

**PERSONNEL EVALUATION REPORTS  
OFFICER EVALUATION REPORTING SYSTEM**

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**HEADQUARTERS, DEPARTMENT OF THE ARMY**

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PERSONNEL EVALUATION REPORTS  
OFFICER EVALUATION REPORTING SYSTEM

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*This is a complete revision of AR 623-105. The principal changes include policies on: New evaluation forms; rated officer participation in the evaluation process; expansion of the senior rating official's role; increasing communication between the rated officer and rater; and expansion of the minimum evaluation period to 90 calendar days for all officers.*

*Local supplementation of this regulation is permitted. If supplements are issued, Army Staff agencies and major Army commands will furnish one copy of each to HQDA(DAPC-MSE), Alexandria, VA 22332.*

*Users of this regulation will not implement interim changes unless the change document has been authenticated by The Adjutant General. (Interim changes expire 1 year after the publication date.) If a formal printed change is not received by the time the interim change expires, users will destroy the interim change.*

*The word "he" when used in this publication represents both the masculine and feminine genders unless otherwise stated.*

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\* This regulation supersedes AR 623-105, 11 June 1976, including all changes, for the Active Army on 1 November 1979 and for the United States Army Reserve and Army National Guard on 1 March 1980.

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## CHAPTER 1

### GENERAL

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**1-1. Purpose.** *a.* This regulation sets policies and procedures for the Officer Evaluation Reporting System (OERS). It gives instructions for preparing, processing, and using DA Forms 67-8 (US Army Officer Evaluation Report (OER)) 67-8-1 (US Army Officer Evaluation Report Support Form), and 67-8-2 (Senior Rater Profile Report). DA Forms 67-8 and 67-8-1 are available through normal publication channels. DA Form 67-8-2 is mechanically printed/reproduced and used by MILPERCEN, RCPAC, and ARNG Personnel Center. It also provides guidance on appealing evaluations, including appeals of Officer Academic Evaluation Reports (AR 623-1).

*b.* Requests for clarifications or exceptions to policy should be sent to HQDA(DAPC-MSE), Alexandria, VA 22332.

**1-2. Applicability.** This regulation applies to officers of the Active Army through the grade of major general. Chapters 7 and 8 apply to officers of the USAR and ARNG not serving as officers on active duty.

**1-3. US Army Officer Evaluation System (OES).** *a.* The OES is used to identify officers who are best qualified for promotion and assignment to positions of higher responsibility. It is also used to identify officers who should be kept on active duty, those who should be retained in grade, and those who should be eliminated.

*b.* Under the OES, an officer is evaluated on his performance and potential. In this system, three kinds of evaluations are given—

(1) *Duty evaluations.* The OER is used for these evaluations.

(2) *School evaluations.* The Academic Evaluation System is used for these evaluations (AR 623-1).

(3) *DA evaluations.* Selection boards and personnel management systems are used for these evaluations.

Duty and school evaluations are single time-and-place evaluations and are used to make DA evaluations. DA evaluations cover an officer's entire career.

*c.* DA evaluations focus on an officer's potential. They are judgments on his ability to perform at higher grades, and they are also made to judge whether an officer should be retained and given greater responsibility in his present grade. In making DA evaluations, three factors are considered—

(1) *Army requirements for officers.* The needs of the Army for officers frequently change. At times, the Army has a need for officers with certain backgrounds, experience, and expertise. The size of the Army officer corps is also determined by law in terms of strength by grade. Army needs limit the number of selections and assignments that can be made. Thus, an officer's potential is partially determined by how he compares with his peers.

(2) *Duty performance.* Performance of duty is an extremely important factor in determining an officer's potential. Duty performance is judged by how well an officer performs his tasks and how well he meets officer corps professional values.

(3) *Officer qualifications.* This is the third factor in determining an officer's potential. It must be considered in order to meet Army needs for outstanding leaders of troop and technical units, supporting staff managers, and technical specialists. One consideration in determining qualifications is the different skills and backgrounds required by different specialties. Another consideration is an officer's progress through specialist fields to positions of greater responsibility. In addition, his length of service and civil and military schooling are considered.

**1-4. Officer Evaluation Reporting System (OERS).**

*a.* The OERS is an important subsystem of the OES. It largely determines the quality of the officer corps, the selection of future Army leaders, and the course of each officer's career. In addition, the OERS is designed to support many current Army personnel management programs.

(1) The OER is designed to ensure that an officer's specialties are considered along with the specialty requirements of his duty position when he is evaluated.

(2) The emphasis on senior/subordinate communication supports the Army's "people-oriented programs." It is intended to focus attention on constructive problem solving and the importance of sound working relationships.

*b.* Although the OERS is a multifunctional system, its basic structure—

(1) Provides a chain-of-command evaluation of an officer's performance and potential.

(2) Allows the entire evaluation reporting process to be reviewed.

(3) Allows the rater to give shape and direction to the rated officer's performance.

*c.* The primary function of the OERS is to provide information to DA for use in making personnel management decisions. This information is supplied to DA by a rating chain in the officer's assigned organization.

(1) The information provided on the OER, correlated with the Army's needs and individual officer qualifications, is used as a basis for personnel actions, such as promotion, elimination, retention in grade, retention on active duty, reduction in force, command selection, school selection, assignment, specialty designation, and RA integration.

(2) To ensure that sound personnel management decisions can be made and that an officer's potential can be fully developed, evaluation reports must be accurate and complete. Each report must be a comprehensive appraisal of an officer's abilities, weaknesses, and potential. Reports that are either incomplete or fail to provide a realistic and objective evaluation make it difficult to determine an officer's true potential.

*d.* The secondary functions of the OERS are to encourage officer professional development and enhance mission accomplishment.

(1) The OERS stresses the importance of sound senior/subordinate relationships. It also

stresses the importance of setting standards and giving direction to the performance of subordinate officers. Properly used, the OERS can be a powerful leadership and management tool for the rating chain.

(2) The key to the system's secondary functions is effective communication. The OERS encourages continual two-way communication between senior and subordinate officers. On the one hand, such communication makes the rated officer aware of what his duties are and provides him an opportunity to take part in the organization's planning. On the other hand, such communication lets the rater guide and develop his subordinates, keeps him constantly aware of what his organization is achieving, and enables him to plan for mission accomplishment.

(3) Senior/subordinate communication also makes career development information, advice, and guidance more available to the rated officer. This enables him to take advantage of his superior's experience when making decisions that affect his career.

**1-5. Responsibilities of commanders.** *a.* Commanders will ensure that—

(1) Each rating official is fully qualified to meet his responsibilities. (See chap. 3.)

(2) Reports are prepared by the individuals named in the published rating chain.

(3) Rating chains are drawn up by name, given effective dates, published, and distributed to each rated officer and each member of the chain. Any changes to rating chains will also be published and distributed. No changes may be retroactive.

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

(5) Each rating official knows how the subordinates he evaluates have performed.

(6) Each senior rater (and supplementary reviewer, if any) understands that he must examine the entries on the evaluation reports to ensure that objectivity and fairness have been maintained. When doing so, he must keep in mind the interests of both the Army and the rated officer. He must also understand that if he notes discrepancies, he will take the appropriate clarifying or corrective action. (See para 3-13 and 3-14.)

(7) Each rated officer is provided a copy of his completed OER (para 5-35b(1)).

(8) Referred reports (para 4-27) are provided to the rated officer for acknowledgment or comment before being sent to HQDA (para 5-27). This also applies to an OER addendum containing unfavorable information and submitted under the provisions of paragraph 5-33. In such instances, commanders will ensure that the rated officer understands that his comments do not constitute an OER appeal and that appeal procedures are described in chapter 9.

(9) Military personnel officers meet the requirements in appendix A.

(10) Completed reports arrive at HQDA not later than 60 calendar days after the "Thru" date of the report. The importance of the OER to many personnel actions, especially those involving DA selection boards, demands that this 60-day suspense be met.

b. In addition to the above, commanders will perform the duties described in paragraph 3-15 when a report rendered by one of their subordinates appears illegal, unjust, or otherwise in violation of this regulation.

c. Commanders will request from CG, MILPERCEN clarifications of policies, exceptions to policies, or new policies when—

(1) Situations arise that are not clearly and adequately covered by this regulation.

(2) Situations arise that would result in an injustice to an individual or a disservice to the Army if a new policy is not made or an exception not granted.

**1-6. Responsibilities of CG, MILPERCEN.** Acting as executive agent for the Secretary of the Army, CG, MILPERCEN is responsible for the effective operation of the OERS.

a. He will exercise final review authority on all evaluation reports arriving at DA. This includes—

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

(2) Returning to rating officials, reports that appear to be in error or to violate provisions of this regulation.

(3) Directing rating officials to submit addenda to reports needing clarification.

(4) Collecting information to be attached as addenda to reports when such action is necessary.

(5) Directing commanders to investigate apparent errors or violations of this regulation and to submit their findings or recommendations. These will be attached to the OER or otherwise disposed of, as CG, MILPERCEN deems appropriate.

b. He will direct the rendering of reports when circumstances warrant and other provisions of this regulation do not apply (para 5-19).

## CHAPTER 2

## THE EVALUATION REPORTING PROCESS

**2-1. General.** *a.* The OERS process is designed to—

- (1) Set objectives for the rated officer that support his organization's mission.
- (2) Review the rated officer's objectives and update them to meet current needs.
- (3) Promote performance-related discussions or counseling to develop subordinates and better accomplish the organization's mission.
- (4) Evaluate the rated officer's performance.
- (5) Assess the rated officer's potential.
- (6) Ensure a review of the entire process.

*b.* In the evaluation process, DA Form 67-8 (OER) and DA Form 67-8-1 (Support Form) are used by the organizational rating chain. In addition, DA Form 67-8-2 (Senior Rater Profile Report) is used by DA to track the rating history of the senior rater (chap. 4). See figure 2-1 for a diagram of the flow of information through the system.

**2-2. The beginning of the rating period.** *a.* The evaluation process starts at the beginning of the rating period. At that time, the rated officer receives a copy of DA Form 67-8-1 from the Military Personnel Office (MILPO) or administrative office. This form names the rater and states the positions of the other members of the rating chain. It may be used as a worksheet for an initial discussion of duties and objectives between the rater and rated officer. (See sec II, chap. 4.)

*b.* When practical the initial discussion will be held within 30 days after the beginning of the rating period. Its purpose is to develop a duty description for the rated officer and major performance objectives for him to accomplish during the rating period. It should also be used to guide the rated officer's performance during the early part of the rating period.

