



U.S.ARMY

Profiling

Module 4: Profiling

as of 18 April 2015

Good morning/afternoon. My name is _____. I'm the _____ at ______. Today I'm going to provide you a detailed briefing of Module 4 – Profiling. If you have any questions, please feel free to ask them.

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Agenda

- Evaluation Reporting System
 - Responsibilities of the Rating Chain
 - Role of the Rating Chain & Keys to Success
 - Developing a Rating Philosophy

- Rater Overall Performance
 - Rater Comments
 - Rater Tendency
 - Rater Tendency Label
 - Rater Tendency Report

- Senior Rater Overall Potential
 - Senior Rater Narrative
 - Senior Rater Consistency
 - Immature Profile / Small Population
 - Senior Rater Profile Calculation
 - Senior Rater Profile Box Check Warning
 - Senior Rater Profile Labeling Rules
 - Managed Profile Technique

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Today's agenda will cover the following key areas:

- Evaluation Reporting System
- Rater Overall Performance, which includes writing style and the Rater Tendency.
- Senior Rater Overall Potential, which includes the narrative, immature profile, small population, and profile management.

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Agenda (cont.)

- Evaluation Entry System (EES) Tools
 - Rater Tendency / Senior Rater Profile Link
 - Rater Tendency / Senior Rater Profile
 - ERS Link to Senior Rater Profile (DASH 2)
 - Senior Rater Profile Dashboard
 - Senior Rater (DASH 2)
 - Senior Rater Profile Management Tool
 - How to Assign / Manage Delegates

In addition, I'll also address how to access online tools, such as the Rater Tendency, Senior Rater Profile, and Manage Delegates.

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Evaluation Reporting System

- Primary function of the evaluation report is to provide key information to HQDA for use in making critical personnel management decisions.
- The NCOER is an assessment tool.
 - Stand-alone evaluation for a specific rating period
 - Rater comments focused on specific, quantifiable performance
 - Senior Rater narrative focused on potential
 - Senior Rater Profile for Senior Raters of SSG-CSM/SGM; managed at less than 50% for the MOST QUALIFIED selection
- Promotion selection system is based on current and future force structure requirements.
 - Cannot predict selection board results – DA Centralized Selection Boards use the “Whole File Concept”
 - Use the top box to identify your best NCOs
- Commander is the overall caretaker of all personnel systems.
- Counseling is key.

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The Evaluation Reporting System or ERS is used to assess the quality of Soldiers while identifying the best talent and future leaders of our Army. With that, the primary function of the evaluation report is to provide key information to HQDA for use in making critical personnel management decisions.

Each evaluation report is a stand-alone assessment of the Rated NCO for a specific rating period. The NCOER must be a thoughtful and fair appraisal of the Rated NCO's abilities, based on observed performance and potential. Each evaluation report must be accurate and complete to ensure that sound personnel management decisions can be made and that the Rated NCO's potential can be fully developed.

For the New NCOER, rating official roles and responsibilities have been clearly defined. The Rater will focus on specific, quantifiable performance. The Senior Rater will address potential while maintaining a constrained Senior Rater Profile less than 50% MOST QUALIFIED selection.

A key component of the centralized selection board process is the review of NCOERs. These reports are part of the “Whole File Concept” and assist board members in making promotion and separation decisions. To ensure the best talent and our future leaders are identified for promotions and key assignments, rating officials need to reserve the top box for those NCOs who are deserving and best suited for positions of greater responsibility.

As the overall caretaker of personnel systems, the Commander is responsible for ensuring rating schemes are established in accordance with regulatory guidelines, rating officials understand their roles and responsibilities, and that timely counseling to subordinates on professionalism and job performance while encouraging self-development is conducted.

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Responsibilities of the Rating Chain

Rating Chains:

- Are established by commanders and maintained by rating officials
- Tie Rated NCO's performance to a specific senior / subordinate relationship
- Correspond as nearly as practicable to chain of command and supervision
- Are established by name, given effective dates, published, and distributed to all concerned
- List the Rated NCO and all rating officials

Rating Roles:

- **RATER**
 - Day-to-day performance & counseling
 - Met Standards? Yes / No
 - Narrow, more specific
- **SENIOR RATER**
 - Potential & mentorship
 - Capstone evaluation, spread of quality
 - Adherence to policy & intent
 - Broader, more general
- **SUPPLEMENTARY REVIEWER**
 - Required in certain situations
 - Performed by uniformed Army-designated rating official (CPT and above)

Critical Point: Separating Rater and Senior Rater & keeping supervisors at lowest levels have been keys to success

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The rating chain for the Rated NCO will be established at the beginning of the rating period. This allows the Rated NCO and rating officials to properly execute their roles and responsibilities in the evaluation process. Rating officials must meet grade requirements, as well as time in position, in order to render evaluation reports.

The Rater will be the immediate supervisor of the Rated NCO and is responsible for directing and assessing the Rated NCO's day-to-day performance and counseling.

The Senior Rater will be the immediate supervisor of the Rater and is responsible for assessing the Rated NCO's potential and providing mentorship. When a supplementary review is not required, the Senior Rater will ensure the NCOER meets the regulatory guidance of AR 623-3.

The Supplementary Reviewer, when required, is responsible for monitoring evaluation practices and providing assistance and advice to the rating officials as needed on matters pertaining to Army evaluations. (Note: If the Supplementary Reviewer determines comments are necessary, the Supplementary Reviewer will prepare a memorandum. The memorandum will comment on the accuracy and/or clarity (i.e., administrative data, rating chain) of the completed NCOER in accordance with AR 623-3. The comments will not include evaluative statements about the Rated NCO or statements that amplify, paraphrase, or endorse the comments and/or ratings of the rating chain members.)

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Role of the Rating Chain & Keys to Success

- **Senior Rater is the “owner” of the Evaluation and is responsible for timely completion**
- **Mentor/Develop your subordinates**
 - Support Form – tool available to aid in defining/guiding goals and objectives throughout rating period, provides feedback to rated individual – not a lot of space but should be catalyst of conversation
- **Understand how our Evaluation System works**
 - Fairly and accurately assess subordinates – participate in counseling
 - Senior Rater Narrative is key: Exclusive vs. Strong Narrative to describe subordinate
 - Quantify potential...identify your best
 - Be Careful... What you don't say is just as damaging as what you do say
- **Verify/Certify your subordinates on how to assess – ask them to bring their counselings and assessments with them to their counseling**
- **Understand how to manage your Rater & Senior Rater profile – develop your rating philosophy**
- **Anticipate and project “next” evaluation**
 - Current thru date on file plus 12 months or known changes of rater
 - Complete the record dates for those being considered by a board
- **Monitor when reports are required, that they're submitted on time, and unit rating schemes are current and accurate (Leader responsibility)**
 - Use Evaluation Entry System (EES) to prepare and submit, track with reporting tools within
 - Be aware of sequencing

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Keys to success:

Senior Raters are responsible for the evaluation & to identify the best, as well as those that may need some work.

As leaders, we must mentor and share experiences with subordinates (how to write evaluations, manage profiles, know what right looks like).

Technique – When counseling those you rate, take the time to look over their counseling packets of their subordinates (who you Senior Rate) and discuss how & why they assess the way they do.

Read and reference ADP 6-0, ADP 6-22, AR 623-3 and DA PAM 623-3 and The Leader Development Guide published by the Center for Army Leadership. (HINT: The Leader Development Guide is an outstanding resource to understand relationship between the Attributes and Competencies and shows examples of strengths or developmental needs.)

Know tools to track evaluations (Evaluation Entry System (EES), Evaluation Reporting System (ERS), S1 Net, read MILPER Messages)

Know how to assess – the narrative is key! Quantify comments for your very best.

Forecast, track, update evaluations and rating schemes ... use EES and ERS to track and submit evaluations. The EES provides error prevention and profile management tools.

HINT: When you counsel and use the NCOER Support Form, it is easier to track and sort the Rated NCO's most significant accomplishments (what they did and how well they did it) from the completed support form and associate them with the respective attribute and competency as defined in ADRP 6-22. Then, concisely write the narratives. **Raters and Senior Raters can and should comment on NCOs ability to employ mission command principles in narrative comments.** Mission command principles are incorporated in ADRP 6-22 as well.

(Mission Command – the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of decisive action. (ADP 6-0). Mission command calls for leaders with the ability to build a collaborative environment, the commitment to develop subordinates, the courage to trust, the confidence to delegate, the patience to overcome adversity, and the restraint to allow lower echelons to develop the situation.)



Developing a Rating Philosophy

- Mission – know your population and identify your best
- Counseling – ensure counseling is accomplished; those who can, will improve
- Decide how to assess, particularly FAR EXCEEDED STANDARD based on performance and MOST QUALIFIED based upon potential
- Write well – quantify and qualify in narrative; correspond comments with box check as the system allows; use the narrative to paint the picture
- Plan – think series of reports (number of times you will rate an NCO), projected departures, and future boards

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Rating officials should develop and communicate their philosophy for those they rate. Rating officials should communicate what right looks like to subordinates and let them know where they stand. The purpose of counseling is to provide feedback about how well they are doing *and* ways to improve – think of counseling and support form use as a leadership In Progress Review (IPR) and the evaluation as the AAR. Completing IPRs ensures a better outcome.

TAKE SOME TIME AND DECIDE – What are your personal limits for FAR EXCEEDED STANDARD or MOST QUALIFIED indications? Will it be all tasks completed on time and to standard or just some? PT must be 270 or higher? A foundational understanding of Mission Command and MDMP? Or those who can understand implied tasks, take the initiative, and, at least, defend their position – if they are overridden, do they march on or fight every step? Able to think out of the box?

The Army generally does not use all available space in a profile. On average, most Senior Rater Profiles are 42% or lower by grade. Why? Because when something occurs out of the norm – a new task org, a special board, HRC-directed evaluations – rating officials have the room to take care of the best. Highly recommend that you maintain room in your profile if it is managed (less than 50%) or unmanaged like the Rater tendency. The distribution of box checks lends value to the narrative.

HINT: When you counsel and use the NCOER Support Form, it is easier to point out to the Rated NCO why you are giving them a MET STANDARD or HIGHLY QUALIFIED indication – they will know it before you actually write the report – the key is to teach them what right looks like.

