \$xxK in contractor fraud
- effectively meets and enforces standards; succeeds by taking appropriate initiative in applying the leader competencies and attributes

PRESENCE

DID NOT MEET STANDARD

- failed to maintain grooming standards IAW AR 670-1 during x in-ranks inspections; counseled x times by the chain of command
- failed height and weight standards/exceeded body composition standard IAW AR 600-9 by x.x%; entered into the Army Body Composition Program
- failed pushup/sit-up/2-mile run on last record APFT; achieved score of xxx; displayed a lack of motivation for continued service in the Army

- consistently hesitates to implement directed actions from superiors; fears confrontations with subordinates
- lacked the ability to adapt to stress and adversity; his/her actions affected the unit's capability to perform in an era of high operational tempo
- compromised the unit's mental and emotional fitness; allowed personal and professional standards to lapse in personal appearance, demeanor and actions
- failed to utilize chain of command while dealing with personal issues; Soldier was found financially irresponsible for dependents resulting in no pay due
- fails to display military bearing with subordinates; does not respond to coaching or counseling
- fails to maintain military bearing while in discussion with senior leaders; does not understand the importance of addressing seniors by rank
- utilizes social media to publish dislikes about the unit and chain of command
- lacked confidence in the presence of Soldiers; could not instill the will to complete the mission

MET STANDARD

- earned the Army Physical Fitness Badge by scoring 270-300 on most recent APFT; squad averaged xxx
- showed improvement in all three APFT events, raising his score by xx; constantly pursued new ways to achieve personal goal of a 300 on APFT
- impressive competence, mission-focused attitude, and physical appearance invoke the highest levels of respect
- committed to a fit and healthy lifestyle; recruits others through personal example to live a healthy lifestyle
- selected for the Sergeant Audie Murphy Club/Sergeant Morales Club board(s)
- demonstrated resiliency when faced with difficult situations allowing him to learn from mistakes and make correct decisions
- dedicated and committed to the goals and missions of the Army and Nation
- selected as the Company/Battalion/Brigade/Division/Installation/Army Non-Commissioned Officer of the Quarter/Year
- leads with strong intellect, physical presence, professional competence, high moral character, and serves as a role model
- completed combatives levels 1 and 2 this rating period; a highly motivated NCO setting the example for others
- exemplary military bearing and appearance; an adaptive and experienced leader
- maintained her stamina to go the distance despite the rigorous 18-hour days during FTX
- accepted minor setbacks and immediately bounced back to accomplish the tasks at hand
- completed required on-line training by established suspense date
- exhibited an appearance above reproach and displayed an image for others to emulate
- operated extremely well under pressure and mitigated stressful situations
- maintained composure and exhibited confidence while briefing senior commanders

INTELLECT

DID NOT MEET STANDARD

- displayed a lack of sound judgment during off duty hours; resulted in an inappropriate personal relationship with a subordinate/Soldier's arrest
- failed to actively participate in a several platoon AARs by refusing to acknowledge the need to improve performance after several training event
- failed to understand the actions required to ensure proper accountability of assigned equipment after multiple training and counseling sessions
- makes unnecessary hasty decisions without consideration of effects; frequently changes original decisions due to lack of foresight and application of proven methods
- demonstrated no concern for security and accountability of sensitive items by abandoning and leaving them unsecured for several days
- failed the promotion board due to an inability to interpret situational questions presented by the board panel
- lacked critical thinking affecting unit's shaping operations; contributed to organization's inability to fully complete assigned tasks and missions
- failed to meet required training requirements to attend Warrior Leader Course/Senior Leader Course/Advanced Leader Course
- failed to follow orders which led to loss of security clearance; resulted in an undermanned section unable to meet its mission
- unable to adapt to the dynamic scenarios during NTC Rotation xx-xx, consistently leading to the destruction of his vehicle during force-on-force engagements

MET STANDARD

- consistently demonstrates complete understanding by injecting the right amount of problem solving abilities
- technical knowledge of the BFV led to his crew firing "Distinguished" during Table VI
- demonstrated understanding of his assigned crew-served weapon by teaching the correct application of fires to his gun team
- trusted to operate independently with minimal supervision due to demonstrated ability to use sound judgment and adaptive solutions to facilitate task completion
- presents sound, logical recommendations on improvements to doctrine and tactics to evaluators and peers in a positive, constructive manner
- promotes a proactive approach to education; all Solders in the section have completed SSD and are actively attaining civilian education and technical credentialing
- completed xx semester hours of college maintaining a GPA of 3.x or above
- coordinated afternoon college courses; resulted in Soldiers earning xx hours of college credit
- selected as the brigade Soldier of the Year over xx other candidates
- extraordinarily proficient Operations NCO; provided mission command support to BDE S3 shop in first field training exercise
- led a PMI-1 team averaging 20 days per phase, 10 days less than the Army standard
- recognized opportunities and took decisive action within the commander's intent to ensure mission accomplishment during Operation Marne Thunder

- accepted challenging tasks outside his/her comfort zone; provided innovative leadership preparing BOSS events, enhancing morale for single Soldiers across the installation
- selected as primary PMI instructor for xx personnel on M16A2 rifle; led to 100% qualification in preparation for upcoming deployment
- displayed high technical and tactical proficiency; maintained xx% equipment readiness rate for 12 consecutive months
- displayed tactical patience during a live-fire STX lane resulting in the successful destruction of x enemy obstacles
- exhibited excellent interpersonal tact when dealing with others; led to proper identification of problems, formulation of solutions to resolve issues and concerns
- managed the JPAS records database for the Soldiers and Civilians throughout the Directorate of Training
- cost-conscious NCO who executes new maintenance procedures; saved the unit more than \$xK in equipment repairs

LEADS

DID NOT MEET STANDARD

- demonstrated behavior inconsistent with Army Values by driving under the influence of alcohol with a BAC of 0.086%
- failed to conduct proper risk assessments or react when risk factors increased; resulted in x Soldiers injured during the rating period
- routinely failed to supervise Soldiers conducting PMCS during inclement weather
- fails to effectively communicate with subordinates causing mission failure
- exhibited poor rapport with Soldiers providing ineffective supervision and delegation of responsibilities
- failed to keep Soldiers informed; information dissemination inconsistent and lacking in both content and context; Soldiers lack trust and confidence in the command
- failed to adequately prepare/conduct scheduled M249 Squad Automatic Weapon training, required another team leader to train his Soldiers on the weapon system
- failed to communicate and enforce published safety standards in the unit motor pool; x vehicles were damaged when his parked vehicle rolled into another
- Soldiers lacked guidance and direction evidenced by multiple mission failures due to a lack of physical presence; whereabouts frequently suspect
- removed from leadership position for failure to supervise and lead Soldiers
- lacks confidence, managerial skills, and ability to make immediate decisions without supervisor guidance
- Soldier's flaccid leadership style degraded squad morale by failing to provide guidance, support, or confidence to his subordinates
- allowed Soldiers to take short cut in training resulting in the first training injury in x years
- training shortcuts resulted in significant equipment damage; greatly reduced the unit's capacity to conduct its tactical mission
- failed to support chain of command and NCO support channel leading to a toxic environment; lacks the trust of superiors and subordinates