**2-3. During the rating period.** *a.* Throughout the rating period, both rater and rated officer should

continually assess whether the duty description and performance objectives are adequate. If not, they should revise or update them.

*b.* During these discussions about the rated officer's duties and objectives, the rater should coach the rated officer on his personal and professional development.

**2-4. The end of the rating period.** *a.* At the end of the rating period, the rated officer receives a DA Form 67-8 (sec III, chap. 4) and a new DA Form 67-8-1 from the MILPO or administrative office. Referring to his performance, experience, and discussions with the rater, the rated officer completes his portion of the Support Form. He then verifies the administrative data on the OER and forwards both forms through the rater and intermediate rater (if any) to the senior rater.

*b.* The MILPO or administrative office will notify the rater that the OER has been initiated. The rater will also be told the date the DA Form 67-8 and DA Form 67-8-1 were sent to the rated officer and the suspense date for returning the completed report to the MILPO or administrative office.

*c.* The rater and intermediate rater (if any) complete, in turn, their portions of the DA Form 67-8-1. They also evaluate the performance and potential of the rated officer on DA Form 67-8.

*d.* The senior rater (para 3-10) provides an independent evaluation of the rated officer's potential on the DA Form 67-8. In most cases, he also provides the final chain-of-command review. To meet these responsibilities, the senior rater uses the information provided on the OER and Support Form, as well as any information he gets through direct or indirect contact with the rated officer and other members of the rating chain.

*e.* When the senior rater has completed his evaluation and review, the DA Form 67-8-1 is returned to the rated officer. The DA Form 67-

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8 is forwarded to the MILPO or administrative office for dispatch to HQDA.

2-5. **Actions at HQDA.** *a.* On arrival at DA, the DA Form 67-8 is reviewed. The senior rater's potential evaluation is entered into his automated personnel record, and his rating history for that particular grade is computed. This profile is put

on the DA Form 67-8 next to the senior rater's potential evaluation of the rated officer. The report is then placed in the rated officer's Official Military Personnel File (OMPF).

*b.* The total cumulative rating profile of each senior rater is printed annually on DA Form 67-8-2 and included in the senior rater's OMPF. (See sec V, chap. 4.)

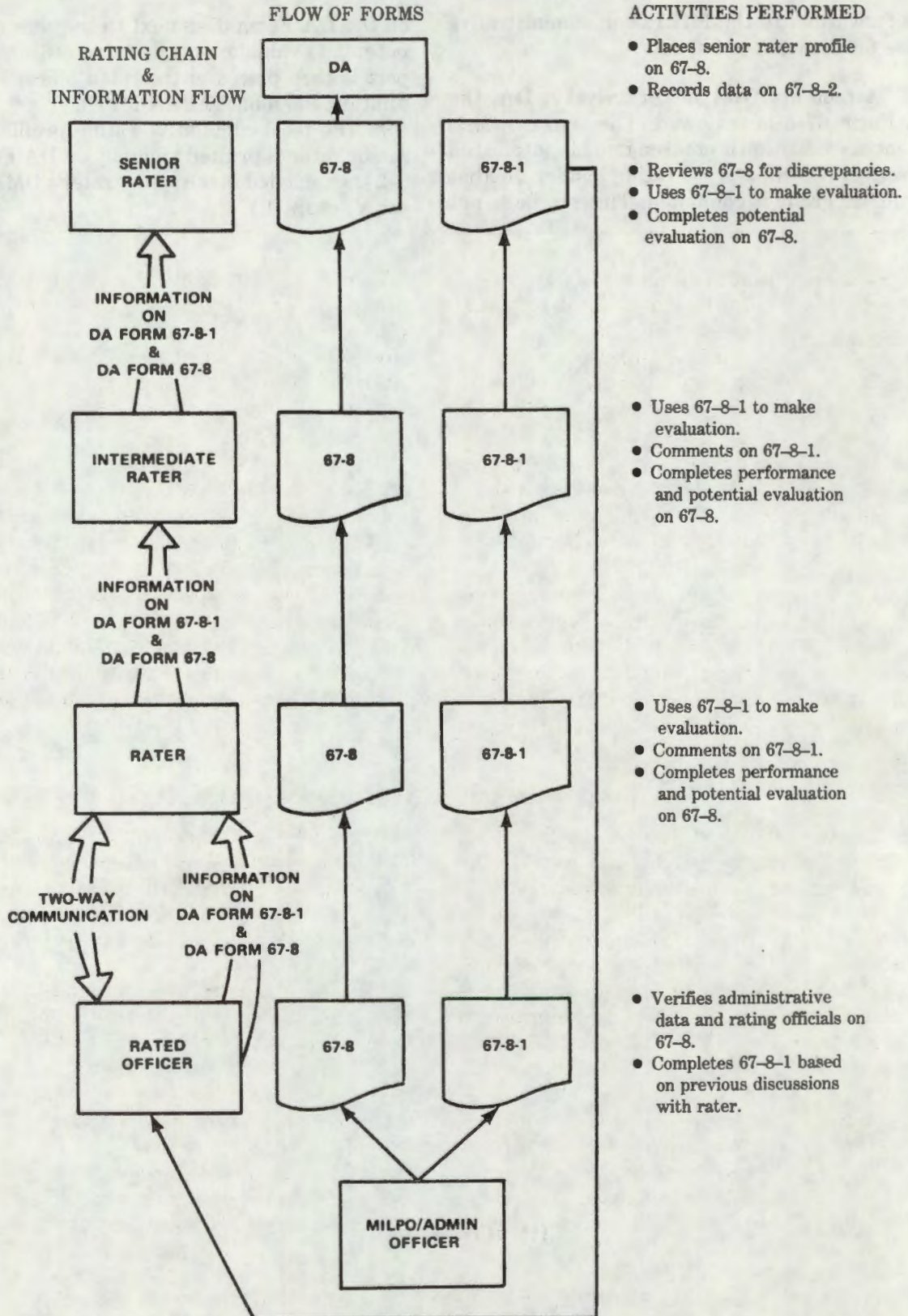


Figure 2-1. The evaluation process.

## CHAPTER 3

### THE RATING CHAIN

**3-1. General.** *a.* Rating chains must correspond as nearly as practical to the chain of command and supervision within an organization.

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

(2) The evaluation of officers by persons not involved with their supervision is inappropriate.

*b.* Rating chains will normally consist of the rated officer, the rater, and the senior rater. When a chain is established, the rater and senior rater are the first officials designated. (See para

3-5 and 3-11.) Some rating chains, however, will also include an intermediate rater (para 3-8). An intermediate rater is designated only when a rated officer has a supervisor who is between the rater and senior rater in his chain of command. (See fig. 3-1.)

*c.* Special rules for the designation of rating officials have been made to cover the death, relief, or incapacitation of a rating official. There are also special rules governing the rating officials for military judges, military magistrates, aides to general officers, inspectors general, officers under dual supervision, chaplains, JAGC officers, AMEDD officers, professors of military science, and officers assigned to the full-time manning program. These special rules are in section III of this chapter.

#### Section I. MEMBERS OF THE RATING CHAIN

**3-2. The rated officer.** *a.* The rated officer is the subject of the evaluation. He has considerable responsibility in the evaluation process. (See para 3-3.)

*b.* Normally, to be eligible for an evaluation report, a rated officer must complete 90 calendar days in the same position under the same rater. Nonrated periods as described in paragraph 4-10c(2) are not included in this 90-day period. Exceptions to the 90-day requirement are in sections II and III of chapter 5.

*c.* If a rated officer has been selected for promotion and is in a position authorized his new grade, he is considered to be serving in that grade when determining his rating chain. The designation "P" will be entered next to his current grade on DA Form 67-8 (para 4-10d(2)).

*d.* If a rated officer has been selected for promotion but is not in a position authorized his new grade, he is considered to be serving in his cur-

rent grade when determining his rating chain. The designation "P" will not be used next to his current grade on DA Form 67-8 (para 4-10d(2)).

**3-3. Responsibilities of the rated officer.** The rated officer will—

*a.* Perform each assigned or implied duty to the best of his ability, trying always to improve upon the accomplishment of the organization's mission. To do this, the rated officer must periodically evaluate his own performance and, when in doubt, seek the advice of his superiors in the rating chain.

*b.* Initiate the discussion of his duty description and performance objectives with his rater. This must be done within 30 days after the beginning of each rating period (para 2-2b and 4-7a).

*c.* Assess throughout the rating period the validity of his objectives. This may result in his having to revise and update both his objectives and

duty description as the situation changes. He may also have to develop new objectives.

*d.* Describe accurately his duties, objectives, and significant contributions on DA Form 67-8-1 at the end of the rating period. When doing this, the rated officer may express his own views; he may not be forced to alter those views. This does not prevent the rated officer and rater from discussing his entries to ensure that they are clear, concise, and accurate. Nor does it prohibit changes of his entries when the rated officer agrees with the changes.

**3-4. The rater.** *a.* The rater is the person in the rating chain who is most familiar with the day-to-day performance of the rated officer. He is the person who most directly guides the rated officer's participation in the organization's mission.

*b.* Normally to evaluate an officer, the rater must be designated and serve in that capacity for at least 90 calendar days. Exceptions to this policy are given in sections II and III of chapter 5.

**3-5. Rules for designating the rater.** *a.* A rater must be an active duty officer of the US or allied armed forces or an employee of a US Government agency (including nonappropriated fund employees). (See para 3-23 for exceptions to the requirement that a rater must be an active duty officer and para 4-9c for restrictions on non-DOD rating officials.)

*b.* The rater will normally be the immediate supervisor of the rated officer. The immediate supervisor is the individual who directs and is most responsible for the rated officer's performance.

*c.* The rater must be senior to the rated officer in grade or date of rank. Exceptions to this rule are as follows:

(1) A rater in a command position may rate an officer who is of the same grade but senior in date of rank if the rater has been assigned to command by direction of the President (AR 600-20). In such cases, the rater will attach a copy of his assignment-to-command order as an inclosure to the rated officer's report.

(2) An officer in a command position may rate an officer who is senior in date of rank but ineligible by law or regulation to command troops other than those of his own branch, service, or department. In such cases, the rater will attach

a copy of the written assumption of command as an inclosure to the rated officer's report.

(3) An officer who is selected for promotion and who is in an authorized position for his new grade may rate any officer he supervises if after his promotion he will be senior to the rated officer.

(4) Civilian raters have no minimum grade requirements. However, they must be the officially designated supervisor of the rated officer.

*d.* Commanders will normally be rated by the next higher commander. An exception to this rule is allowed when a staff officer or higher level commander is the logical choice as the commander's immediate supervisor because of functional, geographical, or technical supervision requirements.