Use your narrative to communicate and quantify performance compared to other NCOs you have rated in your career. Once you, as a rating official, decide on your philosophy, stick to it. Remember – Identify your best and hold those not performing accountable in your rating.

Knowing your population is much more than knowing the names of those you rate or senior rate. You need to know each Soldier's skills, knowledge, attributes, and talents.



Check on Learning

1. What is the primary function of the evaluation report?
2. What are centralized promotions based on?
3. What is the role of a Rater? Senior Rater? Supplementary Reviewer?
4. Who establishes and approves rating chains?

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Check on Learning

1. What is the primary function of the evaluation report?

Answer: The primary function of the Evaluation Reporting System is to provide key information to HQDA for use in making critical personnel management decisions (i.e., promotions / key assignments).

2. What are centralized promotions based on?

Answer: Centralized promotions are based on current and future force structure requirements.

3. What is the primary role of a Rater? Senior Rater? Supplementary Reviewer?

Answer: The Rater's role is to assess the Rated NCO's day-to-day performance and conduct counseling. The Senior Rater's role is to assess the Rated NCO's potential and provide guidance and mentorship. The Supplementary Reviewer's role is to provide oversight and assistance to the Rater and Senior Rater as required.

4. Who establishes and approves rating chains?

Answer: The Commander establishes and approves rating chains.

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Performance Measures

Organizational- and Strategic-level (SSG through CSM/SGM)

Direct-level (SGT)

| FAR EXCEEDED STANDARD | EXCEEDED STANDARD | MET STANDARD | DID NOT MEET STANDARD |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>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; demonstrated by the best of the upper third of NCOs of the same grade.</p> | <p>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.</p> | <p>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.</p> | <p>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.</p> |

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As discussed in Module 3, the Rater assesses the Rated NCO's performance using a four-box scale.

- FAR EXCEEDED STANDARD
- EXCEEDED STANDARD
- MET STANDARD
- DID NOT MEET STANDARD

Note: The Direct-level report for Sergeant will only use MET STANDARD and DID NOT MEET STANDARD. The Organizational- and Strategic-level Reports will use all four performance measures.

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Rater Overall Performance

| RATER OVERALL PERFORMANCE | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|
| i. Select one box representing Rated NCO's overall performance compared to others in the same grade whom you have rated in your career. I currently rate NCOs in this grade. | | | |
| FAR EXCEEDED STANDARD | EXCEEDED STANDARD | MET STANDARD | DID NOT MEET STANDARD |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| j. COMMENTS: | | | |

- **FAR EXCEEDED STANDARD / EXCEEDED STANDARD** – identify the upper third of NCOs for each rank with further stratification of the upper third by use of the FAR EXCEEDED STANDARD box check
- **MET STANDARD** – identify NCOs who successfully achieved and maintained required Army and organizational standards
- **DID NOT MEET STANDARD** – identify NCOs who did not meet required Army and organizational standards

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For the organizational-level and strategic-level reports, the Rater will assess the Rated NCO's overall performance during the rating period compared against other NCOs, of the same rank, the Rater currently rates and has rated previously.

The focus is on results achieved and the manner by which they were achieved.

If the Rated NCO's demonstrated performance surpassed the required Army and organizational standards of leader competencies and attributes of the majority NCOs in that grade of the Rater's population; the Rater will place an "X" in either the EXCEEDED STANDARD or FAR EXCEEDED STANDARD box. The Rater will use the EXCEEDED STANDARD and FAR EXCEEDED STANDARD boxes to identify the upper third of NCOs for each rank, with further stratification of the upper third by use of the FAR EXCEEDED STANDARD box. (Note: FAR EXCEEDED STANDARD is **demonstrated by the best of the upper third of NCOs of the same grade.**)

If the Rated NCO **successfully achieved** and maintained the required Army and organizational standards of leader competencies and attributes consistent with the majority of NCOs in that grade of the Rater's population, the Rater will place an "X" in the MET STANDARD box.

If the Rated NCO **failed to meet or maintain the required Army standards and organizational goals of leader competencies and attributes** and performance was below the majority of NCOs in that grade of the Rater's population, the Rater will place an "X" in the DID NOT MEET STANDARD box.

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Rater Comments

Focus on specific, quantifiable performance –

- Identify what a NCO did and how well they performed
- Quantify and qualify performance

- The Rater is the first individual to assess and write comments.
- Comments should explain what the Rated NCO did and how well he/she performed.
- A laundry list of superlatives is not helpful to selection boards – more is not necessarily better.
- Selection board members use the Rater's comments in their file deliberations when they are looking for in-depth information on the Rated NCO's performance.
- In the event the Senior Rater does not meet the minimum time requirements, then the Rater's comments are the sole basis for assessing the Rated NCO.
- Rater Overall Performance section
 - Must include comment(s) concerning Rated NCO's overall performance

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To ensure the Rated NCO receives an accurate and fair assessment, the Rater's comments will focus on specific, quantifiable performance. The comments should clearly explain what the Rated NCO did and how well he/she performed. Being concise and to the point is preferred and assists selection boards in quickly identifying a Rated NCO's key achievements and accomplishments.

In the event the Senior Rater does not meet the minimum time requirements (i.e., designated as the Rated NCO's Senior Rater for a minimum period of 60 calendar days (For USAR TPU, DIMA, and drilling IRR NCOs and ARNG NCOs, the senior rater must have served in that capacity for a minimum of 90 calendar days)), then the Rater's comments are the sole basis for assessing the Rated NCO. (Note: In such cases, the following statement is annotated: "Senior Rater does not meet minimum qualifications.")

As discussed in the previous slide, the Rater's assessment of overall performance is a comparison of the Rated NCO's performance during the rating period against other NCOs, of the same rank, the Rater currently rates and has rated previously.

How well the NCO performed the mission against what they were tasked or said they were going to do.

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Rater Tendency

(applies to SSG-CSM/SGM)

- Tracks the rating history for each Rater of NCOs (SSG-CSM/SGM) for all components (Regular Army, Reserve, Guard)
- Emphasizes the following:
 - Importance of the Rater's role and responsibility to provide credible information to HQDA
 - Importance of a Rater's sequencing of NCOER submissions to avoid inflation
- Provides information to HQDA Selection Boards and Army Leadership on the Rater's rating tendency
- Continues without interruption as the Rater moves from unit to unit, position to position, regardless of promotion
- Rater Tendency restart

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The Rater Tendency is maintained for all Raters for NCOs in the rank of Staff Sergeant through Command Sergeant Major / Sergeant Major. This applies to all components (Regular Army, Reserve, and Guard). The Rater Tendency is the Rater's rating history for each grade they rate. (Note: Raters do not maintain a Rater Tendency on NCOs in the rank of Sergeant.)

The Rater Tendency emphasizes the Rater's role and responsibility to provide credible information (i.e., honest and accurate assessments) to HQDA. This is one of the Rater's most critical actions and affects decisions regarding the Army's future leadership.

Because the Rater Tendency is calculated as each report is submitted to HQDA for processing, the Rater must monitor and manage their Rater Tendency to ensure it's in accordance with Army guidance and does not reflect inflation. Due to the Rater Tendency Label being imprinted on the completed NCOER, there's a greater importance for the Rater to maintain a credible Rater Tendency.

Similar to the Senior Rater Profile, the Rater Tendency continues without interruption as the Rater (in either a military or civilian status) moves from unit to unit and position to position. This also applies to Raters if and when they are promoted.

In order to request a Rater Tendency restart in a particular grade, the Rater must meet the following requirements:

- A total of six NCOERs have processed against that grade at HQDA (that is, completed processing through HQDA)
- The Rater has obtained written authorization from the first general officer Commander (or equivalent) within his/her organization.

To restart an entire Rater Tendency, the Rating Tendency for a single grade, or any portion of the Rater Tendency, a Rater will personally contact HRC Evaluations Branch. No restart will be made until the Rater and HRC Evaluations Branch agree to the effective date and grades to be affected. Rater Tendency restarts will become effective the first date of a given month and will impact all NCOERs received after the agreed upon date.

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Rater Tendency Label

(applies to SSG-CSM/SGM)

| RATER OVERALL PERFORMANCE | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------------------------------|--------------------------|---------------------|
| i. Select one box representing Rated NCO's overall performance compared to others in the same grade whom you have rated in your career. I currently rate | | | | |
| 6 NCOs in this grade. | | | | |
| FAR EXCEEDED STANDARD | EXCEEDED STANDARD | MET STANDARD | DID NOT MEET STANDARD | |
| <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| j. COMMENTS: | 2 | 3 | 6 | 1 Total Ratings: 12 |
| o #3 of 6 SFCs that I currently rate | | | | |
| o executed every assignment and tasking with minimal guidance from the command | | | | |
| o strong performance from an outstanding NCO | | | | |

Note: This is the Rater's "capstone" assessment of performance and opportunity to "stratify / quantify"

- Key information includes the following:
 - Rater Tendency Label – the value below each box equals the overall history of those ratings in this grade
 - Rater Tendency (i.e., rating history) will be viewable within the Evaluation Entry System (EES) by the Rater's Rater and Senior Rater

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The Rater Tendency Label depicts the Rater's overall rating history in a particular grade. The example shows that the Rater rendered 12 ratings for Sergeant First Class. Of those 12, the Rater identified two (2) as FAR EXCEEDED STANDARD, three (3) as EXCEEDED STANDARD, six (6) as MET STANDARD, and one (1) as DID NOT MEET STANDARD. Because the Rater Tendency is unconstrained (i.e., no limitation), it is imperative that the Rater maintain a credible rating history. In the event the Rater Tendency reflects inflation (for example, out of 12 total ratings, eight (8) are either FAR EXCEEDED STANDARD or EXCEEDED STANDARD), then there is the potential for the Rater's credibility to be questioned when reviewed by a HQDA Centralized Selection Board.

An added feature within the Evaluation Entry System (EES) is the ability for the Rater's Rater and Senior Rater to view the Rater's Rater Tendency. This will allow the Rater's rating chain to provide oversight and guidance to ensure the Rater is managing his/her Rater Tendency in accordance with Army guidance.