Direct Level Comments

- failed to take responsibility for the actions of Soldiers under his charge; allowed Soldiers to sleep during guard duty
- betrayed the trust and loyalty of peers and subordinates alike by fabricating maintenance records

MET STANDARD

- mentored a substandard Soldier to pass APFT by increasing his score by xx
- scored 300 on most recent APFT earning the Army Physical Fitness Badge
- performed all squad missions and tasks while assuming duties as the squad leader for more than x months of rated period
- built squad confidence through counseling, demonstration, and practical exercises
- motivated his Soldiers to endure by leading from the front during a 20 km foot-march in harsh weather; his entire team finished within time standards without incident
- competed for NCO of the Quarter to demonstrate initiative and self-improvement; motivated the entire team to compete for Soldier of the Quarter
- takes necessary actions to ensure Soldiers' concerns and needs are addressed and resolved allowing for increased trust, confidence, and commitment to the unit
- constantly assessed risk during night tactical movement and implemented mitigation measures to ensure crew safety while accomplishing the mission
- displayed the ability to relate to peers and subordinates developing a sense of respect and mutual trust among his team
- supervised the installation and testing of an antenna system at a remote site; saved the organization \$xxK in installation fees
- leads by example in the pursuit of excellence; worked extended hours on numerous occasions to ensure on-time task completion
- recognized with the Military Outstanding Volunteer Service Medal for volunteering more than xxx hours of his personal time to the local community
- was instrumental in the successful completion of range density week by instructing PMI on the M4/M16 range achieving a xx% qualifying rate
- deployed x Soldiers in her squad to NTC to assist in successful draw and turn in of xx items of equipment
- demeanor and leadership influenced the tribal council to accept coalition assistance; defeated the insurgent stronghold
- coached and mentored Soldiers; allowed them opportunities to serve in and learn from positions of greater responsibility
- instilled a 'team first' mentality within the section; led by example
- a master of weapons training able to transform gun crews into Top Guns
- hand-selected to serve as team/squad leader over xx other highly qualified junior NCOs based on dedication and commitment
- led his squad to achieve the highest score during battalion competitions

DEVELOPS

DID NOT MEET STANDARD

- continually fails to attend required NCOES schooling; questionable reasons for non-attendance are ill-timed in notification

- failed to begin or complete any military or civilian education; reluctant to accept responsibility for development and improving organizational effectiveness
- fails to coach or mentor Soldiers to participate in any Soldier of the Month or promotion boards
- rated NCO did not foster an environment of fair treatment or awareness of others which allowed turmoil and low morale to breed among the junior enlisted
- failed to effectively develop subordinates by not allowing Soldiers to learn from their mistakes
- did not accurately track mandatory training resulting in expired weapons qualification and APFT results for Soldiers in his team/crew
- inappropriate conduct adversely affected morale and discipline among peers and subordinates
- demonstrated a lack of knowledge in most assigned duties, does not follow instructions resulting in mission failure, and is a threat to the safety of the company
- mismanaged time and effort during maintenance days; failed battalion-level inspections on multiple checklist items; single-handedly lowered OR rate by xx%
- displayed indifference toward suggestions for correcting substandard performance; missed numerous opportunities for improvement and career progression
- failed to attend scheduled new equipment training, resulting in section non-mission capable equipment due to improper maintenance practices
- created a hostile work environment by accepting zero responsibility for PCCs and PCIs; resulted in numerous missed missions and non-operational equipment

MET STANDARD

- effectively monitored subordinates' Structured Self Development progress to ensure career development
- encouraged Soldiers to pursue education and professional development opportunities; resulted in xx% of section enrolling in technical courses to improve proficiency
- willingly devoted many hours of personal time to assist x Soldiers through the college application process and the navigation of online college classes
- enrolled in bachelor's degree program during off-duty time; completed xx college semester hours in _____ with a x.x GPA
- mentored and trained Soldiers who won Soldier of Month/Quarter/Year or recommended for promotion to higher grade
- requested, attended, and completed the Total Army Instructor Course to improve teaching abilities and instructional presentation of training for the unit
- utilized AARs to develop a trends analysis that was incorporated into tactical operations lessons learned for updates to unit SOPs
- demonstrated positive attitude toward training events; seized every opportunity to incorporate hip pocket training to ensure his Soldiers were always learning
- constantly instilled a positive work environment resulting in a high state of section morale, readiness, and teamwork
- inspires Soldiers at all levels with his work ethic, dedication to his section, and his personal drive and energy to do things perfectly
- analyzed and developed training to further embody the warrior spirit; taught basic combatives, resulting in xx Soldiers earning level 1 qualification
- spearheaded a meticulous round-robin training event enabling xx Soldiers to earn first-time GOs in all Army Warrior Tasks

Direct Level Comments

- requires Soldiers to accomplish all mandatory training before recommending future training
- encouraged and mentored x team members to graduate from ____ Course
- cross-trained x Soldiers on infantry tactics for an upcoming deployment
- ensured all training was properly planned and resourced resulting in certifying x Soldiers; increased Soldiers' skill sets and unit readiness
- presented the Task Force commander's coin of excellence for outstanding performance during _____

ACHIEVES

DID NOT MEET STANDARD

- failed to supervise subordinates; relieved for inefficiency and replaced by junior NCO; marred unit's ability to enforce standards and execute assigned tasks
- failed to maintain sensitive item accountability; lost equipment resulted in a unit lockdown in excess of xx hours
- failed to supervise subordinates and follow proper maintenance procedures; resulted in the loss of \$xK worth of repair equipment
- failed to supervise and manage accountability of \$xM worth of MTOE equipment, resulted in losses exceeding of \$xxK
- failed to conduct pre-combat inspections before missions during unit FTX, directly resulted in mission failure
- did not account for contingencies/managing priorities of work during preparation for operations resulting in squad failing PCIs and missing departure time
- demonstrated little regard for the security and accountability of sensitive items during the battalion CULMEX; resulted in the loss of x masks and x night vision goggles
- required maximum supervision to produce marginal results

MET STANDARD

- achieved 100% accountability of equipment during change of command inventories and had all identified shortages on order
- effectively managed his section by ensuring 100% of his Soldiers completed SSD level 1 before attending WLC
- efficiently led her fire team during the company field training exercise, enabling the team to meet or exceed all mission timelines
- developed a task assignment matrix to ensure subordinates clearly understood their roles while allowing them to accomplish delegated tasks
- built a cohesive team to accomplish all reconnaissance and security tasks with minimal oversight; completely competent
- enhanced unit readiness by ensuring his Soldiers completed annual MEDPROS training requirements, raised compliance from xx to xx%
- depicted sound forbearing, managed priorities; contributed to unit success by identifying and clarifying obstacles; ranked in the top xx% of the company
- managed mandatory requirements to ensure his boat detachment equipment was operational and secure