**3-6. Responsibilities of the rater.** The rater will—

*a.* Discuss the scope of the rated officer's duties with him within 30 days after the beginning of the rating period. (See para 4-7a.) This discussion will include, as a minimum, the rated officer's duty description and the performance objectives he should attain. The discussion may also include the relationship of the duty description and objectives to the organization's mission, problems, priorities, and similar matters.

(1) If the rated officer has been recently assigned to the organization, the rater may use the discussion to outline a duty description and performance objectives; these may be made as pencil entries on the DA Form 67-8-1. This discussion gives the rated officer a guide for performance while he learns his new duties and responsibilities.

(2) If the rater has been recently assigned, he might use this first discussion to ask the rated officer what he thinks his duty description and objectives should be. By doing this, the rater is given a quick assessment of the rated officer and the work situation. It will also help him to develop the best duty description and performance objectives for that officer.

*b.* Counsel the rated officer throughout the rating period. DA Form 67-8-1 assists in this communication.

*c.* Advise the rated officer as to changes in his duty description and performance objectives, when needed, during the rating period.

*d.* Assess the performance of the rated officer, using all reasonable means. These include—

- (1) Personal contact.
- (2) Records and reports.
- (3) The information provided by the rated officer on DA Form 67-8-1.

*e.* Review the DA Form 67-8-1 at the end of the rating period and, if appropriate, use it to provide additional information about the job description or performance objectives to the intermediate rater and senior rater. The DA Form 67-8-1 is not the place to provide a performance evaluation.

*f.* Provide an objective and comprehensive evaluation of the rated officer's performance and potential on DA Form 67-8. (See para 4-3 for definitions of performance and potential.)

**3-7. The intermediate rater.** *a.* The intermediate rater is a supervisor between the rater and senior rater in the rated officer's rating chain. The use of the intermediate rater is intended to maintain the link between the rater and senior rater in situations where there is a level of supervision between them. Rating chains having no supervisor between the rater and senior rater will not have an intermediate rater.

*b.* Normally, an intermediate rater must serve in that capacity for a minimum of 60 days in order to evaluate the rated officer. Exceptions to this policy are given in sections II and III of chapter 5.

**3-8. Rules for designating the intermediate rater.**

*a.* The intermediate rater must be an active duty officer of the US or allied armed forces or an employee of a US Government agency (including nonappropriated fund employees). (See para 3-23 for exceptions to the requirement that an intermediate rater must be an active duty officer and para 4-9c for restrictions on non-DOD rating officials.)

*b.* Military intermediate raters must be senior in grade or date of rank to the rated officer. A civilian intermediate rater has no minimum grade requirement; however, he must be an officially designated supervisor of the rated officer.

*c.* The intermediate rater will usually be the rater's immediate supervisor; however, he may be any supervisor between the rater and senior rater in the rated officer's chain of command. This rule is waived when the provisions of paragraphs 3-21, 3-23, or paragraph B-4 of appendix B apply.

**3-9. Responsibilities of the intermediate rater.** The intermediate rater will—

*a.* Assess the performance of the rated officer, using all reasonable means. These include—

- (1) Personal contact.
- (2) Records and reports.
- (3) The rater's evaluation of the rated officer given on DA Form 67-8.

(4) The information provided by both the rated officer and the rater on DA Form 67-8-1.

*b.* If appropriate, provide information on DA Form 67-8-1 to assist the senior rater in his evaluation.

*c.* Render an objective evaluation of the rated officer's performance and potential on DA Form 67-8. (See para 4-3 for definitions of performance and potential.)

**3-10. The senior rater.** *a.* The senior rater is the senior rating official in the rating chain. The senior rater uses his position and experience to evaluate the rated officer from a broad organizational perspective. His evaluation is the link between the day-to-day observation of the rated officer's performance by the rater and intermediate rater and the longer term evaluation of the rated officer's potential by DA selection boards.

*b.* In addition to evaluating the rated officer, the senior rater normally performs the final rating-chain review (para 3-13 and 3-14).

(1) To evaluate the rated officer, the senior rater must normally serve in that capacity for a minimum of 60 calendar days. Exceptions to this policy are given in sections II and III of chapter 5.

(2) There is no minimum time-in-position requirement governing the senior rater's review function. He will perform that function regardless of the amount of time he has been in his position.

**3-11. Rules for designating the senior rater.** *a.* The senior rater must be an active duty officer of the US Armed Forces or an employee of DOD (including nonappropriated fund employees).

*b.* Normally, the senior rater must be a supervisor above the rater and intermediate rater in the rated officer's chain of command. Exceptions to this provision are given in paragraphs 3-21 and 3-23.

*c.* The minimum grade for a military senior rater is O-4 and for civilian senior raters, GS-14.

(Other rules on the required grades of senior raters are summarized in fig. 3-1.)

(1) To rate officers in the grades of warrant officer through major, military senior raters must be—

(a) At least two grades higher than the rated officer.

(b) At least an O-4 in grade.

(c) Senior in grade or date of rank to the rater and intermediate rater.

Civilian senior raters must be GS-14 or above (or of equivalent grade) to rate officers in the grades of warrant officer through captain, and GS-15 or above to rate officers in the grade of major.

(2) To rate officers in the grades of LTC and COL, military senior raters should be at least two grades higher than the rated officer and must be senior in grade or date of rank to the rater and intermediate rater. In some cases, however, a military senior rater need be only one grade higher than the rated officer and senior in grade or date of rank to the rater and intermediate rater. This is allowed when the only officer who can meet the two-grade requirement is so far removed physically or operationally that he is virtually unaware of the conditions surrounding the rated officer's performance. Civilian senior raters must be grade GS-16 or higher to rate officers in the grade of LTC and GS-17 or higher to rate officers in the grade of COL.

(3) To rate officers in the grades of BG and MG, the senior rater must be senior in grade or date of rank to the rated officer, the rater, and intermediate rater (if any).

d. In determining the eligibility of a senior rater, the following should be considered:

(1) A senior rater who has been selected for promotion and who is in an authorized position for his new grade will be considered to be serving in that grade. The symbol "P" will be put next to his current grade on DA Form 67-8 (para 4-11c(1)).

## Section II. EVALUATION REVIEWS AND COMMANDER INVESTIGATIONS

**3-13. Required reviews.** a. In most instances, the senior rater will accomplish the final rating-chain review. (Exceptions to this provision are in b below.) His responsibilities in this review are listed in paragraph 3-14.

b. In addition to the senior rater's review, sup-

(2) A senior rater who has been selected for promotion but is not in a position authorized his new grade will be considered to be serving in his current grade. The symbol "P" will not be put next to his current grade on DA Form 67-8 (para 4-11c(1)).

**3-12. Responsibilities of the senior rater.** The senior rater will—

a. Use all reasonable means to familiarize himself with the rated officer's performance. When practical, the following means should be used:

(1) Personal contact.

(2) Records and reports.

(3) The rater's and intermediate rater's evaluations of the rated officer given on DA Form 67-8.

(4) The information given by the rated officer and the rater and intermediate rater on DA Form 67-8-1.

b. Assess the ability of the rated officer. This involves placing his performance in perspective by considering—

(1) The rated officer's experience.

(2) The relative risk associated with the performance.

(3) The difficulty of the organization's mission.

(4) The adequacy of resources.

(5) The overall efficiency of the organization.

c. Ensure that rating officials counsel the rated officer throughout the rating period on meeting his objectives and complying with the professional standards of the officer corps.

d. Consider the information on the DA Form 67-8-1 when evaluating the rated officer.

e. Evaluate the rated officer's potential relative to his contemporaries, as described in paragraph 4-16b and c.

f. Ensure that all the reports both he and his subordinates write are complete and provide a realistic evaluation.

plementary reviews will be conducted in certain situations—

(1) If the senior rater is a US Army officer and is also performing as the rater, an additional review by HQDA will be performed.

(2) If the senior rater is not a US Army of-

ficer, an additional review will be conducted by the first US Army officer above the senior rater in the chain of command. This officer will be designated by the commander establishing the rating chain. When such a review is conducted, the inclosure shown in appendix C must be used. If no US Army officer is available above the senior rater in the chain of command, an additional review by HQDA will be requested. (See also para 5-30 for procedures and app D for address.)

(3) All relief reports (para 5-18) will be reviewed by the first US Army officer in the chain of command who is senior to the individual directing the relief. If the relief is directed by the rater or intermediate rater, the senior rater, provided he is a US Army officer, will perform the review. The actions to be taken in this review are in paragraphs 3-14a and b.

**3-14. Review responsibilities.** *a.* All reviewing officials will—

- (1) Ensure that the rating chains are correct.
- (2) Examine the evaluations rendered by rating officials and clarify or resolve discrepancies.
- (3) Ensure that all members of the rating chain have complied with this regulation.
- (4) Ensure the timely submission of all evaluation reports to HQDA.
- (5) Ensure that the communication process between the rater and rated officer has taken place as described in this regulation.
- (6) Ensure that DA Form 67-8-1 has been properly executed.
- (7) Ensure that any comments by the rater and intermediate rater on DA Form 67-8-1 are consistent with the evaluations they rendered on DA Form 67-8.

### Section III. SPECIAL EVALUATION REQUIREMENTS

**3-16. Loss of a rating chain member.** Special rules apply when a rating chain member is unable to render an evaluation of the rated officer. These situations occur when a rating official dies, is declared missing, is relieved, or becomes mentally or physically incapacitated to such an extent that he is unable to submit an accurate evaluation. The following rules apply to these situations:

*a.* The removal of the intermediate rater or senior rater from the rating chain is treated as a routine change. A new rating official is desig-

(8) Ensure that the DA Form 67-8-1 is returned to the rated officer after the senior rater has completed his evaluation.

*b.* In addition to the above, reviewers of relief reports will—

(1) Ensure that the narrative portions of the OER contain factual information that fully explains and justifies the reason for the relief.

(2) Verify that any derogatory information on the OER is correct.

(3) Ensure that the OER is prepared as prescribed by this regulation.

(4) Ensure that the OER has been returned to the rated officer for comment (para 4-27).

*c.* The procedures for reviewing reports are described in paragraphs 5-28c and 5-30.

**3-15. Commander investigations.** When it is brought to the attention of a commander that a report rendered by one of his subordinates or by a member of one of his subordinate commands may be illegal, unjust, or otherwise in violation of this regulation, he will investigate. The commander will confine his investigation to matters relating to the clarity of the report, the facts contained in the report, the compliance of the report with this regulation, and the conduct of the rated officer and members of the rating chain. The commander does not have authority to direct that an evaluation be changed; he may not use command influence to alter the honest evaluation of an officer by a rating official. The procedures used by the commander to process his investigations are described in paragraph 5-29.

nated, and he may participate in the evaluation after completing the required minimum time in his position.