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Rater Tendency Report

(applies to SSG-CSM/SGM)

Rater Tendency

4 items found, displaying

| Role | Rank Rated | FAR EXCEEDED STANDARD | EXCEEDED STANDARD | MET STANDARD | DID NOT MEET STANDARD |
|-------|------------|-----------------------|-------------------|--------------|-----------------------|
| RATER | SSG | 1 | 2 | 4 | 0 |
| RATER | SFC | 2 | 3 | 6 | 1 |
| RATER | MSG | 1 | 1 | 4 | 0 |
| RATER | SGM | 0 | 1 | 0 | 0 |

Tracks the rating history of each Rater for NCOs of all components by rank (SSG through CSM / SGM). Raters do not maintain a Rater Tendency on NCOs in the rank of SGT and below.

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The Rater Tendency Report shows the Rater's overall rating history for each grade they have rendered reports. In the example, the Rater assessed NCOs in the grades of E-6, E-7, E-8, and E-9. This information is very useful in managing and projecting assessments to ensure the Rater maintains a credible Rater Tendency.

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Check on Learning

1. Name and describe the four performance box checks for Rater Overall Performance?
2. The Rater Tendency applies to which component and grade plate NCOERs?
3. Is the Rater Tendency constrained?
4. What is the Rater Tendency Report?

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Check on Learning

1. Name and describe the four performance measure box checks for Rater Overall Performance?

Answer: **FAR EXCEEDED STANDARD / EXCEEDED STANDARD** – identify the upper third of NCOs for each rank with further stratification of the upper third by use of the “FAR EXCEEDED STANDARD” box check; **MET STANDARD** – identify NCOs who successfully achieved and maintained required Army and organizational standards; **DID NOT MEET STANDARD** – identify NCOs who did not meet required Army and organizational standards.

2. The Rater Tendency applies to which component and grade plates NCOERs?

Answer: The Rater Tendency applies to all components (Regular Army, Reserve, Guard) and is maintained for all Raters on the Organizational- and Strategic-level reports (Staff Sergeant through Command Sergeant Major / Sergeant Major).

3. Is the Rater Tendency constrained?

No. The Rater Tendency is unconstrained (i.e., no limitation).

4. What is the Rater Tendency Report?

The Rater Tendency Report tracks the Rater’s rating history for each grade the Rater assesses (Staff Sergeant through Command Sergeant Major / Sergeant Major). Note: The Rater Tendency Label is specific to the grade of the Rated NCO and the NCOER being rendered.

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Senior Rater Overall Potential

| PART V - SENIOR RATER OVERALL POTENTIAL | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <p>a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate _____ NCOs in this grade.</p> <p><input type="checkbox"/> MOST QUALIFIED (<i>limited to <50%</i>)</p> <p><input type="checkbox"/> HIGHLY QUALIFIED</p> <p><input type="checkbox"/> QUALIFIED</p> <p><input type="checkbox"/> NOT QUALIFIED</p> | <p>b. COMMENTS:</p> |

Limited to less than 50% for SSG through CSM/SGM

- **MOST QUALIFIED** – identify NCOs with strong potential for promotion in the secondary zone; ahead of peers (Note: Senior Rater must have less than 50% of the ratings in a grade to retain the MOST QUALIFIED label.)
- **HIGHLY QUALIFIED** – identify NCOs with strong potential for promotion with peers
- **QUALIFIED** – identify NCOs who demonstrate potential to be successful at the next level; promote if able
- **NOT QUALIFIED** – identify NCOs who do not demonstrate potential for promotion; recommend separation

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For the Organizational- and Strategic-level reports, the Senior Rater will assess the Rated NCO's overall potential during the rating period compared against other NCOs, of the same rank, the Senior Rater currently senior rates and has senior rated previously.

If the Rated NCO's potential exceeds that of the majority of NCOs in the Senior Rater's population, then the Senior Rater will place an "X" in the MOST QUALIFIED box. This box check identifies NCOs with strong potential for promotion in the secondary zone and ahead of peers. In order to maintain a credible profile, the Senior Rater must have less than 50% of the ratings of a rank in the MOST QUALIFIED top box.

If the Rated NCO's potential is consistent with the majority of NCOs in the Senior Rater's population, then the Senior Rater will place an "X" in the HIGHLY QUALIFIED box. This box check identifies NCOs with a strong potential for promotion with peers.

If the Rated NCO's potential is adequate, but beneath the majority of NCOs in the Senior Rater's population, then the Senior Rater will place an "X" in the QUALIFIED box. This box check identifies NCOs who demonstrate potential to be successful at the next level, promote if sufficient allocations are available. This population would probably not be large.

If the Rated NCO's potential is below the majority of NCOs in the Senior Rater's population, then the Senior Rater will place an "X" in the NOT QUALIFIED box. This box check identifies NCOs who do not demonstrate potential for promotion, recommend separation.

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Senior Rater Narrative

Should quantify and qualify the passion (or lack thereof) that the Senior Rater has for the Rated NCO's potential

- Selection boards should not have to guess – Send a clear message
- What is not said can have the same impact as what is said
- Be careful with your narrative – don't say the same thing for all your NCOs
- Avoid using the same verbiage year-to-year for the same NCO
- Be consistent ... words match the box check
- Cannot mention box check or board language in the narrative (i.e., "MOST QUALIFIED NCO", "6+ NCO", "If my profile allowed, I would rate this NCO higher."); these are considered prohibited narrative comments

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To ensure the Rated NCO receives an accurate and fair assessment, the Senior Rater's comments should quantify and qualify the passion (or lack thereof) that the Senior Rater has for the Rated NCO's potential. To ensure HQDA Centralized Selection Boards understand the Senior Rater's intent, the comments should be clear, concise, and focus on the next three to five (3-5) years while addressing assignment, schooling, and promotion potential.

Senior Rater comments should be specific to the Rated NCO; avoid using the same language for all your NCOs.

Senior Rater comments should always complement and enforce the box check. For example, the Senior Rater should reserve strong, exclusive narrative comments for "MOST QUALIFIED" selections and, in rare cases, when a "HIGHLY QUALIFIED" box check is made due to immature profile and/or small population.

Prohibited narrative comments include those that mention the box check (i.e., "MOST QUALIFIED NCO," "If my profile allowed, I would rate this NCO higher") or board language (i.e., "6+ NCO"). In the event a report is found to have prohibited comments, then it will be returned to the rating official(s) for correction.

NEXT SLIDE



Senior Rater Consistency

- Senior Raters need to amplify their potential box checks by using the narrative to clearly send the appropriate message to selection boards. The following classification of types of narratives may serve as a guide and assist in sending a clear message:
 - **Exclusive narratives** – those which clearly describe superior performance/potential above that of the vast majority; associated with early promotion and are restrictive in nature (e.g., top 1%, 3%, 5%, etc. of all NCOs, the best among a select grade or group, promote in the secondary zone)
 - **Strong narratives** – those which describe significant performance accomplishments and enthusiastically recommend promotion, assignment to key duty positions linked to upward mobility and appropriate military schooling (e.g., among the best, easily in the top third of the NCO Corps, definitely promote this NCO, secondary zone potential, one of my best NCOs)
 - **Enumeration** – a technique used to rank order NCOs in a particular grade based on demonstrated performance and/or potential (e.g., #1 of 6)

Unclassified

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To ensure Senior Rater consistency, the narrative comments should amplify and reinforce the box check.

An exclusive narrative is one that clearly describes superior performance/potential above that of the vast majority. This is associated with promotion in the secondary zone and is restrictive in nature. Senior Raters should reserve exclusive narratives for the following:

- The best MOST QUALIFIED reports within a mature profile
- HIGHLY QUALIFIED reports that follow a MOST QUALIFIED report for the same Rated NCO
- HIGHLY QUALIFIED reports for the very best NCOs in a small population / immature profile situation

A strong narrative is one that describes significant performance accomplishments and enthusiastically recommends promotion, key assignment, and/or schooling. Senior Raters should reserve strong narratives for the following:

- MOST QUALIFIED reports
- For the very best NCOs receiving HIGHLY QUALIFIED reports

Enumeration is a technique used to rank order NCOs in a particular grade based on their demonstrated performance and potential. An examples is #1 of 6. The use of enumeration allows Senior Raters to further reinforce the box check and narrative.

NEXT SLIDE



Immature Profile / Small Population

| PART V - SENIOR RATER OVERALL POTENTIAL | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate <u>3</u> NCOs in this grade. | b. COMMENTS: SGM Smith's potential is among the best and easily in the top 15%. He is one of the finest NCOs with whom I have had the privilege to work with in my 25 years of service. Already demonstrates leadership and potential to serve at the nominative level. Select for CSM. |
| HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED HIGHLY QUALIFIED RNCO: SMITH, BOB SR: DODD, JANE DATE: 2016-02-01 TOTAL RATINGS: <u>3</u> RATINGS THIS NCO: 1 | |

Small Population (3 or less)

Immature Profile (5 or less)

- Future Guidance to DA Centralized Selection Boards for the New NCOER
 - Check DA Label: "Total Ratings" (5 or less = immature profile)
 - Check Part Va – same grade in population (3 or less = small population)
 - **Expect** HIGHLY QUALIFIED assessment if immature profile and/or small population exists
 - Focus on Senior Rater's narrative

Unclassified

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The administrative information on the Senior Rater Profile Label is designed to assist selection board members to quickly identify when an immature profile and/or small population exists for the Senior Rater and the Rated NCO's NCOER.

An immature profile is when the Senior Rater has rendered five (5) or less reports for a particular grade.

A small population is when the Senior Rater's population is three (3) or less for a particular grade.

Here is an example of how it works:

If you look at the "TOTAL RATINGS" on the HQDA label, you can see that this is the Senior Rater's third SGM rating. This is an immature profile which is defined as up to five (5) reports rendered for a particular grade.

If you look at Part Va, you can see that it reflects a small population (any number of 3 or less). Examples of small populations are: one Army Sergeant First Class in a Joint office, or two Sergeants Major working in a battalion. When the number is small, you know the Senior Rater is not going to be able to write a lot of reports that impact their profile. The Rated NCO may get an annual, another annual, and a change of rater. You can expect to see several back-to-back reports of HIGHLY QUALIFIED to MOST QUALIFIED without a corresponding down-turn in performance reflected in the narrative.