- achieved all tasks in a satisfactory manner; supported the commander's safety and SHARP programs; accounted for all assigned equipment
- enforced the unit safety program during ranges, motor pool operations, and training events leading to zero injuries
- developed a strong prioritized work plan and anticipated change; completed all missions then assisted others to meet theirs
- supervised an effective maintenance program in the platoon; maintained readiness at xx% with no past due services

Organizational Level Comments

CHARACTER

DID NOT MEET STANDARD

- was the subject of a substantiated EO complaint/retaliated against a Soldier making an EO complaint
- failed to enforce Army policies creating a poor work environment resulting in a substantiated EO complaint/SHARP violation
- consistently failed to adhere to rules, regulations, or SOPs which led to conflicts with the Army Values and adversely affected the organization
- did not serve as a steward of the profession of arms; lacked empathy and support for Soldiers in his charge and their Families
- failed to display integrity in his actions; multiple infractions of Army regulations and policies resulted in removal from leadership position
- immaturity contributed to a perceived of a lack of empathy; viewed as unapproachable by Soldiers within the squad/crew/platoon/company/troop
- failed to conform to Army regulations by abusing his position and authority which led to subordinates becoming involved in his personal matters
- continually argued with seniors and peers in the organization presenting a lack of professionalism while diminishing unit morale
- demonstrated a lack of concern for his staff and their Families by failing to strike a balance between work and family obligations

MET STANDARD

- established an EO and SHARP platoon culture that was quickly emulated across the battalion; incidents fell by xx%
- enforced the SHARP program; managed a positive command climate; ensured unit was trained on the importance of reporting and vast ramifications of unfavorable action
- fostered a climate of dignity and respect by adhering to SHARP programs; ensured the fair and respectful treatment of assigned personnel
- identified SHARP deficiencies in the company and took appropriate steps to ensure guilty Soldiers received punishment; increased unit esprit de corps
- gets at the root cause of Soldier's personal challenges; seeks effective solutions to change destructive behaviors
- consistently demonstrated loyalty to the Army and the profession of arms regardless of situation furthering the Army as a profession; always chose the harder right
- displayed genuine care and concern for Soldiers and their Families; eager to support personal and professional growth of subordinates
- displays a high level of responsibility in keeping with the Warrior Ethos and the Army as a profession; demonstrates maturity and self-control under pressure
- a fiercely loyal and honorable NCO whose impeccable moral and ethical values serve as the standard for others to emulate; personifies Be, Know, Do

Organizational Level Comments

- demonstrated unquestionable loyalty and integrity as a valued advisor to the NCOA Commandant on all NCOES matters
- embodied selfless service; ensured duty obligations were fulfilled before giving consideration to personal needs; enabled organization to build trust and credibility
- promotes a climate in which people are treated with dignity and respect regardless of their race, gender, creed, sexual orientation, or religious beliefs; unparalleled integrity

EXCEEDED STANDARD

- goes above and beyond to identify and resolve Soldier and Family issues; invests enormous effort to establish relationships with Soldier support agencies

FAR EXCEEDED STANDARD

- made the SHARP program a top priority for his unit; facilitated numerous forums focused on changing the culture, thus eliminating SHARP incidents in the organization
- unmatched focus on discipline and the profession of arms; leads the most disciplined unit in the command

PRESENCE

DID NOT MEET STANDARD

- displayed substandard appearance and military bearing for NCO of his maturity; portrayed a negative image for the Army
- cannot project confidence or maintain composure commensurate with rank when placed in difficult situations; lost the trust of the chain of command
- had difficulty accomplishing duties when faced with adversity; placed the mission in jeopardy
- relieved of first sergeant duties and responsibilities for both failing to report a SHARP incident and actively attempting to cover the incident up to prevent an investigation
- failed to render the proper respect to company XO on x occasions
- complained openly about time spent in the field and during OEF deployment; adversely affected morale and discipline of junior Soldiers
- was relieved of his duties as squad leader; counseled by the 1SG on numerous occasions for failure to maintain his military bearing
- lacked confidence in the presence of Soldiers; failed to project military bearing which reduced Soldier morale and esprit de corps
- operated poorly in high op-tempo environments and stressful situations; unable to complete critical missions on time
- engaged in an inappropriate relationship with subordinate

MET STANDARD

- maintained impeccable military bearing and appearance even when placed in high-stress situations and working long hours
- maintains the appropriate level of fitness to accomplish the mission and demands the same of his Soldiers
- completed assigned tasks on time and put forth adequate effort toward ensuring his/her duties and responsibilities met leader expectations

- displays self-confidence, composure, and mission focus while under duress; inspired squad/crew/platoon/company through his actions, judgment, and bearing
- developed and implemented a rigorous physical training plan resulting in his squad continually exceeding the company standard
- maintained mission focus despite harsh environmental conditions and high OPTEMPO; demonstrated endurance during prolonged combat operations
- loyal and honorable NCO with impeccable moral and ethical values; the personification of “Be, Know, Do”
- set the example for his peers and subordinates to follow displaying the highest level of mental and physical toughness
- lead from the front of his company, constantly sought physically challenging events on his own time to increase his overall fitness level and inspire subordinates
- ensured no security violations occurred while sanitizing hundreds of classified documents for dissemination
- displayed the ability to adapt to changing situations; relied on intuition, experience, knowledge and input from subordinates; accomplished assigned missions
- demonstrated ability to meet established standards; achieved mission success, displayed confidence and focus under stress; improved unit confidence
- presented impeccable military bearing regardless of the situation; exemplifies the meaning of pride and professionalism
- projected self-confidence, authority, and enthusiasm in every assigned mission; tactful in dealing with leaders and Soldiers
- accepted many adverse situations and overcame them with the drive and determination, compelling others to do the same

EXCEEDED STANDARD

- displayed a high level of physical fitness by consistently scoring 250+ on the APFT with 80+ in each event
- improved the platoon physical fitness program which led to a xxx APFT average, an increase of x
- raised the company APFT average by xx after implementing an aggressive approach for supervising and conducting daily physical training
- rigid enforcement of AR 600-9 standards led to x Soldiers being removed from the Army Body Composition Program; platoon APFT average rose by xx to xxx
- resilient leader who fostered organizational focus; exemplified adherence to standards through appearance, demeanor, and actions
- conducted a rigorous physical training regimen; resulted in xx NCOs scoring in the top 10% of the company; increased unit’s strength and endurance
- supervised a rigorous PRT program; resulted in a 100% APFT pass rate for all unit Soldiers during rated period
- managed stress and inspired Soldiers to provide mission essential intelligence and threat warnings to elements of four Battalions operating at seven locations
- a confident leader who makes decisions based on the best interests of the organization; one of the most trusted leaders in the unit
- impeccable bearing, confidence, and appearance serve as a role model for all noncommissioned officers

Organizational Level Comments

- chosen by the CSM to lead the BDE color guard due to his exceptional commanding presence, appearance, and bearing
- recognized by OC/T for having constant presence and confident demeanor despite grueling OPTEMPO during NTC Rotation xx-xx; inspired the entire troop
- during Rotation xx-x after losing the platoon leader, took decisive action to regroup platoon and destroy OPFOR main body without further loss
- selected over x other NCOs as the Battalion/Brigade NCO of the Quarter
- awarded the Sergeant Audie Murphy Club/Sergeant Morales club medallion