*b.* When the rater is removed from the rating chain, it must be determined whether the minimum requirements for an evaluation report have been met (para 3-2b and 4-10c).

(1) If the minimum requirements have not been met, the period is nonrated and a new rater is designated.

(2) If the minimum requirements have been

met, the intermediate rater will perform the rater's functions. However, he will do so only if he feels qualified to rate and has served in the rated officer's rating chain for a period of 90 or more calendar days. If there is no intermediate rater or if the intermediate rater either does not feel qualified or has not met the 90-day requirement, the senior rater will perform the rater's function; but he will do so only if he feels qualified to rate and has served in the rating chain for 90 or more calendar days. If the senior rater does not feel qualified or has not met the 90-day requirement, the period will be nonrated. If a senior rater assumes the role of rater, he will serve as both rater and senior rater. (See para 4-16d(4).)

**3-17. Reports on aides-de-camp.** Reports rendered by general officers on aides-de-camp do not require a second rating official. In these cases, the rater will serve as the senior rater also. (See also para 4-16d(4).)

**3-18. Inspector general ratings.** When possible, the commander should be the rater of his inspector general. This ensures the effectiveness of their impartial and confidential relationship. If a commander elects to be the rater and if he meets the minimum requirements for a senior rater, a second official is not needed; the commander may serve as both rater and senior rater. (See also para 4-16d(4).) If the commander does not serve as the inspector general's rater, all of the normal rating chain rules apply.

**3-19. No supervisor between rater and CSA or VCSA.** When there is no intermediate supervisor between the rater and the Chief of Staff, Army, or Vice Chief of Staff, Army, a second rating official is not needed. In such cases, the rater will serve also as the senior rater. (See also para 4-16d(4).)

**3-20. Rater is general officer commander.** When the rater is a general officer and commander of an organization, he may serve as both rater and senior rater for officers whom he rates. (See also para 4-16d(4).)

**3-21. Dual supervision.** *a.* An officer is considered to be serving under dual supervision when he is supervised by, and assigned different duties by, two separate chains of command or supervision throughout the entire rating period. (For

example, a unit commander responsible to the unit chain of command for unit matters and to the installation commander for installation matters.) Support unit commanders whose primary mission is to support another unit are generally not serving under dual supervision since they are assigned the support mission and supervised in its execution by their parent units.

*b.* Both supervising chains of command will be represented in the rating chain. This can be accomplished by dividing the rating chain positions between the two supervisory chains of command or by using a letter report from a nonparent-unit supervisor.

(1) The preferred method is to divide the rating chain positions between the two supervisory chains of command. For example, the rater might be selected from the nonparent unit and the senior rater from the parent unit. As another alternative, the rater and senior rater might be selected from the parent unit and the intermediate rater selected from the nonparent unit. Important considerations in establishing the rating chain are the significance of the duties supervised by each chain of command and the seniority of the respective supervisors.

(2) When it is not practical to designate a nonparent-unit supervisor as rater, intermediate rater, or senior rater, this supervisor will submit written comments concerning the rated officer's duty performance to the designated rater. These comments will address that portion of the rated officer's duties directed by this supervisor. They will be prepared as described in appendix E and attached as an inclosure to the evaluation report.

*c.* The published rating chain will contain the notation "dual supervision" next to the rated officer's name. If the nonparent-unit supervisor is to render his evaluation on a letter-report inclosure to the DA Form 67-8, the notation "Letter" will be placed next to his name on the published rating chain.

*d.* When preparing an OER on an officer under dual supervision, the fact that an officer is performing under dual supervision must appear in the duty description. (See para 4-12e.)

**3-22. Professors of military science.** Professors of military science are responsible to both a DOD chain of command and a non-DOD supervisory chain (the academic institution). In these cases,

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the rater, intermediate rater, and senior rater will be selected from the DOD chain of command. However, the academic institution may, at its option, submit a letter evaluation (app F). This letter is to be attached to the OER as an inclosure.

**3-23. Full-time manning program.** Active Component officers assigned to the Reserve Components (RC) under the full-time manning program will be rated by the appropriate supervisor in the RC unit's chain of command. If an intermediate rater is designated, he may be selected from the RC or Active Component chain of command. However, in all cases, the senior rater will be

designated from the Active Component chain of command.

**3-24. Special requirements for JAGC officers.** Special evaluation requirements for JAGC officers are in appendix G.

**3-25. Special requirements for AMEDD officers.** Special evaluation requirements for Army Medical Department officers are in appendix H.

**3-26. Special requirements for chaplains.** Special evaluation requirements for chaplains are in appendix B.

RULES FOR ESTABLISHING RATING CHAINS		
<p>COMMANDERS ARE RESPONSIBLE FOR ESTABLISHING RATING CHAINS FOR THEIR ORGANIZATIONS.</p> <p>COMMANDERS WILL NORMALLY RATE COMMANDERS.</p>		
Requirements For Rating Officials		
Rating Officials	Requirements	
RATER	<p>WILL NORMALLY BE THE IMMEDIATE SUPERVISOR OF THE RATED OFFICER.</p> <p>WILL BE SENIOR TO THE RATED OFFICER.</p> <p>MAY ALSO SERVE AS SENIOR RATER IF HE IS A GENERAL OFFICER IN COMMAND.</p>	
INTERMEDIATE RATER	<p>WILL BE INCLUDED WHEN THERE IS A LEVEL OF SUPERVISION BETWEEN THE RATER AND SENIOR RATER.</p> <p>IF INCLUDED, WILL BE SENIOR TO THE RATED OFFICER.</p>	
SENIOR RATER	When the Grade of the Rated Officer is:	The Minimum Grade of the Senior Rater is:
	Warrant Officer Second Lieutenant First Lieutenant	MAJ GS-14
	Captain	LTC GS-14
	Major	COL GS-15
	Lieutenant Colonel	BG (Preferred) COL (Acceptable) GS-16
	Colonel	MG (Preferred) BG (Acceptable) GS-17
	Brigadier General Major General	Senior to the Rater and Intermediate Rater.

Figure 3-1. Rules for establishing rating chains.

## CHAPTER 4

### EVALUATION PRINCIPLES, FORMS, AND PROCEDURES

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**4-1. General.** *a.* This chapter discusses the principles and procedures to be used in evaluating an officer and the forms used to record the evaluation.

*b.* There are three forms used in the evaluation process: DA Forms 67-8, 67-8-1, and 67-8-2. DA Form 67-8 is used by the rating chain to evaluate

the rated officer. DA Form 67-8-1 is used to assist in this evaluation, to assist in the professional development of the rated officer, and to support the accomplishment of the organization's mission. DA Form 67-8-2 is used by HQDA to track the senior rater's rating history. (See app I for samples of the forms.)

#### Section I. EVALUATION PRINCIPLES

**4-2. Role of the rating official.** The specific responsibilities of rating officials are described in chapter 3, and detailed instructions for completing evaluations are set forth in sections II through V of this chapter. Outlined below are the general principles that apply to the role of rating officials in the evaluation process.

*a.* Rating officials greatly affect a rated officer's performance and professional development. Thus, these officials must ensure that the rated officer thoroughly understands the organization, its mission, his role in support of the mission, and all of the standards by which his performance will be judged.

*b.* To render an objective evaluation, rating officials must use all opportunities to observe and gather information on the rated officer's performance (chap. 3).

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

*d.* Rating officials have a responsibility to balance their obligations to the rated officer with their obligations to the Army. Rating officials must make honest and fair evaluations of the of-

ficers under their supervision. On the one hand, this evaluation must give full credit to the rated officer for his achievements and his potential. On the other hand, rating officials are obligated to the Army to be discriminating in their evaluations so that DA selection boards and career managers can make intelligent decisions.

**4-3. Performance and potential evaluations.** Procedures for completing evaluations of performance and potential are set forth in sections II through V of this chapter. Outlined below are the general principles to be used when rendering evaluations.

*a.* Performance evaluations are judgments on how well the rated officer met his duty requirements and adhered to the professional standards of the officer corps. That is, performance is evaluated by considering the results achieved, how they were achieved, and how well the officer complied with professional values.

(1) "Results achieved" consists of the degree to which the rated officer fulfills the duties and objectives that are assigned to him or implied by his duty position. Due regard is given to—

(a) The efforts made by the rated officer.

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

(2) "How results were achieved" consists of—

(a) The means used by the rated officer to reach his objectives.

(b) His use of available resources (e.g., personnel, equipment, money, and time).

(3) How well the rated officer complied with professional values is assessed by comparing his professional ethics and competence with the

standards that apply to all officers. (See Part IV, DA Form 67-8.)

b. Evaluations of potential are assessments of the rated officer's ability, compared with that of his contemporaries, to perform in positions of greater responsibility in higher grades.

## Section II. DA FORM 67-8-1

**4-4. Purpose and use.** a. DA Form 67-8-1 (OER Support Form) is used only by the rated officer and rating chain. The rated officer uses this form to describe his principal duties, objectives, and significant contributions. It may also include comments by the rater and intermediate rater. It is not the place to evaluate the rated officer.

b. The portion of the form completed at the end of the rating period by the rated officer reflects his view of the duty description, major performance objectives, and his significant contributions. While it is desirable that such information be jointly developed, it is not necessarily the view of any of the rating officials. It is to be used as a vehicle to accomplish the purpose listed in c below.

c. The purposes of the DA Form 67-8-1 are to—

- (1) Increase advance planning and clarify the relationship of performance to mission.
- (2) Encourage performance counseling and optimal use of individual talent.
- (3) Provide information from the rated officer's point of view for use by the rating officials in making their evaluations.

d. DA Form 67-8-1 will be used by all rating officials, including those submitting letter reports. When an officer is serving under dual supervision, a DA Form 67-8-1 will be prepared for each chain of supervision.

e. When the rated officer refuses to complete Part IIIc, DA Form 67-8-1, on the grounds that the data is voluntary under the Privacy Act, he will enter this statement instead: "I do not desire to submit the information requested in this section. I realize that I am willingly surrendering my opportunity to have this information considered in my evaluation and that my OER will be prepared without benefit of this information."

f. When the rated officer is unable or refuses

to complete or excessively delays completion of the DA Form 67-8-1, the rater will explain why in Part IVa of the form. He will then forward it through the rating chain. The senior rater will check the block in Part VIIa of the DA Form 67-8 to indicate that he has not received a completed DA Form 67-8-1 and will explain the reason for this in Part VIIb of DA Form 67-8.