When you combine an immature profile and/or small population with the "Silver bullet" exception (one of the first four reports assessed as MOST QUALIFIED), then there is a strong likelihood that most reports processed by HQDA and viewed by DA Centralized Selection Boards will be HIGHLY QUALIFIED assessments. Taking all of this into account, selection board members will be advised to focus on the narrative to determine the Senior Rater's intent.

NEXT SLIDE



Senior Rater Profile Calculation

| Type of Report | THRU Date | Box Check "Most Qualified" | Box Check "Highly Qualified" | Box Check "Qualified" | Box Check "Not Qualified" | Profile MQ | Profile HQ | Profile Q | Profile NQ | Total | Date of Receipt' | SR Profile |
|---------------------|-----------|----------------------------|------------------------------|-----------------------|---------------------------|------------|------------|-----------|------------|-------|------------------|------------|
| Annual | 20150901 | X | | | | 1 | 0 | 0 | 0 | 1 | 20151015 | 100% |
| CoR | 20151128 | | X | | | 1 | 1 | 0 | 0 | 2 | 20160128 | 50% |
| CoR | 20160131 | | | X | | 1 | 1 | 1 | 0 | 3 | 20160214 | 33.3% |
| Annual ² | 20160901 | | X | | | 1 | 2 | 1 | 0 | 4 | 20161022 | 25% |
| Annual | 20161128 | X | | | | 2 | 2 | 1 | 0 | 5 | 20161229 | 40% |
| CoR | 20161201 | | X | | | 2 | 3 | 1 | 0 | 6 | 20170117 | 33.3% |

Note 1: As each NCOER is rendered, the Evaluation Entry System (EES) will automatically calculate the Senior Rater Profile. If the profile does not support a top block or MOST QUALIFIED, then that option will not be available (i.e., grayed out) in EES. If a hardcopy report is mailed to HQDA and the profile does not support a MOST QUALIFIED box check, the assessment will be considered a MISFIRE, automatically downgraded to HIGHLY QUALIFIED, and processed.

Note 2: The Senior Rater cannot render a MOST QUALIFIED for the fourth report because it would "break" the profile. A MOST QUALIFIED assessment would create the following:

| MQ | HQ | Q | NQ | Total | SR Profile |
|----|----|---|----|-------|----------------------------------|
| 2 | 1 | 1 | 0 | 4 | 50% (exceeds profile limitation) |

The Senior Rater Profile Calculation begins when the Senior Rater renders their first NCOER. To determine the SR profile, you have to divide the # of MOST QUALIFIED assessments by the total number of reports rendered. In the example, the Senior Rater rendered a MOST QUALIFIED assessment for the first report. The next three are either HIGHLY QUALIFIED, QUALIFIED, or NOT QUALIFIED. After the fourth report, the SR Profile is 25%. At that point, the Senior Rater can render another MOST QUALIFIED.

Please note that the Evaluation Entry System or EES will automatically calculate the SR profile. If the SR profile does not support a MOST QUALIFIED box check, the system will gray out that option. In the event a hard copy report is mailed to HRC, the senior rater box check for overall potential will be verified against the SR profile. If the SR profile does not support a MOST QUALIFIED box check, the report will be considered a MISFIRE, automatically downgraded to HIGHLY QUALIFIED, then processed to the Rated NCO's Army Military Human Resource Record (AMHRR).

NEXT SLIDE



Senior Rater Profile Box Check Warning

Rate the NCO's potential compared with other NCOs of the same grade.

A compared potential indication of MOST QUALIFIED is not authorized as your profile does not support. If you have other Evaluations to process that would allow this report to process with a MOST QUALIFIED indication, process those first. If you have any further questions, please contact Human Resources Command Evaluation Policy Section at (802) 813-8019, DSN 835.

| Most Qualified (49%) | Highly Qualified | Qualified | Not Qualified |
|----------------------------------|-----------------------|-----------------------|-----------------------|
| <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

b. Comments on potential

As each NCOER is rendered, the Evaluation Entry System (EES) will automatically calculate the Senior Rater Profile. If the profile does not support a MOST QUALIFIED selection, then EES will display the above warning notification and the MOST QUALIFIED option will be grayed out.

As each NCOER is rendered, the Evaluation Entry System (EES) will automatically calculate the Senior Rater Profile. If the Senior Rater Profile does not support a MOST QUALIFIED selection, then EES will display a warning notification and the MOST QUALIFIED option will be grayed out.

NEXT SLIDE



Senior Rater Profile Labeling Rules

- **Rule #1:** If the Senior Rater checks the HIGHLY QUALIFIED, QUALIFIED, or NOT QUALIFIED box, then the report is always labeled as indicated on the form.
 - The sum of HIGHLY QUALIFIED, QUALIFIED, and NOT QUALIFIED box checks should always be greater than 50% of total ratings rendered.
- **Rule #2:** If the Senior Rater checks the MOST QUALIFIED box and the Senior Rater's use of MOST QUALIFIED is less than 50% of the total ratings, then the report is labeled MOST QUALIFIED.
 - An entry of MOST QUALIFIED will only be accepted if the mathematical result of the entry is less than 50% of the total number of reports rendered in that grade.
- **Rule #3: MISFIRE** – If the Senior Rater completes a pdf-fillable NCOER and checks the MOST QUALIFIED box and the Senior Rater Profile is equal to or greater than 50%, then the report is automatically downgraded and labeled HIGHLY QUALIFIED and the Senior Rater is charged with a MOST QUALIFIED.
 - EES will not allow Senior Rater Misfires.

Unclassified

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When it comes to Senior Rater Profile Labeling, there are three rules.

- Rule #1 – If the Senior Rater checks the HIGHLY QUALIFIED, QUALIFIED, or NOT QUALIFIED box, then the report is always labeled as indicated on the form. Please note that the sum of HIGHLY QUALIFIED, QUALIFIED, and NOT QUALIFIED box checks should always be greater than 50% of total number of ratings rendered.
- Rule #2 – If the Senior Rater checks the MOST QUALIFIED box and the Senior Rater's use of MOST QUALIFIED is less than 50% of the total ratings, then the report is labeled MOST QUALIFIED.
- Rule #3 – This typically applies to hard copy evaluations once received at HQDA. If the Senior Rater completes a pdf-fillable NCOER and checks the MOST QUALIFIED box and the Senior Rater Profile is equal to or greater than 50%, then the report is categorized as a MISFIRE, automatically downgraded and labeled as a HIGHLY QUALIFIED, and the Senior Rater is charged with a MOST QUALIFIED. (Note: The Evaluation Entry System (EES) is designed to prohibit a MISFIRE. If the SR Profile does not support a MOST QUALIFIED assessment, the MOST QUALIFIED box check is grayed out.)

The next couple of slides will show how the profile labeling rules are applied.

NEXT SLIDE



U.S. ARMY

Managed Profile Technique – Rule 1

(the comparison of box check to SR Profile)

a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate 3 NCOs in this grade.

MOST QUALIFIED (limited to <50%)

HIGHLY QUALIFIED

QUALIFIED

NOT QUALIFIED



HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED

HIGHLY QUALIFIED

RNCO: SMITH, BOB
SR: DODD, JANE
DATE: 2016-02-01
TOTAL RATINGS: 20
RATINGS THIS NCO: 2

a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate 3 NCOs in this grade.

MOST QUALIFIED (limited to <50%)

HIGHLY QUALIFIED

QUALIFIED

NOT QUALIFIED



HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED

QUALIFIED

RNCO: SMITH, BOB
SR: DODD, JANE
DATE: 2016-02-01
TOTAL RATINGS: 20
RATINGS THIS NCO: 2

a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate 3 NCOs in this grade.

MOST QUALIFIED (limited to <50%)

HIGHLY QUALIFIED

QUALIFIED

NOT QUALIFIED



HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED

NOT QUALIFIED

RNCO: SMITH, BOB
SR: DODD, JANE
DATE: 2016-02-01
TOTAL RATINGS: 20
RATINGS THIS NCO: 2



Unclassified

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Rule #1 – If the Senior Rater checks the HIGHLY QUALIFIED, QUALIFIED, or NOT QUALIFIED box, then the report is always labeled as indicated on the form. Please note that the sum of HIGHLY QUALIFIED, QUALIFIED, and NOT QUALIFIED box checks should always be greater than 50% of total number of ratings rendered.

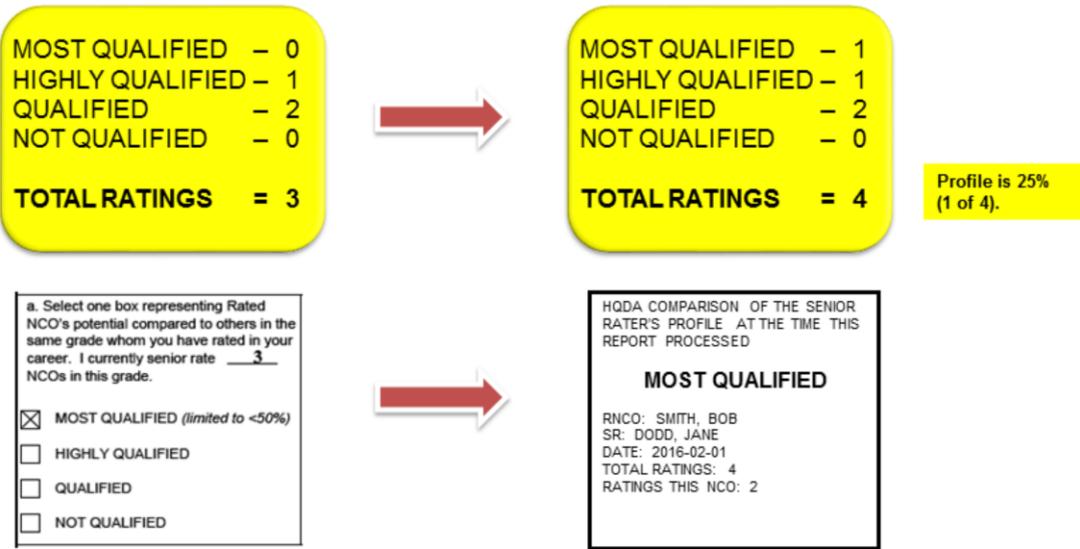
As you can see, each report submitted as a HIGHLY QUALIFIED, QUALIFIED, or NOT QUALIFIED will be label as indicated on the form regardless of the SR Profile.