FAR EXCEEDED STANDARD

- improved the company physical fitness program which led to a xxx APFT average; xx% of Soldiers scored 270 or above, a x% increase, the second best average in BDE
- led from the front during company physical readiness training (PRT); scored 270-300 on the APFT and awarded the Army Physical Fitness Badge; platoon APFT average is xxx
- scored in the top 5% of the battalion on the APFT; demonstrates mental and physical fitness beyond his peers; xx of his/her Soldiers earned the Army Physical Fitness Badge
- scored 300+ and won Iron Soldier award for having the highest APFT score in the BN/BDE
- increased platoon/company APFT average from xxx to xxx as a direct result of commitment to PRT support and Soldier readiness
- received a commander's coin of excellence for leading a garrison postpartum PRT program, enrolled Soldiers passed the APFT and met height/weight standards
- hand-picked to run the Master Fitness Program for Fort _____; increased unit fitness by xx% in all affected formations
- developed and implemented a Profile Physical Training program; decreased temporary profiles by xx%
- x Soldiers selected for the Sergeant Audie Murphy Club/Sergeant Morales Club board
- inducted into the prestigious Sergeant Audie Murphy Club/S Morales Club; commanding presence and demeanor energized and motivated those around him
- leads the most resilient unit in the organization; his calm demeanor and confidence encouraged all Soldiers to maintain focus under adverse conditions
- displayed the highest level of confidence, enthusiasm, and impeccable military bearing for his SGLs and NCOA students to emulate
- regarded as an expert in drill and ceremonies for establishing the brigade drill team; resulted in two of his NCOs being selected for the division color guard
- received the Order of _____ (branch award) for exceptional dedication, competence, and contributions to the _____ regiment/branch

INTELLECT

DID NOT MEET STANDARD

- demonstrated a lack of basic MOS technical ability resulting in failure to train subordinates
- failed to identify proper safe area during demolition operations; resulted in \$x K damage
- demonstrated lapses in self-awareness; displayed inappropriate behavior and lack of tact on numerous occasions

- lacked the expertise to execute his duties; his indifference in seeking out knowledge led to a lack of trust from subordinate leaders
- section failed the evaluation due to an outdated and ineffective training program; failed to keep current on equipment software modifications
- relieved as PSG for inability to follow commander's intent/anticipate enemy movement; failure to reposition his platoon allowed enemy to flank and destroy the company
- consistently failed to adapt to dynamic scenarios during NTC Rotation xx-xx; made poor tactical decisions during force-on-force engagements
- continually struggles to take appropriate actions when faced with new ideas or in unfamiliar situations; unable to integrate enablers to support mission
- failed to discern the intentions or motives of coalition/host nation allies while participating in negotiations during Operation _____
- lacked interpersonal tact; displayed a combative attitude; degraded the camaraderie and esprit de corps of the organization through his actions
- displayed poor leadership ability; failed to set the example for peers and subordinates through unlawful use of alcohol in a deployed environment
- made poor personal choices which set the conditions for a catastrophic event affecting his personal life, duty performance, and unit readiness
- demonstrated a lack of self-awareness while using profanity in public places; lack of knowledge hinders ability to make decisions
- exhibited inferior proficiency levels and technical aspects of his/her position; induced unit's inability to achieve desired results
- lack of technical proficiency degraded maintenance support capabilities within the section
- displayed a lack of sound judgment during off duty hours; which resulted in a conviction for driving under the influence of alcohol

MET STANDARD

- completed xx college semester hours toward a(n) associate's/bachelor's/master's degree in _____ with a x.x GPA
- recognized opportunities and maneuvered his platoon within the commander's intent to ensure destruction of six OPFOR vehicles during movement to contact
- displayed ability to analyze available information and operate within the commander's intent during platoon STX
- recognized changing conditions and created opportunities to accomplish reconnaissance missions during NTC rotation; demonstrated keen sense of awareness
- while deployed supporting Operation _____, exhibited ability to relate to local nationals ensuring their needs were met
- maintains awareness of changes in course material, incorporates changes in lesson plans
- utilized his combat experience when teaching the course material resulting in students having a better understanding of what is expected in the field
- mission-focused preliminary marksmanship instruction resulted in 100% qualification of his squad on all assigned weapons
- displayed strong belief in the preservation of military customs by leading and supporting NCODPs, as well as a myriad of ceremonies honoring Soldiers and leaders

Organizational Level Comments

- improved efficiency of company operations with his knowledge, increasing timely submission of awards and NCOERs
- ensured every student and staff member under his charge was treated with dignity and respect while being held to the highest standard
- displayed the ability to adapt to changing situations; relied on intuition, experience, knowledge and input from subordinates; accomplished assigned missions
- challenged and inspired Soldiers through tactical and technical proficiency; persuaded Soldiers to think outside the box and generate appropriate solutions to unit predicaments
- recognized changing mission dynamics; used all available tools to enhance organizational success; created a work place that shared lessons learned
- maintained more than \$xM worth of equipment with 100% accountability
- dedicated long hours to training Soldiers resulting in full comprehension of unit missions by subordinates
- displayed high technical and tactical proficiency; maintained 90% equipment readiness rate for 12 consecutive months
- exhibited excellent interpersonal tact when dealing with others; properly identified problems and formed solutions to resolve issues and concerns

EXCEEDED STANDARD

- examined standards and educated the unit through demonstrations to ensure correct interpretations
- constantly pursues educational goals; seeks self-improvement by completing x credit hours with an overall x.xx GPA toward a(n) associate's/bachelor's/master's degree in _____
- led the revision of the unit's TACSOP, contributing to a successful CTC rotation
- all sections completed advanced credentialing requirements resulting in the award of technical MOS certifications
- took the initiative to institute a promotion board study group resulting in x of x Soldiers ultimately being promoted to SGT
- created training products and classes to certify xx Soldiers on the company's new equipment (AGPU, power supply, TAIS system, CPOF, BFT)
- clearly understands the complexity of the Army Operating Concept; led the division-level IPB synchronization meeting
- rapidly absorbed information, assessed situations, and developed logical courses of action incorporated during mission planning sessions; model of sound judgment
- sought new ideas from multiple sources to creatively approach problems and develop solutions; integrated theater enablers to ensure mission success
- demonstrated a keen understanding of cultural environment when interacting with higher echelons; easily dismantled perceived barriers and enhanced communication
- created a brigade file-sharing database for internal training; enabled the unit to share information across x military bases along the east coast
- meticulous attention to detail and flawless execution of military funeral honors led the BDE CSM to select him to train and validate the brigade color guard team
- selected over x other senior MSGs to assume the role of company 1SG
- implemented programs increasing the brigade's overall operational readiness rate from xx% to xx% in x months