**4-5. The communication process.** a. The communication process between rater and rated officer assists in developing the elements of the rated officer's performance. This process is used to achieve the purposes of the DA Form 67-8-1.

b. Through the communication process, the rated officer is made aware of the specific nature of his job and may influence the decisions on what should be accomplished. The rater is better able to—

- (1) Direct his subordinates.
- (2) Plan for attaining the mission.
- (3) Gain valuable information about the organization.
- (4) Find better ways to accomplish the mission.

c. The fact that the rated officer will complete the Support Form at the end of the rating period provides impetus for the communication process. Natural encouragement is given to both rater and rated officer to discuss the rated officer's input during the rating period. This will ensure that entries will fall within command guidance and fit reality. The ultimate objective is to provide the rated officer with a better understanding of his duties and requirements. The process seeks to resolve early in the rating period any misunderstanding or ambiguity.

d. If the communication process has been properly used, the DA Form 67-8-1 can assist the rating chain in completing the OER. Since the

Support Form accompanies the OER to the senior rater, it provides significant information from the rated officer's point of view to the entire rating chain. To emphasize the importance of this form in the evaluation process, the rater and intermediate rater must review and sign the form before completing an OER. They must also ensure that their comments on the Support Form are consistent with their evaluations on the DA Form 67-8. Rating officials are reminded, however, that Part IVa and b is not the proper place to evaluate the rated officer. The evaluation is accomplished on DA Form 67-8.

e. Use of DA Form 67-8-1 provides an opportunity for the rated officer, rater, and intermediate rater to communicate with the senior rater. Although it is an official document covered by regulation, it will not be part of an official file used by selection boards or career managers.

f. The communication process should be adjusted to the local situation. It is determined by the nature of the mission, the style and personality of the rater, and the experience of the rated officer. The process, as described in this regulation, does not attempt to force any specific type of leadership style on the rating chain. (For example, objectives can be set by the rater, jointly developed by both rater and rated officer, or suggested by the rated officer.) It is meant only to encourage and take advantage of increased mission-related communications.

**4-6. Parts I and II, Identification and Rating Chain.** The MILPO or administrative office will initiate and furnish to the rated officer a DA Form 67-8-1 at the beginning and end of each rating period. On both occasions, the MILPO or the administrative office will complete Parts I and II of DA Form 67-8-1. At the beginning of the rating period, it will provide the necessary identification data, the duty titles of the rating chain members, and the name of the rater. At the end of the rating period, all entries will be completed to include the names of the other rating officials. All duty titles and positions will be those most accurately describing the principal duty performed. The entry recorded in DA Form 2-1 (Personnel Qualification Record), Part 2, Item 35, should be used here.

**4-7. Part III, Rated Officer.** a. The form provided at the beginning of the rating period may be used

as a worksheet by the rater and rated officer during the rating period. The form need not be completed at this time; however, the rated officer will discuss his duty description and performance objectives with the rater within 30 days following the beginning of the rating period. In situations where the rater and rated officer are not able to personally meet for this discussion (e.g., they are geographically separated), they should accomplish this requirement by other available means (letter, telephone, etc.).

b. At the end of the rating period, the completed form (which may be handwritten) will include the rated officer's final description of his duties, major performance objectives, and significant contributions. The form will accompany the OER from the rated officer through the rater and intermediate rater to the senior rater. The information on the Support Form should aid them in completing the DA Form 67-8.

c. The following concepts apply to completing Part III of DA Form 67-8-1:

(1) *Significant duties and responsibilities.* This section lists the normal requirements involved in performing in a specific position. It addresses the types of work required of the rated officer rather than the changing tasks associated with the position. This entry should be the basis for the duty description in Part III of the OER. Duty descriptions on evaluation reports are particularly important to DA selection boards and career managers; this entry is, therefore, of special significance. Descriptions must be clear and concise, emphasizing required functions of the rated officer while noting conditions peculiar to the assignment. Each duty and responsibility need not be detailed; however, all major functions should be listed. It is the rated officer's opportunity and responsibility to report the job as it really exists.

(2) *Major performance objectives.*

(a) At the beginning of the rating period, performance objectives are planned that will help the rated officer contribute to the accomplishment of the organization's mission. Using performance objectives enables the rater and rated officer to identify the rated officer's most important tasks, priorities, and major areas of concern and responsibility.

(b) During the rating period, the objectives are used by the rated officer as a guide for per-

formance. However, they are not an all-inclusive list of his responsibilities. The rated officer is still responsible for all that is normally expected of his grade and duty position. This includes many other tasks of a routine nature as well as compliance with professional values.

(c) At the end of the rating period, the rated officer may enter all or only the most significant of the assigned objectives.

(d) There are many different types or categories of objectives that can be used to develop the rated officer's performance objectives. The rater is free to use whatever types of objectives are appropriate to his situation. The following four categories of objectives are meant only to suggest some of the alternatives that are available.

1. *Routine.* Objectives that deal with repetitive duties. These duties do not ordinarily produce visible results; but if they are not properly done, there could be serious consequences. (Examples: Process administrative discharges within a 45-day period and carry out a program that ensures ontime responses to suspense items.)

2. *Problem solving.* Objectives that deal with problem situations. These objectives should allow time for dealing with problems without disrupting other objectives. (Examples: Prepare for logistical support for activating a battalion; reduce the sudden rise in the AWOL rate.)

3. *Innovative.* Objectives that create new or improved methods of operation. These may involve a degree of risk because they are untried ideas. (Examples: Create and carry out a new property accountability system; develop and test a new maintenance program.)

4. *Personal development.* Objectives that further the professional growth of the rated officer or his subordinates. These objectives should be oriented toward skills that will help either the rated officer or his subordinates in their careers

or their job performance. These may be in any assigned specialty. (Examples: Complete a correspondence course or additional civilian education; improve a subordinate's knowledge in his area of responsibility by developing a study program of Army publications (e.g., FMs, TMs).)

(3) *Significant contributions.* At the end of the rating period, the rated officer lists the most significant contributions he made during the rating period. They should address his duties and responsibilities that focus on attaining the organization's mission. Contributions in other areas should be listed as well. This block is not intended to be an item-by-item checkoff of performance objectives; rather, it is used by the rated officer to highlight what he felt were his major accomplishments.

4-8. **Part IV, Rater and Intermediate Rater (if applicable).** a. Comments by the rating officials are optional. If comments are made, they should address the accuracy of the duty description and performance objectives. Comments on performance should be reserved for the OER; however, if included in this part, they should be consistent with the evaluation on the OER. Whether or not comments are made, the rater and intermediate rater must sign the form. Their signatures do not show concurrence with Part III but indicate that the rated officer's comments have been reviewed.

b. The rater and intermediate rater may use this part of the form for comments to the senior rater about the rated officer's entries in Part III. It is an opportunity for the rater and intermediate rater to clarify, amplify, or disagree with the rated officer's comments. In most cases, differences in opinion will be resolved before completing this part of the form. If not, however, the form will be completed with disagreements clearly stated.

### Section III. DA FORM 67-8

4-9. **Purpose and use.** a. DA Form 67-8 (OER) is used by rating chain members to provide DA with performance and potential assessments of each rated officer.

b. DA Form 67-8 also provides evaluation information for use by successive members of the

rating chain, emphasizes and reinforces professionalism, and supports the specialty focus of OPMS.

c. Only military and civilian employees of DOD, including nonappropriated fund employees, may use the DA Form 67-8 for their evaluations. All

non-DOD employees serving as rating officials will submit their evaluations in a letter report, as set forth in appendix F.

**4-10. Part I, Administrative Data.** *a.* Part I is for administrative data and for identifying the rated officer, the period of the report, and the reason for submitting the report.

*b.* Part I is completed by the servicing MILPO or administrative office.

*c.* The following is an explanation for use in computing the evaluation period, nonrated periods, and the number of rated months.

(1) The "Period Covered" (Item 1 on DA Form 67-8) is the period extending from the "Thru" date of the last report to the date of the event causing the report to be written. The rating period is that period within the "Period Covered" during which the rated officer serves in the same position under the same rater who is writing the report. The "Period Covered" and the rating period always end on the same date (the "Thru" date). However, the beginning date of the rating period may not be the same as that of the "Period Covered" (the "From" date). For example, an officer departs on PCS on 1 July and is given a change-of-duty report with a "Thru" date of 1 July. After 5 days in travel and 20 days on leave, he reports for duty in his new unit on 26 July. Then on 1 November he changes duty and is given a change-of-duty report. The "Period Covered" on this report would be 2 July ("From") to 1 Nov ("Thru"); however, the rating period would be from 26 July to 1 November.

(2) There are three distinct types of nonrated periods. They are described below and in figure 4-1.

(*a.*) Periods of time, regardless of the number of days, between the date an officer departs one duty position and begins performance in a new duty position. In the example in (1) above, 2 July to 25 July would be a nonrated period.

(*b.*) Periods of time, regardless of the number of days, spent performing in a duty position during which the rated officer or the rater does not meet the minimum time requirement for a report to be rendered. This includes periods of time spent at school for which an academic evaluation report is not required. In the example in (1) above, had the rated officer changed duty on 1 October rather than 1 November, the period 26 July to 1 October would also be nonrated.

(*c.*) Periods totaling 30 or more consecutive days that occur during the rating period and that are spent in one or more of the following ways:

1. On leave.
2. AWOL.
3. In the hospital.
4. In confinement.
5. Under arrest.
6. In administrative absence.
7. On temporary duty (TDY) or special duty (SD) serving as a member of a DA selection board or a court-martial.
8. On TDY or SD attending a course of instruction scheduled for less than 60 calendar days.

*Note.* Attendance at a career progression course of any length and at other courses more than 60 days in length is rated on an academic evaluation report in accordance with AR 623-1.

(*d.*) All periods of TDY or SD other than those mentioned in 7 and 8 above are rated periods. (See table 5-1.)

(3) To determine if the rated officer has the number of days needed for a report, determine the rating period. That is, count the number of calendar days the rated officer has served under his present rater in his present duty position since the beginning of the rating period. Deduct from this total all nonrated periods of the type described in (2)(*c.*) above. Do not count nonrated periods that occurred prior to the rating period. If the resulting number of days is equal to or greater than the minimum number of days needed for a report, a report may be submitted.

(4) The number of rated months (Item m, Part I, DA Form 67-8) is computed by dividing the basic rating period ((3) above) by 30. *Do not use the "Period Covered" by the report.* If 15 or more days are left after dividing by 30, they will be counted as a whole month. (For example, 130 days is 4 months and 10 days and is entered as 4 months; 140 days is 4 months and 20 days and is entered as 5 months.)