NEXT SLIDE



Managed Profile Technique – Rule 2

(the comparison of box check to SR Profile)



Top block check labeled MOST QUALIFIED when profile is less than 50% in top block.

Rule #2 – If the Senior Rater checks the MOST QUALIFIED box and the Senior Rater’s use of MOST QUALIFIED is less than 50% of the total ratings, then the report is labeled MOST QUALIFIED.

With this example, the SR Profile (prior to the submission of the MOST QUALIFIED assessment) reflects zero (0) MOST QUALIFIED, one (1) HIGHLY QUALIFIED, two (2) QUALIFIED, and zero (0) NOT QUALIFIED assessments for a total number of ratings of three (3).

When the MOST QUALIFIED assessment is added to the SR Profile, it counts as one (1) MOST QUALIFIED, one (1) HIGHLY QUALIFIED, two (2) QUALIFIED, and zero (0) NOT QUALIFIED assessments for a total number of ratings of four (4). Based on the calculation of one (1) MOST QUALIFIED of four (4) total reports rendered, the SR Profile is 25% (1 of 4).

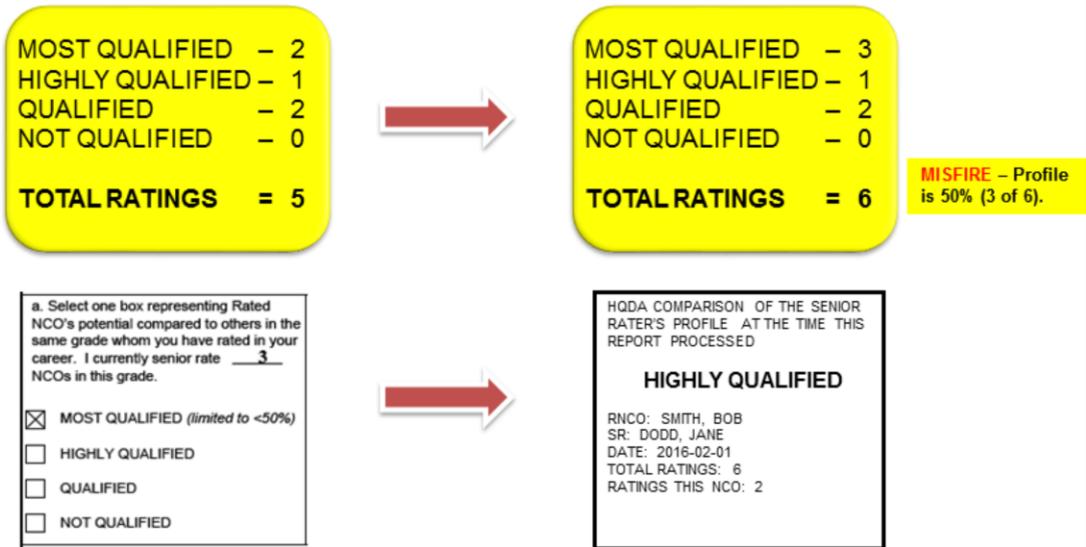
Because the SR Profile is less than 50%, the report is labeled MOST QUALIFIED.

NEXT SLIDE



Managed Profile Technique – Rule 3

(the comparison of box check to SR Profile)



MISFIRE – Top block check labeled HIGHLY QUALIFIED when profile is equal to or more than 50% in top block.

Unclassified

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Rule #3 – This typically applies to hard copy evaluations once received at HQDA. If the Senior Rater completes a pdf-fillable NCOER and checks the MOST QUALIFIED box and the Senior Rater Profile is equal to or greater than 50%, then the report is categorized as a MISFIRE, automatically downgraded and labeled as a HIGHLY QUALIFIED, and the Senior Rater is charged with a MOST QUALIFIED. (Note: The Evaluation Entry System (EES) is designed to prohibit a MISFIRE. If the SR Profile does not support a MOST QUALIFIED assessment, the MOST QUALIFIED box check is grayed out.)

With this example, the SR Profile (prior to the submission of the MOST QUALIFIED assessment) reflects two (2) MOST QUALIFIED, one (1) HIGHLY QUALIFIED, two (2) QUALIFIED, and zero (0) NOT QUALIFIED assessments for a total number of ratings of five (5).

When the MOST QUALIFIED assessment is added to the SR Profile, it counts as three (3) MOST QUALIFIED, one (1) HIGHLY QUALIFIED, two (2) QUALIFIED, and zero (0) NOT QUALIFIED assessments for a total number of ratings of six (6). Based on the calculation of three (3) MOST QUALIFIED of six (6) total reports rendered, the SR Profile is 50% (3 of 6).

Because the SR Profile is equal to 50%, the report is categorized as a MISFIRE, automatically downgraded and labeled as a MOST QUALIFIED, and the Senior Rater is charged with a MOST QUALIFIED. This means that the Senior Rater must submit two additional reports (HIGHLY QUALIFIED, QUALIFIED, NOT QUALIFIED) to make up for the MISFIRE.

NEXT SLIDE



Check on Learning

1. Name and describe the four potential box checks for Senior Rater Overall Potential?
2. What is the difference between the MOST QUALIFIED and HIGHLY QUALIFIED box checks?
3. What is an immature profile and small population?
4. Describe the Senior Rater Misfire?
5. What are the Senior Rater Profile Labeling Rules?

Unclassified

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Check on Learning

1. Name and describe the four potential box checks for Senior Rater Overall Potential?

Answer: **MOST QUALIFIED** – identify NCOs with strong potential for promotion in the secondary zone; ahead of peers. **HIGHLY QUALIFIED** – identify NCOs with strong potential for promotion with peers. **QUALIFIED** – identify NCOs who demonstrate potential to be successful at the next level; promote if able. **NOT QUALIFIED** – identify NCOs who do not demonstrate potential for promotion; recommend separation.

2. What is the difference between the MOST QUALIFIED and HIGHLY QUALIFIED box checks?

Answer: The MOST QUALIFIED box check is limited to less than 50%.

3. What is an immature profile and small population?

Answer: An immature profile is when the Senior Rater has rendered five (5) or less reports for a particular grade. A small population is when the Senior Rater's population is three (3) or less for a particular grade.

4. Describe the Senior Rater Misfire?

Answer: A documented MISFIRE occurs when the Senior Rater selects MOST QUALIFIED, but the Senior Rater Profile is equal to or exceeds 50%.

5. What are the Senior Rater Profile Labeling Rules?

Answer: **Rule #1:** If the Senior Rater checks the HIGHLY QUALIFIED, QUALIFIED, or NOT QUALIFIED box, then the report is always labeled as indicated on the form. **Rule #2:** If the Senior Rater checks the MOST QUALIFIED box and the Senior Rater's use of MOST QUALIFIED is less than 50%, then the report is labeled MOST QUALIFIED. **Rule #3: MISFIRE** – If the Senior Rater completes a pdf-fillable NCOER and checks the MOST QUALIFIED box and the Senior Rater Profile is equal to or greater than 50%, then the report is automatically downgraded and labeled HIGHLY QUALIFIED and the Senior Rater is charged with a MOST QUALIFIED.

NEXT SLIDE



Profiling Practical Exercise 1

Now that we have covered this section of Module 4, we will use the next 45 minutes to one hour to conduct a practical exercise.

NEXT SLIDE



Module 4 PE Instructions

First take 10 minutes to write down what you think is the importance of Senior Rater profile **management** and the impact of an improperly managed Senior Rater profile.

Now form the classroom into four equally sized groups. Take the next 15 minutes to discuss your thoughts with the group.

Each group will select a representative to present the group's section of the briefing.

Here are your instructions:

First take 10 minutes to write down what you think is the importance of Senior Rater profile **management** and the impact of an improperly managed Senior Rater profile.

Now form the classroom into four equally sized groups. Take the next 15 minutes to discuss your thoughts with the group.

Each group will select a representative to present the group's section of the briefing.



Evaluation Entry System (EES) Tools

<https://evaluations.hrc.army.mil/>

Main Menu ▾ Profiles ▾ New OER Training ▾

Support Links:

Evaluation Support and Help

- [Evaluation and Training Tools](#)
- [Appeals and Corrections](#)
- [Evaluation Entry System Users Guide](#)
- [Ask a Policy Expert](#)
- [Ask an IT Expert](#)
- [Frequently Asked Questions](#)

External Links and Resources

- [AR 623-3](#)
- [DA PAM 600-3](#)
- [DA PAM 600-4](#)
- [DA PAM 623-3](#)
- [S1 NET](#)
- [MYBOARDFILE](#)
- [ERS](#)
- [User Survey and Feedback](#)
- [Army Doctrine](#)
- [Army Doctrine References](#)

Welcome to the HRC Evaluations Entry System
Please select an option below:

| OER | NCOER |
|-------------------------------------------|---------------------------------------------|
| Create OER Support Form | Create NCOER Support Form |
| Edit OER Support Form | Edit NCOER Support Form |
| Create New OER | Create New NCOER |
| Continue/View Active OERs | Continue/View Active NCOERs |

TOOLS

| | |
|-----------------------------------------------------|--------------------------------------------------------------|
| View Profiles where I am a delegate | View my Rater and Senior Rater Profile |
| Manage Rating Chain | View Forms |
| Signature Removal | Manage Delegates |
| Request ERS Access | Evaluation Status and Management Tools (ERS) |

Recent Evaluation Activity:

| Rated Soldier | Your Role | Thru Date | Status |
|---------------|-----------|-----------|--------|
|---------------|-----------|-----------|--------|

Recent Evaluation Support Form Activity:

| Rated Soldier | Role | Thru Date |
|---------------|------|-----------|
|---------------|------|-----------|

Unclassified

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On the Evaluation Entry System (EES) homepage, there are several tools that will assist you as the rating official and/or delegate.