- proved repeatedly to be the most reliable and competent NCO in the company; definitely a positive multiplier for the brigade
- employed tenets of mission command; empowered leaders to earn distinguished mission accomplishment honors within the battalion; ranked xx of xx centers for FYXX
- displayed outstanding mental agility; created individual mission plans adopted by battalion leadership and required for use by all area personnel
- unafraid of challenges; engages every task with the mindset of improving efficiency and quality
- submitted a POI change proposal that the _____ School accepted
- completed x modules/training courses toward _____ certification
- selected as the subject matter expert for _____ training in brigade/division/corps

FAR EXCEEDED STANDARD

- constantly pursuing educational goals; completed x semester hours to earn an associate's/bachelor's/master's degree in _____ with an overall x.xx GPA
- revived a dysfunctional company; improved unit expertise through mentorship; xx Soldiers promoted, xx college credits earned, xx% completed relevant SSD level
- possesses acute mental agility; quickly adapts to changing conditions and implements solutions allowing mission success regardless of the challenge
- seizes opportunities to introduce new ideas; thrives on making decisions in the absence of information allowing his unit to execute ahead of other organizations
- tactical ability exceeds those of his peers; created a superior unit by replicating combat conditions during home station training
- synthesized information from IPB, terrain analysis, and rehearsals to consistently maneuver his platoon to the decisive point during all NTC xx-xx missions
- readily provided novel approaches to problem solving which the battalion TACSOP incorporated to enhance mission effectiveness
- sought and considered input from multiple sources when faced with unfamiliar situations; used creative approaches to overcome inertia and accomplish missions
- tactfully proposed multiple courses of action to coalition partners while maintaining cultural awareness fostering greater cooperation and cohesion
- assumed the duties of the G6 supporting x general officers; ensured 100% operational readiness and exceeded DISA's information assurance requirements
- received a superior rating during the HQDA HHA; resulted in x Army best practices passing to other ACOMs for employment
- selected to compete in the Master Instructor Selection Board, the highest level of board to select Soldiers striving to earn the title of learning professional
- received commendable ratings on all quarterly evaluations; recognized by the commandant as being the best NCO Academy instructor
- designs framework and programs to support the Army and shape policy through Department of Defense initiatives
- developed a _____ training program adopted for incorporation throughout the command
- continues to seek missions and learning opportunities at higher levels
- operates at a level beyond current grade effectively and has the potential to benefit both troop leading and staff positions (think tank and innovator)

Organizational Level Comments

- selected as a _____ course instructor due to demonstrated record of training excellence
- cost-conscious senior NCO who implemented new maintenance procedures saving the Army more than \$xM in repairs
- selected by brigade CSM to serve as the brigade _____

LEADS

DID NOT MEET STANDARD

- demonstrated behavior inconsistent with Army Values by driving under the influence of alcohol with a BAC of 0.08+%
- drinking off-duty with junior Soldiers demonstrated poor judgment inconsistent with Army Values
- failed to conduct proper risk assessments or react when risk factors increased leading to x injured Soldiers
- failed to address concerns and monitor risk factors affecting team members resulting in mission deterioration; undermined the trust of subordinates
- information dissemination was inconsistent and often untimely; resulted in a lack of trust among subordinates and supervisors
- demonstrated inability to correctly pass information to subordinates resulting inappropriate use of time and resources; failed to gain trust of subordinates
- wasted valuable training time by failing to adequately resource or protect training; set subordinates up for failure
- did not live the Army Values; failed to set the example for his Soldiers by driving under the influence
- failed to live the NCO creed; used his grade and position to receive pleasure/profit/personal safety
- fostered an environment of fear and intimidation through toxic leadership; received a General Officer Memorandum of Reprimand for his actions
- demonstrated a lack of leadership skill; lacks the confidence, managerial skills, and ability to make immediate decisions without supervisor's guidance
- demonstrated a lack of leadership skill; his failure to tackle Soldiers' problems with confidence negatively affected their morale and well-being
- lacks the communication skills and tact required of an effective, credible NCO
- failed to understand, visualize, describe, and direct subordinate leaders in the OPOD process during time-sensitive missions, resulting in x significant mission delays
- relieved of duty/received non-judicial punishment for failing to follow ARs/SOPs while performing duties
- failed to take responsibility for the actions of Soldiers under his charge resulting in catastrophic loss of equipment and injury to personnel

MET STANDARD

- influenced and mentored x Soldiers thru ALC; x made the commandant's list
- ensured staff met high standards of the NCOA while not neglecting family obligations
- instilled the need for leader development through monthly NCODP meetings and seminars
- effectively managed platoon members ensuring SSD1 and SSD2 completion through counseling and visual inspections of completion

- attends courses to gain a greater perspective facilitating better discussion
- conducts PRT with units to gauge fitness standards of troops and leaders
- fostered high morale in the unit; Soldiers willingly tackle any challenge under his leadership
- standards-based leader; uses disciplined training management processes to ensure mission success
- created a harmonious work relationship in his section; resolved internal conflicts to ensure maximum efficiency
- keeps platoon informed of requirements through squad leaders; every member consequently has the same information
- ensured the platoon was informed and complied with suspenses in preparation for missions
- integrated multiple slice elements and molded them into an effective, efficient support team which provided essential services for deployed Soldiers
- had x Soldiers selected as Battalion Soldier/NCO of the Quarter, directly linked to training and mentorship
- developed a sense of mutual trust and respect within his platoon and the organization; displayed genuine interest for his Soldiers and their Families; a true team builder
- constantly assessed risk and implemented mitigation measures during night tactical movement to ensure the safety of his crew while accomplishing the mission
- capitalized on individual strengths to build an effective organization; integrated new Soldiers to the unit and rapidly assimilated them
- consistently communicated with her Soldiers; ensured each Soldier understood assigned roles and the importance of the mission
- fostered a learning environment free of sexual assault and sexual harassment; created a climate of dignity and respect for all Soldiers
- supported the Army's EO and SHARP programs by fostering an environment free of discrimination and harassment through training and personal example
- coordinated and supervised x health and welfare inspections enabling commanders to maintain good order and discipline of their units
- dedicated to Soldier welfare; created positive climate of trust, teamwork, and duty satisfaction
- integrated x new Soldiers to the unit and trained them in LLVI operations using unit SOPs and prior combat experience; capitalized on individual strengths
- spearheaded the collection, inventory, and turn in of more than \$xxx worth of outdated or unserviceable equipment resulting in zero loss for the section
- possesses the mental ability to train and lead; continues to mentor and educate to develop skills for operating at a higher capacity in the future
- assumed duties as deputy commandant with skill and finesse, quickly assessing and understanding doctrine, NCOA procedures, and vital relationships
- coached and mentored Soldiers; allowed them opportunities to serve in and learn from positions of greater responsibility
- was able to instill a 'team first' mentality within the section; a charismatic leader

EXCEEDED STANDARD

- selected as the Battalion Drill Sergeant of the Quarter
- eagerly passed lessons learned to other units to ensure success throughout the organization