*d.* With the exception of item o, all of the following items must be completed before sending the report to the rated officer for authentication.

- (1) *Items a and b.* Self-explanatory.
- (2) *Item c.* Enter authorized abbreviation (e.g., CPT, LTC). If the rated officer has been selected for promotion and is serving in an authorized position for the grade to which he is to be promoted, enter a "P" next to his current

grade (e.g., CPTP LTCP). If the rated officer is not assigned to a position authorized the higher grade, do not use the "P."

(3) *Item d.* Enter date of rank for grade in which serving as of the "Thru" date of the report.

(4) *Item e.* Enter basic branch abbreviation.

(5) *Item f.* Enter specialty codes which identify the commissioned officer's designated specialties.

(6) *Item g.* Enter PMOS for warrant officers.

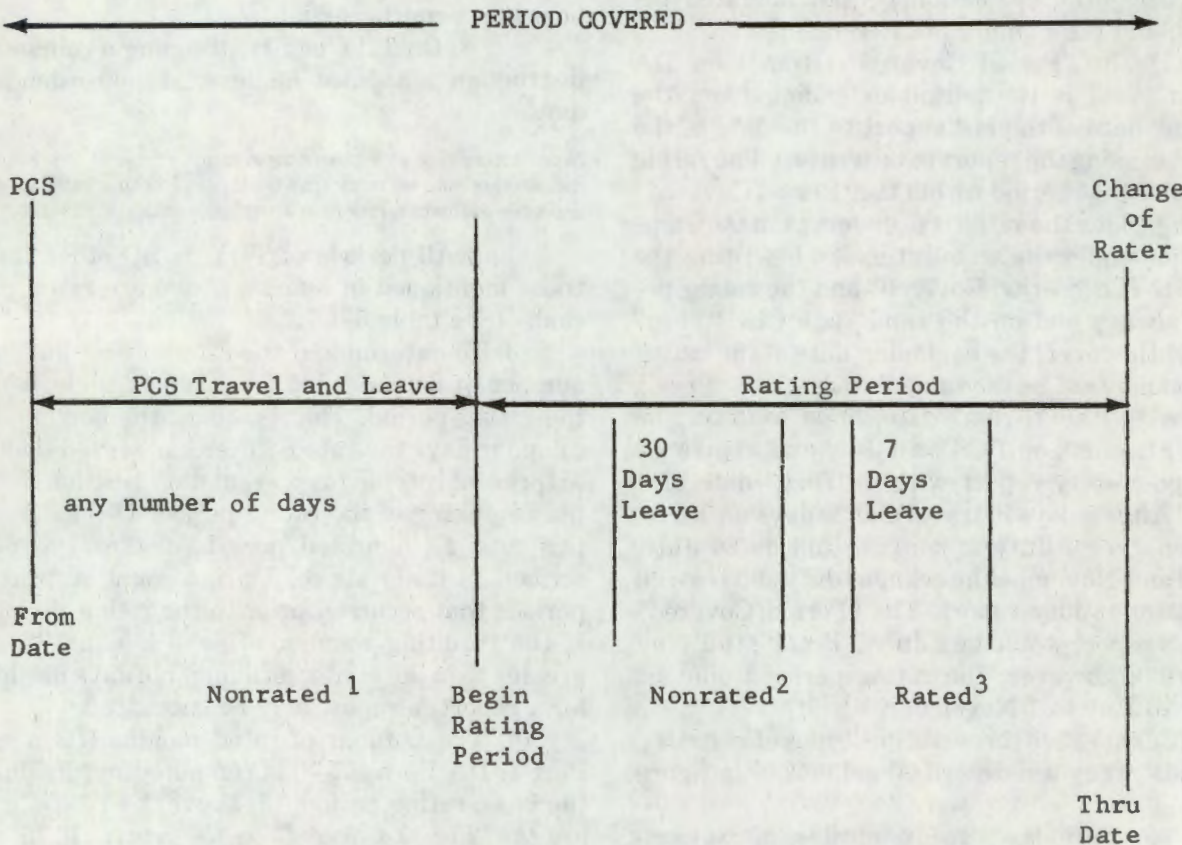
(7) *Item h.* Enter code for the rated officer's station.

(8) *Item i.* Self-explanatory.

(9) *Item j.* Enter the code and reason for which the report is being submitted. These codes are in appendix J.

(10) *Item k.* Enter code for rated officer's MACOM (app J).

(11) *Item l.* "From" date is the day following the last day ("Thru") in the preceding report.



1. PCS Travel and Leave are nonrated because they occur outside of the rating period.
2. 30 days leave is nonrated because it is 30 consecutive days during the rating period.
3. 7 days leave is rated because it is less than 30 consecutive days during the rating period.

Figure 4-1. Example of Nonrated Periods.

"Thru" date is the date of the event that is the reason for the report.

(12) *Item m.* Enter the number of rated months. (See *c(4)* above.)

(13) *Item n.* Enter four-character alphanumeric MILPO code.

(14) *Item o.* Check box indicating disposition of rated officer's copy of report.

(15) *Item p.* Enter the forwarding address provided by the rated officer if he left before getting a copy of the completed OER.

(16) *Item q.* List and explain all nonrated periods. (See *c(2)* above.)

**4-11. Part II, Authentication.** *a.* Part II is for authentication by the rated officer and rating officials after each has completed his parts of the form at the end of the rating period.

*b.* Part II is completed by the MILPO or administrative office by entering the names, ranks, positions, and SSNs of the rating officials.

*c.* Detailed instructions for this part are as follows:

(1) When the report is initiated, the MILPO will ensure that data identifying the rating officials are accurately entered on the report. It will also ensure that duty assignment entries show position titles. Except for the senior rater, all rating official grade entries will be the current grades with a "P" added, if appropriate. The senior rater's grade will have a "P" added only if he is in an authorized position for the grade to which he is to be promoted.

(2) For senior raters with designations of rank that are different from those of the Army, enter their pay grades. For example, a US Navy Captain would be entered as O-6. A civil service senior rater would be entered as GS- (14-18).

(3) The rated officer signs and dates the report before sending it to the rater. His signature verifies that the administrative data in Part I (other than *Item o*) and the rating officials in Part II are correct. This action increases administrative accuracy of the OER since the rated officer is most familiar with and interested in this information. Confirmation of the administrative data also should eliminate an appeal by the rated officer based on inaccurate administrative data, which by the exercise of due diligence by the rated officer would have been corrected.

(4) If the rated officer is unable or fails to sign the DA Form 67-8 because of administrative

inaccuracy, the senior rater will resolve the problem. If it cannot be resolved satisfactorily, the senior rater will explain why in DA Form 67-8, Part VIIb. The report will not be delayed because it lacks the rated officer's signature.

(5) Each rating official signs and dates the report before sending it to the next rating official or HQDA. Their signatures verify all entries on the form at the time of their respective signatures. The date entered will not be prior to the date of the rated officer's or any preceding rating official's signature.

(6) Rating officials who will be signing the form but not giving a rating or who will be submitting their evaluation on a letter report will place an "X" in the small box on the left side of their respective signature blocks. Otherwise this block will be left blank. This box controls the computer editing of the OER at HQDA and has nothing to do with the rating.

(7) Additional MILPO responsibilities in Part II are as follows:

(*a*) After the report has been completed, the MILPO will ensure that rating officials have signed the report; and it will advise the appropriate rating officials of any discrepancies noted before further processing.

(*b*) Enter in *Item e* the date on which entries were made on DA Form 2-1.

(*c*) Enter in *Item f* initials of rated officer's military personnel officer before forwarding the OER to HQDA. This entry attests that the report has been administratively reviewed.

(*d*) If the senior rater's MILPO is not the rated officer's MILPO, enter in *Item g* initials of senior rater's military personnel officer before forwarding the OER to HQDA or returning the completed OER to the initiating MILPO. This entry attests that the report has been administratively reviewed. (See para A-2c in app A.)

(*e*) Indicate in *Item h* total number of enclosures.

**4-12. Part III, Duty Description.** *a.* The duty description—

(1) Is entered in Part III by the rater and is based on the rated officer's entries on the DA Form 67-8-1, if appropriate.

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

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

b. Enter in Item a the principal duty title as recorded on DA Form 2-1, Item 35.

c. Enter in Item b the duty SSI/MOS that identifies the rated officer's duty position. The SSI/MOS will be taken from DA Form 2-1, Item 35.

d. In Item c, the rater will describe in detail the rated officer's duties and responsibilities. Descriptions must be clear and concise and must emphasize specific functions required of the rated officer. The rater should also note conditions peculiar to the assignment. As a minimum, the description will include principal duties and significant additional duties. Part III of DA Form 67-8-1 should be helpful in completing this section.

e. When an officer is serving under dual supervision, the statement "Officer serving under dual supervision" will be entered as the first line of the duty description. If the nonparent-unit supervisor is to give his evaluation in a letter report, the first line of the duty description will state: "Officer serving under dual supervision, inclosure attached." If the nonparent-unit supervisor is not providing an inclosure, the duty description will be jointly developed by the supervisors in each chain of command.

**4-13. Part IV, Performance Evaluation—Professionalism.** a. Part IV of the DA Form 67-8 is completed by the rater. It lists those attributes that define professionalism for the Army officer. These attributes apply across all grades, positions, branches, and specialties. They are the professional ethics needed to maintain public trust and confidence and the qualities of leadership and management needed to maintain an effective officer corps. These attributes are on the DA Form 67-8 to emphasize and reinforce professionalism. They will be considered in the evaluation of the performance of all officers.

b. Detailed instructions for completing Part IV are as follows:

(1) *Block a—Professional Competence.* Indicate on a scale of 1 to 5, 1 being high, how well each statement describes the rated officer. Any comments on strengths or weaknesses will be placed in the comments part of block b.

(2) *Block a, Items 4 and 6.* When the rated officer has no subordinates, "NA" (not applicable) may be placed in these blocks.

(3) *Block a, Item 13, Supports EO/EEO.* This block requires clarification. Rating officials will

consider the extent and effectiveness of an officer's involvement in and support for equal opportunity (EO). When the rated officer has equal employment opportunity (EEO) responsibilities (able to influence personnel actions affecting Army civilian employees), the extent and effectiveness of his involvement in EEO will also be considered. Actions to consider in EO (and EEO, when applicable) include—

(a) Commitment to affirmative action goals.

(b) Procedures for selection, assignment, and training.

(c) Procedures for recognition and discipline.

(d) Procedures for grievance handling.