NEXT SLIDE



Rater Tendency / Senior Rater Profile Link

Main Menu ▾ Profiles ▾ New OER Training ▾

Support Links:

Evaluation Support and Help

- [Evaluation and Training Tools](#)
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TOOLS

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| Rated Soldier | Your Role | Thru Date | Status |
|---------------|-----------|-----------|--------|
|---------------|-----------|-----------|--------|

Recent Evaluation Support Form Activity:

| Rated Soldier | Role | Thru Date |
|---------------|------|-----------|
|---------------|------|-----------|

Unclassified

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On the Evaluation Entry System (EES) homepage, there are two tools that will give the rating official or his/her delegate(s) access to the Rater Tendency and Senior Rater Profile. The designated rating official or delegate can click the appropriate tab, “View my Rater and Senior Rater Profile” or “View Profiles where I am a delegate”.

NEXT SLIDE



Rater Tendency / Rater and Senior Rater Profiles

Rater Tendency

4 items found, displaying

| Role | Rank Rated | FAR EXCEEDED STANDARD | EXCEEDED STANDARD | MET STANDARD | DID NOT MEET STANDARD |
|-------|------------|-----------------------|-------------------|--------------|-----------------------|
| RATER | SSG | 1 | 2 | 4 | 0 |
| RATER | SFC | 2 | 3 | 6 | 1 |
| RATER | MSG | 1 | 1 | 4 | 0 |
| RATER | SGM | 0 | 1 | 0 | 0 |

Rater Profiles

Only applies to Officers

3 items found, displaying all items.

| Role | Rank Rated | EXCELS | PROFICIENT | CAPABLE | UNSATISFACTORY |
|-------|------------|--------|------------|---------|----------------|
| RATER | CPT | 1 | 3 | 0 | 0 |
| RATER | CW2 | 1 | 3 | 0 | 0 |
| RATER | MAJ | 0 | 4 | 0 | 0 |

Senior Rater Profiles

3 items found, displaying all items

| Role | Rank Rated | MOST QUAL / MULTI STAR | HIGHLY QUAL / PROMOTE TO BG | QUAL / RETAIN AS COL | NOT QUAL / UNSATISFACTORY |
|--------------|------------|------------------------|-----------------------------|----------------------|---------------------------|
| SENIOR RATER | SSG | 1 | 2 | 0 | 0 |
| SENIOR RATER | SFC | 0 | 3 | 0 | 0 |
| SENIOR RATER | 1LT | 0 | 1 | 0 | 0 |

Within EES, the Rater Tendency and Senior Rater Profile will list the rating official's role (i.e., Rater, Senior Rater) and the current number of assessments rendered by grade.

For the Rater Tendency, it will list by grade the number of reports rendered as FAR EXCEEDED STANDARD, EXCEEDED STANDARD, MET STANDARD, and DID NOT MEET STANDARD.

Note: The Rater Profile only applies to Officers.

For the Senior Rater Profile, it will list by grade the number of reports rendered as MOST QUALIFIED, HIGHLY QUALIFIED, QUALIFIED, and NOT QUALIFIED.

Note: The Multi-Star, Promote to BG, Retain as COL, and Unsatisfactory assessments only apply to Colonels.

NEXT SLIDE



ERS Link to Senior Rater Profile (DASH 2)

Main Menu ▾ Profiles ▾ New OER Training ▾

Support Links:

Evaluation Support and Help

- [Evaluation and Training Tools](#)
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- [Army Doctrine References](#)

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TOOLS

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| Rated Soldier | Your Role | Thru Date | Status |
|---------------|-----------|-----------|--------|
|---------------|-----------|-----------|--------|

Recent Evaluation Support Form Activity:

| Rated Soldier | Role | Thru Date |
|---------------|------|-----------|
|---------------|------|-----------|

Unclassified

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Another tool located on the EES homepage, is the Evaluation Status and Management Tools, which is commonly known as Evaluation Reporting System (ERS). It allows the user to access profiles and query reports.

NEXT SLIDE



Senior Rater Profile Dashboard

The screenshot shows the 'Evaluation Reporting System (ERS) - ACTIVE and RESERVE' website. The main content area displays a 'No Results' message with the following criteria: 'Received Date is between 06/23/2014 and 06/24/2014 and Eval Status Code is not equal to / is not in R and Doc Receipt Status Code is equal to / is in L and UIC Code is equal to W000000 and Component Name is equal to ACTIVE ARMY'. A 'Refresh' button is located below the criteria. On the right side, a 'Dashboards' menu is open, showing options like 'Most Recent', 'My Dashboard', 'ERS', 'ERS Dash 2', and 'ERS Internal Management Reports'. An arrow points to the 'ERS Dash 2' option. The page is labeled 'Unclassified' at the bottom and has the number '37' in the bottom right corner.

From the Evaluation Reporting System (ERS) website, the Senior Rater can click “Dashboards” to view their DASH 2 (i.e., Senior Rater Profile).

NEXT SLIDE



Senior Rater Profile (DASH 2)

Placeholder for DASH 2



Senior Rater Profile Management Tool

| NAME | Position | # of NCOERs previously received in current position (include previous SR's NCOER S) | Last NCOER / Type / Rating | Projected NCOER (Date of next NCOER) | | Projected Type (Type of report - use code s) | Projected Rating - How I would rate this NCO if I rated all NCOs in this grade today (49.9% or less in MQ / adjust as | NCOER to DA (90days) - Date report needs to be at DA (Board reports need to get to DA per board message). | Subsequent NCOER - Will the NCO receive more reports from you after the projected NCOER, if so, how | Date of Rank | Next Board/Date - Next selection board the NCO would be eligible for (Use chart profile management board date s). | Projected Departure | STATUS: Support Form received, draft initiated, signed by all appropriate personnel, submitted to |
|-----------------|------------------|-------------------------------------------------------------------------------------|----------------------------|--------------------------------------|-----------|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------------|-------------------------------------------------------------------------------------------------------------------|---------------------|---------------------------------------------------------------------------------------------------|
| | | | | From | Thru | | | | | | | | |
| Alpha, John A | Platoon Sergeant | 0 | | 6-Sep-14 | 5-Sep-15 | AN | HQ | 4-Dec-15 | 1 | 1-Jan-11 | 15-Jan-16 | 5-Sep-16 | |
| Bravo, John B | Platoon Sergeant | 0 | | 11-Sep-14 | 10-Sep-15 | AN | MQ | 9-Dec-15 | 1 | 1-Dec-11 | 15-Jan-16 | 10-Sep-16 | |
| Charlie, John C | Platoon Sergeant | 0 | | 1-Jan-15 | 26-Sep-15 | CR | HQ | 25-Dec-15 | No | 1-Sep-14 | | 2-Jan-15 | |
| Delta, John D | Platoon Sergeant | 0 | | 22-Nov-14 | 1-Oct-15 | CR | HQ | 30-Dec-15 | 1 | 1-Oct-14 | | 23-Nov-14 | |
| Echo, John E | Platoon Sergeant | 0 | | 4-Feb-15 | 18-Oct-15 | CR | HQ | 16-Jan-16 | No | 1-Mar-15 | | 5-Feb-15 | |
| Foxtrot, John F | Platoon Sergeant | 0 | | 3-May-15 | 24-Oct-15 | CR | HQ | 22-Jan-16 | No | 1-Feb-14 | | 4-May-15 | |
| Golf, John G | Platoon Sergeant | 0 | | 7-May-14 | 16-Nov-15 | CTR | MQ | 14-Feb-16 | 1 | 1-Oct-12 | 15-Jan-16 | 16-Nov-16 | |
| Hotel, John H | Platoon Sergeant | 0 | | 2-Nov-14 | 1-Nov-15 | AN | Q | 30-Jan-16 | 1 | 1-Jul-09 | 15-Jan-16 | 1-Nov-16 | |

Senior Rater Profile

| Most Qualified | Highly Qualified | Qualified | Not Qualified | TOTAL | % Top Book |
|----------------|------------------|-----------|---------------|-------|------------|
| 2 | 5 | 1 | 0 | 8 | 25% |

Note: Promotable NCOs serving in positions authorized the promotable grade will be profiled at the promotable grade if listed as (P) on the NCOER.

| Rating s | NCOER Types |
|----------------------------------------|-----------------------------------------------------------------------------------------|
| MQ - Most Qualified (limited to 49.9%) | AN = Annual CR = Change of Rater CD = Change of Duty CTR = Complete the Record |
| HQ - Highly Qualified | PCS = PCS RFC = RFC Relief for Cause SRO = SR Option |
| Q - Qualified | |
| NQ - Not Qualified | |

Unclassified

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The Senior Rater Profile Management Tool allows rating officials and designated personnel (i.e., G-1, S-1) to manually calculate and manage the Senior Rater Profile. Based on the Senior Rater's guidance and philosophy, the data can be analyzed to provide the Senior Rater with the flexibility to project ratings to ensure those individuals the Senior Rater deems as "MOST QUALIFIED" can receive those assessments when the reports are due.

Note: Promotable NCOs serving in the next higher grade will count against the Senior Rater Profile at the next grade. For example, a SFC(P) serving in a MSG (E-8) authorized billet will count against the Senior Rater Profile for E-8.



Check on Learning

1. How can you view your Rater Tendency? Senior Rater Profile?
2. How can you view profiles in which you are a delegate?
3. What is the Evaluation Status and Management Tools (ERS)?
4. Where is the Senior Rater Profile Report (DASH 2) located?

Unclassified

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Check on Learning

1. How can you view your Rater Tendency? Senior Rater Profile?

Answer: On the EES homepage, click “View my Rater and Senior Rater Profile”.

2. How can you view profiles in which you are a delegate?

Answer: On the EES homepage, click “View Profiles where I am a delegate”.

3. What is the Evaluation Status and Management Tools (ERS)?

Answer: The Evaluation Status and Management Tools is commonly known as ERS. It allows the user to access profiles and query reports.

4. Where is the Senior Rater Profile Report (DASH 2) located?

Answer: The Senior Rater Profile Report (DASH 2) is located in ERS under “Dashboards”.