Organizational Level Comments

- routinely invites wounded warriors to unit leader development sessions to discuss resiliency and PTSD concerns
- built a climate of trust where every member focuses on a common goal; this did not exist previously
- maintained a mission readiness rate of xx% while conducting 24-hour operations in one of the most challenging operational and strategic environments
- competed for and attained induction into the prestigious Sergeant Audie Murphy Club
- x of his xx Soldiers were selected as Battalion (Soldier/NCO) of the Quarter, directly responsible through training and mentorship
- hand selected to serve as 1SG over xx other highly qualified NCOs based on his/her extensive and diverse knowledge
- integrated a rehabilitative transfer Soldier and made him a productive member of the platoon; demonstrated persistence, patience, and empathy
- intuitively grasped inherent requirements during missions allowing the commander to focus on the larger scope of operations; took decisive action without further guidance
- communicated a clear understanding of missions and their importance; ensured full understanding at the lowest level through rehearsals and back briefs
- recognized with the Military Outstanding Volunteer Service Medal for volunteering more than xxx hours of personal time to the local community
- lead platoon during a complex attack directing fires on enemy positions while maintaining command and control of dismounted elements; multiple valorous awards were earned
- superbly served as Commandant, NCOA during the commandant's extended absence; a highly skilled leader capable of greater responsibility
- superbly managed the NCOA and proved to be an inspiring motivator creating a cohesive, dynamic team of SGLs invigorating instructor and student performance
- led x cycles of AC and RC SLC and ALC courses resulting in highly engaging, relevant training for more than xxx NCOs
- prepared all subordinates for increased leadership responsibilities; sought for his/her sage advice and counsel; x of his/her Soldiers earned below-zone promotions
- placed long-term success over short-term gain and understood the second- and third-order effects of leadership decisions; unit increased xx% METL efficiency versus FYXX
- flawlessly served as the Brigade Operations Sergeant Major for xx days in the absence of the SGM; resulted in no loss of momentum in training or operations
- outstanding leader whose qualities and respect enabled his selection over x senior noncommissioned officers to fill the first sergeant position for xx days
- faced with an increasing non-mission capable equipment rate, determined deficiencies, resourced outside assistance, and corrected them
- company known across the installation as the standard bearer; dominates most unit competitions
- leads from the front; can lead at current level as well as higher levels
- unafraid; willing to operate outside own capacity for the challenge to remain competent and ready
- created a plan and set goals to train his section on the unit's METL tasks, resulting in a "T" rating on x of xx tasks in the last training quarter

- trained xxx Soldiers on current IED threats and enemy TTPs, enhancing their explosives safety and IED awareness; increased Soldiers' battlefield survivability
- continually seeks ways to improve functional areas metrics/operations

FAR EXCEEDED STANDARD

- volunteered more than xxx hours with youth services to mentor xx at-risk teens
- scored 300 on most recent APFT
- earned his associate's/bachelor's/master's degree in _____ with a x.x GPA
- oversaw committee preparation training more than xxxx cadets at West Point
- one of the most trusted leaders in the unit; built impeccable internal and external professional relationships extending influence outside the chain of command
- has the uncanny ability to balance Soldier needs with missions; his Soldiers have the highest morale and combat effectiveness of the organization
- leads the most disciplined unit in the organization; knows his Soldiers, mitigates risk by enforcing standards and holds individuals accountable for their actions
- section received Top Gun award for receiving highest scores during section certifications
- exhibited an unrelenting pursuit of excellence; selected as the Maneuver Support Center of Excellence Non-Commissioned Officer Academy NCO of the quarter
- selected as detachment sergeant, a position one rank above his own and ahead of peers, without any shortcomings
- earned coin of excellence from the TRADOC Command Sergeant Major for his exceptional performance as deputy commandant and the betterment of NCO learning
- his/her company was recognized by the BDE commander as having the best overall training and medical readiness statistics during x quarterly training briefs
- consistently sought for advice and input by members of the command; well-respected throughout the brigade for his knowledge and experience
- used a mix of influence techniques depending upon the situation and audience to build a team of teams; recognized as a leader among leaders
- restructured and retrained company following redeployment quickly rebuilding capabilities; maintained morale, discipline and esprit de corps despite personnel turmoil
- reset his platoon xx days after redeployment from _____, enabling a team to deploy to _____ supporting x missile units defending against regional threats
- served in a SGM position as a MSG while his unit deployed to _____ for xx months, returned with no incidents and high morale
- selected to perform duties as platoon sergeant; obtained excellent results
- led NCOA through TRADOC accreditation and earned the Institute of Excellence rating
- as deputy commandant, motivated SGLs to earn x BAIBs and x SAIBs as part of the IDRP; an engaged senior leader always seizing opportunities for SGLs
- led x separate areas deprived of a first line supervisor; achieved xx% of assigned missions; effective communication skills enhanced organizational effectiveness
- one of x MSGs selected Army-wide to lead in the Army Research Institutes Test Program Advisory Team to discuss critical attributes for Soldier MOS selections
- led team to exceed mission requirements for drill sergeants, AIT platoon sergeants, and recruiters

Organizational Level Comments

- demonstrated exceptional expertise leading to his career management field being selected as one of the Army's first of 26 CMFs to implement the Army Career Tracker
- led x instructors consisting of military, civilian contractor, and augmented OCs conducting more than xxx academic hours enforcing learning objectives
- built teams with civic, institutional, and government leadership to establish, shape, and provide policy for the Army Credentialing Program, a \$xxM effort
- invited to meet with Department of Defense senior leaders on veterans' unemployment issues
- shows leadership competencies of senior grades; a true leader capable of leading Soldiers to success
- clearly in a class all his/her own; takes each assigned mission as if it is a life or death challenge (shows no fear)
- mentored x NCOs to seek enrollment into the prestigious Sergeant Audie Murphy Club; resulted in x NCOs being nominated for induction
- supervised the excess turn-in of more than xxx serviceable repair parts, returning \$x M to the Army supply system

DEVELOPS

DID NOT MEET STANDARD

- failed to ensure subordinates completed mandatory annual training
- did not adequately manage his unit's professional development needs; did not attempt to develop subordinates for positions of greater responsibility
- unwilling to extend assistance to sister units; put self before overall unit improvement
- fails to foster growth or development; maintains a zero-defect mentality
- fails to address Soldiers on their responsibilities to attend NCOES and MOS enhancement courses; perfectly content with personal and professional stagnation
- Soldiers unable to attend NCOES due to lack of preparation
- failed to complete appropriate level of SSD, ineligible for NCOES
- tenure as 1SG characterized by multiple failures due to lack of foresight to cross-train personnel on the unit's key functions
- disregard for AAR feedback led to repeated inability of his platoon to accomplish hasty breaches during _____; unable or unwilling to apply lessons learned
- failure to accurately track mandatory training resulted in expired weapons qualification and APFT results leaving Soldiers in his troop ineligible to compete for promotion
- failed to motivate his Soldier to pass consecutive APFTs, led to the Soldier's separation
- failed to foster a climate of dignity and respect and adherence to the SHARP program
- failed to remain skill proficiency; unable to train section on updates to mission critical equipment
- took an apathetic approach to the health and welfare of troops; entire squad failed to meet the height and weight standards
- insensitive leader who did not display empathy or understanding of the multi-cultural climate of the Army; made disparaging remarks not conducive to a positive climate
- perception of favoritism affected morale/discipline/development within his squad/platoon
- failed to plan ahead and manage current training requirements; changed the training plan without request or approval