Exceptional performance or unsatisfactory performance will be noted in the comments part of block b.

(4) *Block b—Professional Ethics.* Comment on any of the eight professional ethics in which the rated officer is outstanding or needs improvement.

(a) *Dedication—*Commitment to the goals and missions of the Army and the country.

(b) *Responsibility—*Acceptance of complete responsibility for the mission and welfare of the organization.

(c) *Loyalty—*Faithful and willing support of subordinates, peers, and superiors.

(d) *Discipline—*Willing and intelligent obedience to regulations and lawful orders and the initiation of appropriate actions in the absence of orders.

(e) *Integrity—*Honest in word and deed.

(f) *Moral courage—*Willingness to candidly state and resolutely support one's convictions; not a "yes-man."

(g) *Selflessness—*Willingness to subordinate self and career for the mission and organization.

(h) *Moral standards—*Maintains high standards of personal conduct on and off duty.

**4-14. Part V, Performance and Potential Evaluation (Rater).** a. Part V of the form provides for the rater's evaluation of the rated officer's performance and potential. (These evaluations are further defined in para 4-3.)

b. In Part V, the MILPO indicates with a block check whether this assignment is in one of the rated officer's specialties/MOSs. This is done to

remind rating officials of this information when they are making their evaluations. DA selection boards and career managers will also be aware of the specialty information when the reports are reviewed at HQDA.

c. Detailed instructions for this part are as follows:

(1) *Block a.* MILPO or administrative office enters rated officer's name and SSN and indicates whether the specialty or MOS for the assigned duty is one of the rated officer's specialties or MOSs.

(2) *Block b.* Rater compares the rated officer's performance with the duty requirements. The focus is on results and how they were achieved. Rater places an X in the appropriate box.

(3) *Block c.* Rater comments on specific aspects of performance only. These comments are mandatory. Comments on the rated officer's potential or what should happen to him in the future are not permitted in this block. As a minimum, the comments should address—

(a) Key items mentioned in the duty description in Part III.

(b) The duty description, objectives, and contributions mentioned on the OER Support Form, if appropriate.

(4) *Block d.* Completed by rater. By placing an X in the appropriate box, the rater compares the rated officer's potential for promotion with that of his contemporaries (para 4-3). The "Other" box in block d is for cases that do not fit the promotion recommendations that are given. For example, this box may be used for warrant officers in grade CW4. When this box is used, it must be explained in Part Ve.

(5) *Block e.* Completed by rater. The rater amplifies his potential evaluation (para 4-3); his comments are mandatory. If the rated officer is retiring or being released to the USAR after 20 or more years of active duty, the rater will indicate the grade and assignment for which the officer should be recalled to active duty in the event of mobilization (e.g., grade of colonel, installation DPCA). This applies only if the report is the rated officer's last active duty report.

#### 4-15. Part VI, Intermediate Rater (if applicable).

a. This section is for the intermediate rater's evaluation of performance and potential, if applicable.

This is the only part of the report that is completed by the intermediate rater.

b. Comments by the intermediate rater are mandatory. If the intermediate rater has not been in the position the minimum number of days necessary to evaluate the rated officer, he will enter the following statement: "I am unable to evaluate the rated officer because I have not been his intermediate rater for the required number of days."

c. If the intermediate rater performs the functions of the rater, as authorized in paragraph 3-16b(2), he will complete the rater's parts of the form. In this case, Part VI will be used only to cite the authority and reasons for assuming the rater's responsibilities.

4-16. Part VII, Senior Rater. a. Part VII of the DA Form 67-8 provides for an evaluation of potential by the senior rating official. To ensure that the senior rater is a senior official with a broad organizational perspective, minimum grade requirements are set forth in paragraph 3-11.

b. The senior rater's evaluation is made by comparing the rated officer's potential with all other officers of the same grade. His evaluation is based on the premise that in a representative sample of 100 officers of the same grade (Army-wide), the relative potential of such a sample will approximate a bell-shaped normal distribution pattern.

c. This distribution pattern is shown in the senior rater's portion of the OER. The pattern means that in a representative sample of 100 officers of the same grade (Army-wide) only one officer can reasonably be expected to be placed in the top block. The probability of having an officer of such potential is one in one hundred.

d. Detailed instructions for this part are as follows:

(1) *Block a.* The potential evaluation is made as described above. The rating is completed by placing an X in the appropriate box of the "SR" column. Additionally, the senior rater will indicate receipt and review of the rated officer's DA Form 67-8-1 by placing an X in the "Yes" or "No" block.

(2) *Block b.* The senior rater enters comments in this block. In most cases, these will address the potential evaluation. However, they may address performance, the administrative review, or the evaluations by the rater and intermediate ra-

ter. Anything unusual about the report will also be noted here (e.g., the rated officer's inability or refusal to authenticate the report or the inability or refusal of the rated officer to complete a DA Form 67-8-1). If the senior rater's evaluation is based on infrequent observation of the rated officer, he may note this fact in his comments.

(3) *Comments mandatory.* Comments by the senior rater are mandatory. When the senior rater has not been in the position the minimum number of days necessary to render a report, he will enter the following statement: "I am unable to evaluate the rated officer because I have not been his senior rater for the required number of days."

(4) *Senior rater serving as rater.* In those cases where the senior rater is also serving as the rater, he will complete the rater's portion of the

report and the senior rater's potential evaluation in Part VIIa. Part VIIb, senior rater's comments, need not be used to evaluate the rated officer but must be used to cite the authority for his acting as both rater and senior rater. This part will also describe any exceptional circumstances as described in (2) above. (See also para 3-16b(2), 3-17, 3-18, 3-19, and 3-20.) The senior rater will sign the report in both the senior rater's and the rater's signature blocks.

(5) *"DA use only" column.* This column is used by DA to record the senior rater's rating history (profile). The profile will contain all OERs rendered by the senior rater for the rated officer's grade and accepted as correct by DA. The purpose of the profile is to place the rated officer's OER in perspective by revealing the senior rater's normal rating tendency.

#### Section IV. RESTRICTIONS APPLYING TO DA FORM 67-8

**4-17. Each report must stand alone.** Each report will be an independent evaluation of the rated officer for a specific rating period. It will not refer to prior reports or remark on performance or incidents occurring before or after the period of the report. An exception to this policy is granted only when a rating official relieves an officer based on information pertaining to a previous reporting period. For example, a rating official who relieves an officer because that officer was found to be involved in some illegal activity during a previous reporting period may refer to the prior rating period to explain the reasons for relief. (See also para 5-18d.)

**4-18. Comments limited to the form.** Except for reports written on general officers, comments will not exceed the space provided on DA Form 67-8. In preparing these comments, rating officials must write a precise but detailed evaluation to convey a meaningful description of an officer's performance and potential. In this manner, both the selection board and the career manager are given the needed information on which to base a decision. When a DA Form 67-8 is prepared on a general officer, it may include an expanded narrative as an inclosure to the report.

**4-19. Narrative gimmicks prohibited.** A thorough evaluation of the officer is required. The following techniques will, therefore, not be used:

- a. Brief, unqualified superlatives or phrases, particularly if they may be considered trite.
- b. Too brief comments. They frequently need to be interpreted by the selection board and the career manager. If not correctly interpreted, the best interests of the Army and the rated officer are not served.
- c. Underlining.
- d. Excessive use of capital letters.
- e. Unnecessary quotation marks.

**4-20. Changes to an OER.** Except to comply with this regulation, no person may require changes be made to an OER. However, members of the rating chain and the MILPO will point out obvious inconsistencies or errors to the appropriate rating officials. After needed corrections are made, the record copy will be sent to HQDA. (See also para 1-5, 3-13, 3-14, and 3-15.)

**4-21. No references made to unproven derogatory information.** a. No reference will be made to—

(1) Incomplete punitive or administrative action taken (or planned to be taken) against an officer.

(2) An incomplete investigation (formal or informal) concerning an officer.

b. References will be made only to actions or investigations that have been processed to completion, adjudicated, and had final action taken before submitting the OER to HQDA. If the

rated officer is absolved, comments about the incident will not be included in the OER.

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

(1) Charges that are later dropped.

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

d. Every effort will be made to complete or adjudicate investigations and actions and to verify and include derogatory information in an OER before it is sent to HQDA. The OER, however, will not be delayed beyond the required 60-day time limit for this purpose.

e. Rating officials will initiate an addendum to an OER to report verified misdeeds or professional or character deficiencies that were unknown or unverified when the OER was submitted. The addendum will ensure that the verified information will be recorded in the officer's official records. However, it must not be submitted until completion of the investigation, imposition of punishment, or verification of the information. (See para 5-34 and app K.)

**4-22. Performance as a member of a court-martial.** Duty as a member of a court-martial will not be considered in preparing an OER.

**4-23. Performance as counsel.** No rating official will give an unfavorable rating or comment regarding a rated officer because he zealously represented (as a counsel) any accused or respondent before courts-martial or administrative board proceedings.

**4-24. Performance as EEO officer.** An officer, serving as an Equal Employment Opportunity Officer, either as a principal or additional duty, will not be given an unfavorable rating—

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

b. In retaliation for criticism of command policies and practices related to that program (para 4-13b(3)).

**4-25. Classified reports.** Normally, reports will not contain classified information as defined in

AR 380-5. Exceptional cases requiring classification will contain downgrading instructions under AR 380-5. In addition, each section, part, paragraph, subparagraph, or similar portion will be marked to show the level of classification of the information in it. Unclassified sections will be marked unclassified (para 4-202, DOD Reg 5200.1-R). The OER must be marked so that doubt is eliminated as to which parts contain or reveal classified information.

**4-26. Participation in the alcohol and drug abuse prevention and control program (ADAPCP).** An officer's participation in the ADAPCP will not normally be mentioned in an evaluation report. This restriction should assure that those officers who have a drug or alcohol abuse problem and have entered the ADAPCP are not penalized. However, rating officials may make note of incidents of alcohol or drug abuse not derived from ADAPCP records. Once an officer has been identified in an OER as having an alcohol or drug-related problem based on information obtained independently of the ADAPCP:

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

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

**4-27. Referred reports.** The following types of reports will be referred to the rated officer by the senior rater for acknowledgment and comment before it is sent to HQDA. Detailed instructions for handling referred reports are in paragraph 5-27.

a. A relief for cause report submitted under the provisions of paragraph 5-18.

b. A deficient performance report submitted under paragraph 5-25.

c. Any report with negative remarks about the rated officer's professional ethics in Part IVb.

d. Any report resulting in a performance evaluation of "Often failed requirements" or "Usually failed requirements" in Part Vb.

e. Any report with a potential evaluation in Part Vd of "Do not promote" or "Other" where the required explanation has derogatory information.

f. Any report with a senior rater potential eval-

uation in one of the bottom three blocks in Part VIIa.