NEXT SLIDE



How to Assign / Manage Delegates

Support Links:

- [Evaluation Support and Help](#)
- [Evaluation and Training Tools](#)
- [Appeals and Corrections](#)
- [Evaluation Entry System Users Guide](#)
- [Ask a Policy Expert](#)
- [Ask an IT Expert](#)
- [Frequently Asked Questions](#)

External Links and Resources

- [AR 623-3](#)
- [DA PAM 600-3](#)
- [DA PAM 600-4](#)
- [DA PAM 623-3](#)
- [S1 NET](#)
- [MYBOARDFILE](#)
- [ERS](#)
- [User Survey and Feedback](#)
- [Army Doctrine](#)
- [Army Doctrine References](#)

**Welcome to the HRC Evaluations Entry System
Please select an option below:**

| OER | NCOER |
|-------------------------------------------|---------------------------------------------|
| Create OER Support Form | Create NCOER Support Form |
| Edit OER Support Form | Edit NCOER Support Form |
| Create New OER | Create New NCOER |
| Continue/View Active OERs | Continue/View Active NCOERs |

TOOLS

| | |
|-----------------------------------------------------|--------------------------------------------------------------|
| View Profiles where I am a delegate | View my Rater and Senior Rater Profile |
| Manage Rating Chain | View Forms |
| Signature Removal | Manage Delegates |
| Request ERS Access | Evaluation Status and Management Tools (ERS) |

The “Manage Delegates” function allows the rating official to designate individual(s) to serve as a delegate(s). Depending on the permissions granted, the delegate is able to view profile(s), draft, edit, remove signatures, and submit evaluations on the rating official’s behalf. Each rating official can designate no more than 10 total delegates with two of them being administrators. (Note: The delegate cannot sign for the rating official.)

A new EES feature for the New NCOER allows the rating official to designate up to two Senior NCOs to review and comment on all evaluation reports in which the rating officials render reports.

NEXT SLIDE



How to Assign / Manage Delegates (cont.)

Manage Delegates

Delegates for **Rater, Senior** in the role of **SENIOR RATER**

| | Name | Manage Delegates | View Rating Profile | Edit and Submit Evaluations | 1SG/SGM/CSM Reviewer | Start | End | |
|-----|--------------|--------------------------|--------------------------|-----------------------------|-------------------------------------|----------|----------|---------------------------------------|
| 1. | Delegate, SR | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | 20150415 | 20160415 | <input type="button" value="Remove"/> |
| 2. | | | | | | | | |
| 3. | | | | | | | | |
| 4. | | | | | | | | |
| 5. | | | | | | | | |
| 6. | | | | | | | | |
| 7. | | | | | | | | |
| 8. | | | | | | | | |
| 9. | | | | | | | | |
| 10. | | | | | | | | |

Instructions

Delegation allows Raters and Senior Raters to designate authority for the processing of evaluations in their organization. Creating delegates will allow up to two delegates to see/manage the Senior Rater's Profile or the Rater's Profile (The delegates must be authorized access to each profile individually).

Select the box under "View Rating Profile" to authorize viewing of the Senior Rater or Rater Profile

Only two delegates may be authorized to add names to this list. If "Manage Delegates" is checked, Up to two individuals will be authorized to add other administrative personnel authorized to assist in the preparation and submission of evaluations.

Select the box under "Manage Delegates" to authorize adding names to this list.

Up to ten delegates may be authorized to assist in the preparation and submission of evaluations on your behalf after signatures are applied.

Select the box under "Edit and Submit Evaluations" to authorize assistants in the preparation and submission of evaluations.

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From the "Manage Delegates" page, the rating official will select "Add Delegate".

NEXT SLIDE



How to Assign / Manage Delegates (cont.)

Delegate Selection

Enter the DOD ID Number or SSN and first two letters of the last name of any individual for whom you wish to list as a delegate.

| | |
|----------------------|----------------------|
| DOD ID Number | Last Name |
| <input type="text"/> | <input type="text"/> |

[Switch to search by SSN]

Unclassified

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From the “Delegate Selection” page, the rating official will need a valid DOD ID Number (or SSN) for the person that will be managing the profile.

NEXT SLIDE



How to Assign / Manage Delegates (cont.)

Ensure to select the proper role (Rater or Senior Rater)

Manage Delegates

Delegates for **Rater, Senior** in the role of **SENIOR RATER**

| | Name | Manage Delegates | View Rating Profile | Edit and Submit Evaluations | 1SG/SGM/CSM Reviewer | Start | End | |
|-----|--------------|--------------------------|--------------------------|-----------------------------|-------------------------------------|----------|----------|---------------------------------------|
| 1. | Delegate, SR | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | 20150415 | 20160415 | <input type="button" value="Remove"/> |
| 2. | | | | | | | | |
| 3. | | | | | | | | |
| 4. | | | | | | | | |
| 5. | | | | | | | | |
| 6. | | | | | | | | |
| 7. | | | | | | | | |
| 8. | | | | | | | | |
| 9. | | | | | | | | |
| 10. | | | | | | | | |

You must click "Update Permissions" to validate this as a successful transaction.

NOTE: Ensure the Start Date is set to 20150901. If the Start Date is after this date, any evaluation/support form submitted prior to the delegation date will not be visible to the delegate.

Instructions

Delegation allows Raters and Senior Raters to designate authority for the processing of evaluations in their organization. Creating delegates will allow up to two delegates to see/manage the Senior Rater's Profile or the Rater's Profile (The delegates must be authorized access to each profile individually).

Select the box under "View Rating Profile" to authorize viewing of the Senior Rater or Rater Profile

Only two delegates may be authorized to add names to this list. If "Manage Delegates" is checked, Up to two individuals will be authorized to add other administrative personnel authorized to assist in the submission of evaluations.

Under "Manage Delegates" to names to this list.

Up to ten delegates may be authorized to assist in the preparation and submission of evaluations on your behalf after signatures are applied.

Select the box under "Edit and Submit

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As the rating official, ensure you select the role you are authorizing your delegate to view.

Each Rater and Senior Rater is authorized two (2) administrators who will be able to "Manage Delegates", "View Rating Profile", and "Edit and Submit Evaluations" to HQDA for processing. The two administrators can assign up to eight (8) additional delegates to "Edit and Submit Evaluations" for a specific period of time (i.e., "Start/End Date") on the Rater's and/or Senior Rater's behalf.

Note: The rating official or administrator must click "Update Permissions" to validate the transaction within EES. Delegate permissions are valid for one year by default and apply to all OERs and NCOERs for the rating officials.

NEXT SLIDE



How to Assign / Manage Delegates (cont.)

Manage Delegates

Delegates for **Rater, Senior** in the role of **SENIOR RATER**

| Name | Manage Delegates | View Rating Profile | Edit and Submit Evaluations | 1SG/SGM/CSM Reviewer | Start | End | |
|-----------------|--------------------------|--------------------------|-----------------------------|-------------------------------------|----------|----------|---------------------------------------|
| 1. Delegate, SR | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | 20150415 | 20160415 | <input type="button" value="Remove"/> |
| 2. | | | | | | | |
| 3. | | | | | | | |
| 4. | | | | | | | |
| 5. | | | | | | | |
| 6. | | | | | | | |
| 7. | | | | | | | |
| 8. | | | | | | | |
| 9. | | | | | | | |
| 10. | | | | | | | |

Ensure to select the proper role (Rater or Senior Rater)

Click "Remove".

You must click "Update Permissions" to validate this as a successful transaction.

Instructions

Delegation allows Raters and Senior Raters to designate authority for the processing of evaluations in their organization. Creating delegates will allow up to two delegates to see/manage the Senior Rater's Profile or the Rater's Profile (The delegates must be authorized access to each profile individually).

Select the box under "View Rating Profile" to authorize viewing of the Senior Rater or Rater Profile

Only two delegates may be authorized to add names to this list. If "Manage Delegates" is checked, Up to two individuals will be authorized to add other administrative personnel authorized to assist in the preparation of evaluations.

Up to ten delegates may be authorized to assist in the preparation and submission of evaluations on your behalf after signatures are applied.

Select the box under "Edit and Submit Evaluations" to authorize assistants in the preparation and submission of evaluations.

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In order to remove a delegate's permission(s), select your role (i.e., Rater, Senior Rater).

Click the "Remove" tab for the delegate and then click "Update Permissions" to validate the transaction.

NEXT SLIDE



U.S. ARMY

Enlisted Advisor Comments

Dialogue Information
Rater and Senior Rater Enlisted Advisor Comments for Eval ID: 235872
Rated Soldier: RANGEL, RAQUEL
Rater: COLLINS, VICTOR, D
Senior Rater: MCDERMID, STEPHEN, J

Print

Camacho, Denise 1234567890 (04/14/2015 17:05:01): Sir, I'll review this tomorrow.

Camacho, Denise 1234567890 (04/15/2015 08:05:26): Sir, I reviewed this NCOER. Per our discussion, this assessment is appropriate.

submit

A new feature within EES is the delegate role, "Rater / Senior Rater Enlisted Advisor." The Enlisted Advisor is able to review the NCOER and provide comments to the rating official. This information is only viewable by the rating official and his/her Enlisted Advisor. Once the report is processed to completion by HQDA, the comments are purged from the system after 60 days.

NEXT SLIDE



Check on Learning

1. Who assigns Senior Rater delegates?
2. How many administrators can one Senior Rater have?
3. What is the maximum number of delegates for each rating official?
4. How often is a Senior Rater required to update their permissions?
5. Who can view a Senior Rater's profile within EES?
6. Describe the Rater / Senior Rater Enlisted Advisor delegate function?

Unclassified

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Check on Learning

1. Who assigns Senior Rater delegates?
Answer: The Senior Rater and his/her administrator(s) assign Senior Rater delegates.
2. How many administrators can one Senior Rater have?
Answer: The Senior Rater can designate two (2) administrators.
3. What is the maximum number of delegates for each rating official?
Answer: Each rating official can designate up to 10 delegates.
4. How often is a Senior Rater required to update their delegate permissions?
Answer: A Senior Rater is required to update their delegate permissions annually.
5. Who can view a Senior Rater's profile within EES?
Answer: The Senior Rater and his/her administrator(s) can view the Senior Rater's profile within EES.
6. Describe the Rater / Senior Rater Enlisted Advisor delegate function?
Answer: The Senior NCO Reviewer delegate function allows the rating official to authorize up to two Senior NCOs the ability to review all NCOERs the rating official renders.