- failed to develop subordinates; did not perform mandatory performance counseling
- failed to report EO and SHARP complaints through chain of command
- failed to motivate and assist in the growth of others; none of his subordinates completed any military or civilian education during the rating period
- fails to use his free time to improve his MOS knowledge to become a better leader
- provided little direction and guidance to SGLs requiring the senior SGL to step up, lead, and ultimately ensure mission success
- lacked the necessary expertise needed to foster a winning work environment; unable to create a cohesive team focused on mission goals
- displayed indifference toward suggestions for correcting substandard performance; missed numerous opportunities for improvement and career progression
- failed to reinforce and develop shop processes, resulting in increased down-time for non-mission capable pacing items
- showed little interest in developing subordinates beyond their current skill level; failed to cross-train in MOS tasks outside normal duty positions
- failed to use proper time management; missed movement with subordinates because of improper load plans and placarding resulting in delayed missions

MET STANDARD

- enrolled in off-duty _____ degree program; completed xx college credit hours with a x.x GPA
- encouraged the growth and development of Soldiers through individual learning; resulted in the completion of xxx hours of college and over xxx hours of ACCP
- encouraged Soldiers to pursue education and professional development opportunities; resulted in 100% of section enrolling in technical courses to improve proficiency
- mentored his/her Soldiers to attend promotion boards
- refined a company-level NCO Professional Development Program to be effective, timely, supported the unit's mission, and stimulated critical thinking
- served as NCOIC/RSO on multiple small arms ranges; assisted qualification of xxx Soldiers
- managed coordination and execution of x qualification ranges ensuring 100% of Soldiers were qualified on all assigned weapons in preparation for deployment
- constantly encouraged Soldiers to seek financial independence through training and briefings conducted at the installation level
- committed to improving the organization; makes decisions with the unit's best interests in mind
- served as a peer trainer for the battalion DRE; trained and validated xx Soldiers in air load operations
- motivated Soldiers and NCOs to achieve proficiency in all MOS tasks; displayed positive attitude toward training events
- intolerant of mediocrity; mentored subordinates to improve and not be content with current skills, knowledge, and attitudes
- promotes esprit de corps in the section by participating in off-duty functions and coordinating team building activities
- cross-trained personnel to ensure mission success while section operated at reduced strength
- diligently incorporated safety into all aspects of the NCOA resulting in no injuries or interruption of training for more than xxx students or training staff

Organizational Level Comments

- incorporated and evaluated feedback from subordinates; created conditions supporting Soldier development and opportunities to prosper
- placed the health and welfare of his Soldiers and their Families first; met with all platoon Family members to ensure they were prepared for deployment
- developed and implemented an intensive hands-on training program for her Soldiers which increased the overall knowledge and confidence in performance of daily duties

EXCEEDED STANDARD

- mentored x squad members for induction into the Sergeant Audie Murphy Club
- developed NCOs and Soldiers by counseling, teaching, and mentoring them to attend the Soldier/NCO of the Month Board, x Soldiers and x NCO(s) won the board
- completed _____ degree graduating magna cum laude with x.x GPA; encouraged others to seek additional military and civilian education
- emphasis on development and management of personnel resulted in x Soldiers attending MOS enhancing training and x personnel attending NCOES
- dedicated to self-development; gains new knowledge and applies it to improve the unit
- created and coordinated training support packages to enable ARNG units to receive required pre-deployment training for their first operational deployment
- maximized resources to enable crews to receive optimal training through which the battery received superior ratings during the IFPC Validation LFX
- incorporated lessons learned from past and current events to ensure relevant training; passed knowledge to his NCOs through a well-structured NCODP
- supervised the planning and coordination for the German Armed Forces Proficiency Badge for the company where xx Soldiers earned the badge
- incorporated real life scenarios while creating a rigorous learning environment
- single-handedly organized the unit's organizational day which incorporated HHC, students, Army Civilians, and cadre
- developed a hearty work environment cultivating esprit de corps; enhanced subordinates' skills assured mission accomplishment xx months before other areas
- mentored x subordinate battalion operations SGTs during a x-month red cycle for xxxx Soldiers; lauded by BDE CSM for unparalleled performance
- managed training during company EOD STX for xx Soldiers; ensured the intent of the lanes and testing was conducted to the standard with a 100% pass rate
- strives to reach a level above current position; always broadening military and civilian knowledge
- as the SHARP and EOL, educated and empowered all Soldiers in the troop to foster a safe and healthy working environment
- reviewed records and advised more than xx NCOs on career progression and promotion potential leading to xx NCO promotions
- cultivated an environment to shape competent, tough, and confident Soldiers, validating MOS knowledge through competitions
- expertly trained and certified more than xxx brigade combat team Soldiers on critical tasks required to perform _____ operations while deployed
- increased the unit's operational capabilities by developing a team leader certification program

FAR EXCEEDED STANDARD

- completed x semester hours toward a(n) associate's/bachelor's/master's degree in _____ while maintaining a x.xx GPA
- mentored and coached xx NCOs to achieve premium results during NCOES; x Soldiers earned distinction as honor graduates and x received commandant's list recognition
- committed to leader development; built and maintained the best unit certification program
- credited with having x articles published in branch professional development publications enhancing the knowledge of the branch's NCOs
- cultivated growth and learning with an attitude placing unit performance above individual achievement; recognized by OC/Ts as most cohesive company in the battalion
- established a TOC standard for the battalion; planned and supervised multiple TOCEXs to enhance the ability of the battalion to conduct mission command
- developed his Soldier to win Company/Battalion/Brigade/Division/Installation/Army Soldier of the Year
- developed and led the company's special fitness program; xx Soldiers improved their physical fitness by passing the APFT; averages improved x%/xx points
- mentored x staff sergeants within his platoon with x subsequently selected for promotion to SFC
- groomed x SR NCOs for selection by the Army G1 Classification Branch to assist in training xx personnel developers from x other career management fields
- planned, resourced, and conducted training for one of the largest BCTs on the installation; his training plan has become the model for the division
- resourced an effective battalion Drivers Training program licensing xxx Soldiers to execute APO mail delivery for the theater, saving more than \$x M
- tested, trained, and licensed more than xxx Soldiers on non-tactical vehicles in a x-week period enhancing the battalion's mission readiness
- embodies teach, train, and lead; envisions the NCO 2020 concept; works diligently to develop today's junior leaders on meeting such requirements
- trained more than xxx Soldiers within the unit on preventing sexual assault and sexual harassment during the post SHARP stand down day

ACHIEVES**DID NOT MEET STANDARD**

- failed to supervise subordinates; relieved for ineffectiveness and replaced by junior NCO
- routinely failed to meet suspenses directed by his higher headquarters; failed to execute tasks and assignments on time; submitted x of x NCOERs late
- failed to maintain standards; section rating decreased from excellent to satisfactory
- cannot maintain team cohesion during training events; results in platoon demoralization
- reported to work under the influence of alcohol and could not execute his duties
- unable to adapt to change; violated EO principles by unfairly targeting female NCOs for their performance
- failed to maintain proper accountability upon return from FTX; lost equipment/sensitive items valued in excess of \$xxK

Organizational Level Comments

- created an environment of conflict; made numerous negative comments about the commander to subordinate leaders
- failure to adequately forecast training requirements led to shortages of ammunition and pyrotechnics during squadron training events
- issued insufficient guidance and provided limited supervision to new Bradley crews during deployment preparation resulting in numerous safety violations
- demonstrated a lack of leadership skill; lacks the confidence, managerial skills, and ability to make immediate decisions without supervisor's guidance
- failed to supervise subordinates and follow proper maintenance procedures resulting in the loss of \$xK worth of equipment

MET STANDARD

- maintained accountability of all assigned equipment with zero losses or damage
- conducts daily inspections of Soldiers to ensure compliance of Army and unit standards
- ensured training calendars are distributed to family members for awareness
- uses lessons learned to improve training and processes in his unit; detail oriented; always meets assigned suspenses
- enforced strict composite risk management and safety procedures achieving zero safety violations during rating period
- tracked all MEDPROS and training requirements ensuring unit was deployment ready; continually sought effective methods to enhance readiness
- provided appropriate amount of supervision to develop subordinates without sacrificing mission completion; built a cohesive team operating with minimal oversight
- ensured tank crews were recognized for their performance during gunnery and field training events
- assisted in maintaining 100% accountability of facilities and equipment valued over \$xM
- trained his platoon during STX, CLFX, and MRE in deployment preparation, resulting in 100% first time GOs during the battalion external evaluation
- reinvigorated the unit NCO program focusing NCOs on critical skills required of effective leaders
- performed an integral role as the 1SG; his leadership, expertise, and high standards profoundly affected the company's ability to function during his tenure
- ensured all test materials, lesson plans, POIs, and guest books were updated in preparation for TRADOC accreditation
- achieved all tasks in a satisfactory manner; supported the commander's safety and SHARP programs and accounted for all assigned equipment
- committed to the mission; focused attention to detail in evidence collection directly resulted in the apprehension of x high value individuals
- enforced safety during ranges, motor pool operations, range density rotations, and all training events; resulted in zero injuries during the rating period

EXCEEDED STANDARD

- cross-trained Soldiers to function in all areas of S3 operations
- earned the Army Basic Instructor Badge

- driving force behind overhauling profile PT; developed battalion SOP with an athletic trainer to return xx% of injured IET Soldiers back to training
- implemented a rigorous Special Emphasis PRT program removing xx Soldiers from the Army Body Composition Program
- emphasis on development resulted in xx personnel passing the Master Gunner course and xx passing NCOES schools with more than xx% receiving honors
- coordinates with other first sergeants in the battalion to ensure readiness; selfless leader who uses his abilities for the benefit of the larger organization
- provided thoughtful oversight and feedback during gunnery training allowing all crews to overcome deficiencies; qualified all xx vehicles with x distinguished crews
- detailed planning and preparation for missions earned constant praise and recognition from JRTC O/CTs; focused on continual improvement throughout the rotation
- designated as lead platoon for the task force during NTC Rotation xx-xx; led company in confirmed kills throughout the rotation
- coached xx teams through platoon STX lanes during NTC train-up; resulted in x teams being recognized for fastest ready time during NTC rotation
- received accolades for developing, processing, and tracking xxx Instructor Certification packets and reducing processing time by xx%
- emphasized safety through extensive risk management; responsible for the unit earning the Army Safety Award for the x consecutive year
- supervised the installation and testing of a remote site antenna system; saved the unit \$xK in installation fees
- demonstrated extraordinary networking skills ensuring the NCO Academy was appropriately linked to TRADOC learning institutions and higher headquarters
- created a highly inspirational environment for the NCOA staff, ALC, and SLC students to train, broaden their creativity, and execute experiential learning methods
- superbly monitored performance to identify strengths and correct weaknesses; resulted in 100% graduation rate of xxx NCOES students
- gained working knowledge of local language to facilitate effective communication between Soldiers and local nationals working in his section
- created a program enabling the unit to exceed standards during the Department of the Army Environmental inspection resulting in “Best in Garrison”
- enabled x companies in the battalion to meet or exceed DA goals by turning-in excess equipment within a xx day period, saving the Army more than \$xxx K
- number one producer of new recruits in the entire recruiting command with xx% tier I applicants
- can achieve mission success with little or no guidance; performs at a high level
- trained and familiarized more than xxx Soldiers on the use and maintenance of night vision devices and communications equipment; increased operator fault diagnosis by xx%
- placed a strong emphasis on Soldier and equipment safety, section performed more than xxx service and support missions without incident and accident free
- led an OCONUS deployment to and redeployment from _____; accounted for \$xx million in property without loss

FAR EXCEEDED STANDARD

- platoon captured number one and two of the brigade's high value targets during recent deployment
- prioritized safety in all operations, including x small arms ranges and x field exercises; led to the company earning the Army Safety Streamer and no AGARs
- earned Drill Sergeant of the Cycle honors four times during rated period
- motivates subordinates to exceed the standards; consistently ensures subordinates are credited for their accomplishments
- cultivated a mindset to get better every day; encouraged subordinates to introduce ideas for improving the operating efficiency of the organization
- provided the necessary top cover to eliminate distractions in his unit; allowed subordinates the time and opportunity to excel
- deployed/redeployed S3 section with zero accidents/incidents and no loss of equipment
- recognized for his exemplary performance by the Commander, Operations Group in the final AAR during NTC Rotation xx-xx
- his attention to detail improved over xx% of the annual brigade CIP areas; 100% of the previous "needs improvement" areas were fixed
- emphasis on Soldier development resulted in x distinguished honor graduate(s), x Soldiers recognized on the Commandant's List, and the Brigade NCO of the Year
- earned the Army Senior Instructor Badge/Army Master Instructor Badge; completed more than 400/880 hours of instruction over mandated requirements
- as deputy commandant, led his SGLs to earning an Institute of Excellence rating through determination, drive, and the passion for excellence
- managed world-class leadership training for xx AC and RC NCOs resulting in a competent and adaptive NCO corps exceeding the needs of a developing Army
- received Commanding General's three star award for outstanding performance during JRTC xx-xx
- her superior planning, organization, and coordination led to the most successful unit deployment and redeployment to receive the Army's Deployment Excellence Award
- planned and coordinated the battalion truck rodeo which became a brigade standard; cited as key to improved vehicle operators and accident decline within the brigade
- maintained 100% accountability of all assigned property with a value more than \$xM; filled \$xxx worth of shortages through reuse agencies
- resourced a \$xxK project with a private sector host at no cost to the organization to enhance training selection for the future Soldier
- always mission ready, thinking outside of the box; capable of turning any mission into a great success—clearly head and shoulders above his/her peers
- acknowledged for resourcefulness in going beyond expectations; performs at level(s) above grade
- is a reliable source that the chain of command & NCO support channel can depend on to get the most demanding, difficult, and challenging tasks done
- completed _____ course with an average score of 95% or better