NEXT SLIDE



Summary

- Evaluation Reporting System
 - Responsibilities of the Rating Chain
 - Role of the Rating Chain & Keys to Success
 - Developing a Rating Philosophy

- Rater Overall Performance
 - Rater Comments
 - Rater Tendency
 - Rater Tendency Label
 - Rater Tendency Report

- Senior Rater Overall Potential
 - Senior Rater Narrative
 - Senior Rater Consistency
 - Immature Profile / Small Population
 - Senior Rater Profile Calculation
 - Senior Rater Profile Box Check Warning
 - Senior Rater Profile Labeling Rules
 - Managed Profile Technique

Unclassified

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To recap Module 4 – Profiling, we covered the following key areas:

- Evaluation Reporting System
- Rater Overall Performance, which will included writing style and the Rater Tendency.
- Senior Rater Overall Potential, which included the narrative, immature profile, small population, and profile management.

NEXT SLIDE



Summary (cont.)

- Evaluation Entry System (EES) Tools
 - Rater Tendency / Senior Rater Profile Link
 - Rater Tendency / Senior Rater Profile
 - ERS Link to Senior Rater Profile (DASH 2)
 - Senior Rater Profile Dashboard
 - Senior Rater (DASH 2)
 - Senior Rater Profile Management Tool
 - How to Assign / Manage Delegates

In addition, we covered how to access online tools, such as the Rater Tendency, Senior Rater Profile, and Manage Delegates.

NEXT SLIDE



Questions



Unclassified

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Subject to your questions, this concludes my brief of Module 4 - Profiling.



Profiling Practical Exercise 1

Now that we have covered this section of Module 4, we will use the next 45 minutes to one hour to conduct a practical exercise.

NEXT SLIDE



Module 4 PE 2 Instructions

First open the Excel document as directed by your instructor.

Take 15 minutes to update the document with how you would rate each of these NCOs.

Now form the classroom into four equally sized groups. Take the next 15 minutes to discuss your thoughts with the group.

Each group will select a representative to present the group's section of the briefing.

Here are your instructions:

First open the Excel document as directed by your instructor.

Take 15 minutes to update the document with how you would rate each of these NCOs.

Now form the classroom into four equally sized groups. Take the next 15 minutes to discuss your thoughts with the group.

Each group will select a representative to present the group's section of the briefing



Practical Exercise (Scenario 1)

Scenario: You are an Infantry Platoon Leader that senior rates three SSG s. Enter their data into the profile management tool below and project the way you would senior rate them. You are projected to PCS May 2017.

Current Potential Legend (How you assess each Soldier's potential to serve at the next higher grade)

Blue - MQ Potential Green - HQ Potential Orange - Q Potential Red - NQ Potential

| Name | Position | # of PREV NCOERs | Last NCOER Type | From | Thru | PROJ Type | Due to DA | # of additional NCOERs | DOR | Next Board Date | PROJ Departure | Status |
|-----------------|--------------|------------------|-----------------|-----------|-----------|-----------|-----------|------------------------|----------|-----------------|----------------|--------|
| Alpha, John A | Squad Leader | 0 | | 6-Sep-14 | 5-Sep-15 | AN | 4-Dec-15 | 1 | 1-Jan-11 | 15-Apr-16 | 5-Feb-16 | |
| Bravo, Joe B | Squad Leader | 0 | | 11-Sep-14 | 10-Sep-15 | AN | 3-Dec-15 | 1 | 1-Dec-11 | 15-Apr-16 | 4-Mar-16 | |
| Charlie, Jack C | Squad Leader | 0 | | 16-Jul-14 | 31-Jan-16 | CR | 20-Apr-16 | 1 | 1-Sep-14 | 15-Apr-16 | 16-Jul-17 | |
| Alpha, John A | Squad Leader | 1 | | 6-Sep-15 | 31-Jan-16 | CR | 30-Apr-16 | No | 1-Oct-14 | 15-Apr-16 | 5-Feb-16 | |
| Bravo, Joe B | Squad Leader | 1 | | 11-Sep-15 | 31-Jan-16 | CR | 20-Apr-16 | No | 1-Mar-15 | 15-Apr-16 | 4-Mar-16 | |
| Charlie, Jack C | Squad Leader | 1 | | 1-Feb-16 | 31-Jan-17 | AN | 1-May-17 | 1 | 1-Sep-14 | | 16-Jul-17 | |
| Delta, Bob D | Squad Leader | 0 | | 15-Feb-16 | 14-Feb-16 | AN | 14-May-16 | No | 1-Nov-15 | | 15-Feb-16 | |
| Echo, Todd E | Squad Leader | 0 | | 20-Feb-16 | 19-Feb-16 | AN | 19-May-16 | No | 1-Sep-15 | | 20-Feb-16 | |

| NAME | Position | # of NCOERs previously received in current position (include previous SR's NCOERs) | Last NCOER / Type / Rating | Projected NCOER (Date of next NCOER) | | Projected Type (Type of report - use codes) | Projected Rating - How I would rate this NCO if I rated all NCOs in this grade today (49.5% or less in MQ is adjust as events dictate) | NCOER to DA (90 days) - Date report needs to be at DA (Board reports need to get to DA per board message) | Subsequent NCOER - Will the NCO receive more reports from you after the projected NCOER, if so, how many? | Date of Rank | Next Board/Date - Next selection board the NCO would be eligible for (Use chart profile management board dates). | Projected Departure | STATUS: Support Form received, draft initiated, signed by all appropriate personnel, submitted to DA, received by DA, submitted to Soldier's Record |
|------|----------|------------------------------------------------------------------------------------|----------------------------|--------------------------------------|------|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
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Senior Rater Profile

| Most Qualified | Highly Qualified | Qualified | Not Qualified | TOTAL | % Top 50% |
|----------------|------------------|-----------|---------------|-------|-----------|
| 0 | 0 | 0 | 0 | 0 | 0% |

Note: Promotable NCOs serving in positions authorized the promotable grade will be profiled at the promotable grade if it is listed as (P) on the NCOER.

| Ratings | NCOER Types |
|----------------------------------------|----------------------------|
| MQ - Most Qualified (limited to 49.5%) | AN = Annual |
| HQ - Highly Qualified | CR = Change of Rater |
| Q - Qualified | CD = Change of Duty |
| NQ - Not Qualified | CTR = Complete the Record |
| | PCS = PCS |
| | RFC = RFC Relief for Cause |
| | SRO = SR Option |



Practical Exercise (Scenario 3)

Scenario: You are an Sustainment Brigade Commander that senior rates seven CSM / SGMs. Enter their data into the profile management tool below and project the way you would senior rate them. You are projected to PCS March 2016.

Current Potential Legend (How you assess each Soldier's potential to serve at the next higher grade)

Blue - MQ Potential

Green - HQ Potential

Orange - Q Potential

Red - NQ Potential

| Name | Position | # of PREV NCOERs | Last NCOER Type | From | Thru | PROJ Type | Due to DA | # of additional NCOERs | DOR | Next Board Date | PROJ Departure | Status |
|-------------------|--------------|------------------|-----------------|-----------|-----------|-----------|-----------|------------------------|----------|-----------------|----------------|--------|
| Apha, John A | BN CSM | 0 | | 6-Sep-14 | 5-Sep-15 | AN | 4-Dec-15 | No | 1-May-13 | | | |
| Brevo, Bardina B | BDE OP S SGM | 0 | | 11-Jan-13 | 10-Sep-15 | CR | 9-Dec-15 | 1 | 1-Jul-12 | | 16-Jan-17 | |
| Cherry, Camie C | BN CSM | 0 | | 11-Oct-14 | 19-Oct-15 | AN | 2-Jun-16 | No | 1-Jan-13 | | 19-Oct-16 | |
| Delta, Dave D | BN CSM | 0 | | 21-Oct-14 | 20-Oct-15 | AN | 15-Jun-16 | No | 1-May-15 | | 29-Oct-16 | |
| Brevo, Bardina B | BDE OP S SGM | 1 | | 11-Sep-15 | 15-Feb-16 | CTR | 15-May-16 | No | 1-Jul-12 | 15-Apr-16 | 10-Jan-17 | |
| Echo, Ernie E | BN CSM | 0 | | 3-Jun-15 | 15-Feb-16 | CTR | 15-May-16 | No | 1-May-12 | 15-Apr-16 | 7-Jun-17 | |
| Foxrot, Francis F | BN CSM | 0 | | 10-Jul-15 | 15-Feb-16 | CTR | 15-May-16 | No | 1-Feb-12 | 15-Apr-16 | 3-Jul-17 | |
| Golf, George G | BN CSM | 0 | | 2-Mar-16 | 1-Mar-16 | AN | 30-May-16 | No | 1-Sep-13 | | 2-Mar-18 | |

| NAME | Position | # of NCOERs previously received in current position (include previous SR's NCOERs) | Last NCOER / Type / Rating | Projected NCOER (Date of next NCOER) | | Projected Type (Type of report - use codes) | Projected Rating - How I would rate this NCO if I rated all NCOs in this grade today (49.9% or less in MQ / adjust as events dictate) | NCOER to DA (90 days) - Date reports need to be at DA (Board reports need to get to DA per board message) | Subsequent NCOER - Will the NCO receive more reports from you after the projected NCOER, if so, how many? | Date of Rank | Next Board/Date - Next selection board the NCO would be eligible for (Use chart profile management board dates) | Projected Departure | STATUS: Support Form received, draft initiated, signed by all appropriate personnel, submitted to DA, received by DA, submitted to Soldier's Record |
|------|----------|------------------------------------------------------------------------------------|----------------------------|--------------------------------------|------|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
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Senior Rater Profile

| Most Qualified | Highly Qualified | Qualified | Not Qualified | TOTAL | % Top Block |
|----------------|------------------|-----------|---------------|-------|-------------|
| 0 | 0 | 0 | 0 | 0 | 0% |

Note: Promotable NCOs serving in positions authorized the promotable grade will be profiled at the promotable grade if listed as (P) on the NCOER.

| Rankings | NCOER Types |
|--------------------------------------|----------------------------|
| MQ - Most Qualified (limited to 45%) | AN = Annual |
| HQ - Highly Qualified | CR = Change of Rater |
| Q - Qualified | CD = Change of Duty |
| NQ - Not Qualified | CTR = Complete the Record |
| | PCS = PCS |
| | RFC = RFC Relief for Cause |
| | SRO = SR Option |