*g.* Any report with comments that in the opinion of the senior rater are so derogatory that the report may have an adverse impact on the rated officer's career.

**4-28. Review of relief reports.** Relief reports (para 5-18) will be reviewed by the first US Army officer in the chain of command above the person directing the relief. If the relief is directed by the rater or intermediate rater, the senior rater will perform the review provided he is a US Army officer. The responsibilities of this reviewer are in paragraphs 3-14*a* and *b*. The processing procedures are in paragraph 5-28.

#### Section V. DA FORM 67-8-2

**4-30. Purpose and use.** The DA Form 67-8-2—

*a.* Tracks the rating history of each senior rater and makes this information available to both the senior rater and DA.

*b.* Emphasizes the importance of the senior rater's responsibility to provide credible rating information to DA. This is one of the senior rater's most important responsibilities. It affects the Army's future leadership and has great impact on how the Army accomplishes its missions.

*c.* Is prepared annually on each US Army officer who has served as senior rater for at least five different officers.

**4-29. Commander intervention.** When it is brought to the attention of a commander that a report made by one of his subordinates or a member of one of his subordinate commands may have been illegal, unjust, or violated the provisions of this regulation, that commander will investigate the allegation. The commander will confine his investigation to the facts in the report, compliance of the report with this regulation, and the conduct of the rated officer and the members of the rating chain. The commander may not direct that a report be changed nor use command influence to alter an honest evaluation. The procedures the commander will use are described in paragraph 5-29.

(1) One copy of the DA Form 67-8-2 will be made available to each senior rater to make him aware of his performance as an evaluator.

(2) A second copy will be filed in the senior rater's OMPF.

**4-31. Part I.** This part of the report has basic identifying data and the date of the report.

**4-32. Part II.** This part shows the senior rater's cumulative rating history by number of reports made and number of officers rated.

## CHAPTER 5

### SUBMISSION OF REPORTS

**5-1. Introduction.** *a.* This chapter describes the policies and procedures for submitting evaluation reports. Reports are mandatory or optional. They are further divided into those with a 90-calendar-day minimum rating period and those with other than the 90-day requirement.

*b.* To determine if a rated officer meets the minimum calendar-day requirements set by this chapter, nonrated periods occurring during the rating period (para 4-10c(2)) must be deducted from the total number of days he has served in the same position under the same rater during the same rating period.

*c.* Reports will not be submitted unless authorized by this regulation or directed by HQDA.

*d.* A newly commissioned officer programed for attendance at an officer basic course will not be rated under the provisions of paragraphs 5-3, 5-4, 5-6, 5-7, 5-8, 5-15, or 5-23 prior to attendance at the officer basic course. Unless a report is required by another paragraph, the period prior to attending the basic course will be nonrated. This nonrated time will be accounted for in the initial academic evaluation report.

#### Section I. MANDATORY REPORTS—90-DAY MINIMUM

**5-2. Basic rule.** Reports listed in this section are required if the rated officer has completed at least 90 calendar days in the same position under the same rater during the same rating period.

**5-3. Change of rater.** A report is mandatory when the rated officer ceases to serve under the immediate supervision of the rater.

**5-4. Change of duty.** A report is mandatory when the rated officer has a change of principal duty, even though the rater remains the same. No report is submitted when there are organizational changes that merely alter the officer's principal duty title but do not change the type of work he performs (e.g., Personnel Management Staff Officer to Assistant G1). However, a report must be submitted when organizational changes result in a change of rater. (See para 5-3.) This paragraph is used for all reassignments, including permanent change of station. (PCS).

**5-5. Annual evaluation report.** An annual evaluation report is mandatory on completion of 1 year of duty following the "Thru" date of the last report submitted under this regulation or under AR

623-1. If 1 year has elapsed and the rated officer has not performed the same duty under the same rater for 90 calendar days, a report will not be submitted until the 90-day requirement is met. An annual report will not be submitted if the rated officer is in a patient detachment, in a transient status, or in confinement; the report will be prepared after the officer returns to duty and completes the 90-day requirement.

**5-6. Departure on temporary duty (TDY) or special duty (SD).** When an officer departs on TDY or SD under one of the following conditions, a report will be submitted by the officer's rating officials in the organization from which he departs:

*a.* To perform duties not related to his primary functions in his parent unit; and while on TDY or SD, he serves under a different immediate supervisor for a period of 90 or more calendar days. In cases where it cannot be determined if the TDY or SD will last for 90 or more days, a report will be submitted. A report is not authorized when the officer on TDY or SD is still responsible

to or receiving guidance or instructions from the chain of command of his parent organization.

b. To attend a resident course of instruction or training scheduled for 60 calendar days or more at a service school. This includes courses sponsored by other services.

c. To attend a career progression or professional development course (AR 623-1) regardless of length. This includes officer advanced courses and Command and General Staff College level courses. It also includes warrant officer career progression and professional development courses. This does not include attendance at the resident phase of correspondence courses.

d. To attend a commissioned officer resident branch officer basic course, regardless of length. This provision does not apply to newly commissioned officers programed for attendance at an officer basic course. (See para 5-1d.)

e. To attend the US Army War College or one of the senior service college courses sponsored by the other services. This does not include attendance at the resident phases of the US Army War College Corresponding Studies Course.

f. To attend a civilian academic or training institution on a full-time basis for a period of 60 or more calendar days.

**5-7. TDY and SD supervisors' evaluations.** Officers on TDY or SD who are not responsible to

their parent organization will be rated by their TDY or SD supervisors according to table 5-1. In these cases, the TDY or SD supervisor is responsible for ensuring that a rating chain is published and a DA Form 67-8-1 is initiated for the rated officer.

**5-8. Relief or incapacitation of rater.** When the rater dies, is declared missing, is relieved, or becomes incapacitated to such an extent that medical authorities believe the rater is unable to submit an accurate evaluation, a report will be submitted as of the date of the incident or determination of incapacity. (See para 3-16 for rating chain rules.)

**5-9. Following civilian schooling.** A report is submitted when an officer completes 90 calendar days in the same principal duty under the same rater following a civilian schooling assignment of more than 1 year for which an academic evaluation report was submitted. This requirement does not prevent submitting a report which is otherwise authorized or required under this regulation. If another report has been submitted following an extended civilian schooling assignment, this paragraph is not applicable. This paragraph does not apply to officers who complete law school under the Judge Advocate General's Funded Legal Education Program (AR 351-22)

**Table 5-1. Temporary Duty and Special Duty not Related to Principal Duty  
(other than TDY or SD to attend school)**

Period of TDY or SD	Required Evaluations	Optional Evaluations	Dispositions
29 days or less	None	Letter Input to Rater	Note No. 1
30 to 59 days	Letter Input to Rater	None	Note No. 1
60 to 89 days	Letter Report	None	Note No. 2
90 days or more	67-8	None	Note No. 3

**Notes:**

1. Letter input is prepared by the TDY or SD supervisor and sent to the rated officer's MILPO. The MILPO distributes copies to the rated officer and normal rater. The normal rater will consider this information when he prepares the rated officer's next OER. The letter input will not be inclosed with the OER when it is forwarded to HQDA.

2. Letter report is prepared in accordance with appendix F and sent by TDY or SD supervisor to rated officer's MILPO, which distributes copies to rated officer and normal rater. The normal rater will inclose the original with the next report.

3. A complete report is prepared as a change-of-duty report by TDY or SD supervisor and forwarded to DA through rated officer's MILPO. The MILPO will annotate the rated officer's records, give him a copy of the report, and send the report to HQDA.

4. Periods of TDY or SD to attend school are exempt from the above requirements. Attendance at courses of instruction is either nonrated, as described in paragraph 4-10c(2), or it is rated on an academic evaluation report as described in paragraph 1-6, AR 623-1.

or Excess Leave Program (AR 601-114). (See app G.)

**5-10. Officer recommended for elimination.** A report is mandatory when an officer has been recommended for elimination by—

*a. A board of inquiry that met under AR 635-100.* This applies only if the officer has not received a report during the 90 days immediately preceding the date the major commander's recommendation is forwarded to HQDA (chap. 5, AR 635-100).

*b. A selection board.* This applies only if the officer has less than 3 years' service and a report has not been submitted during the 90-day period immediately preceding the date of the officer's letter of rebuttal to HQDA (para 5-30d, AR 635-100).

**5-11. Officer failing selection for promotion.** An officer who failed to be selected for promotion in

the Regular Army (RA) or from the primary zone for AUS promotion will receive a report prior to the next promotion board of the same type that will consider his records. However, the following conditions must be satisfied:

*a.* The rated officer has not received a report (OER or Academic evaluation report (AER)) since the announcement that he was not selected for promotion.

*b.* The rating period must cover 90 or more calendar days as of the date in a DA message announcing the zone of consideration for the next board that will consider the rated officer. This date will be the same as the date used for a complete-the-record report (para 5-21).

*c.* The minimum time requirements for the rater are satisfied.

**5-12. Separation.** A report is mandatory when the rated officer is separated from active duty. This applies without regard to the reason for separation. (See also para 4-14c(5).)

## Section II. MANDATORY REPORTS—OTHER THAN 90-DAY MINIMUM

**5-13. Basic rule.** Reports must be prepared on the following occasions. Specific time requirements, if any, are listed with each condition causing a report to be written.

**5-14. Initial tour of extended active duty.** *a.* A report will be mandatory for those officers—

(1) Serving an initial tour of extended active duty (other than active duty for training or Reserve Component officers serving on statutory tours under Sections 175, 265, 3019, 3033(d), and 3496 of Title 10 USC).

(2) Reentering active duty after a break in service of at least 1 year.

(3) Completing law school under The Judge Advocate General's Funded Legal Education Program (AR 351-22) or Excess Leave Program (AR 601-114). (See also app G.)

*b.* The report will be prepared upon completion of 120 calendar days (excluding nonrated periods) in the same principal duty assignment under the same rater. This applies only if no report has been made during the current period of service.

*c.* Exceptions to the above are—

(1) Army Medical Department interns, to include Army Medical Specialist Corps (AMSC) interns or affiliate students.

(2) AMSC clinical psychology interns.

(3) Those first-year residents who entered residency training immediately on entry to active duty.

*d.* Periods covered by reports submitted under this paragraph will begin with the date entered on current active duty or the date following the last academic report. This requirement is intended to ensure an initial rating of the rated officer within approximately 8 months of entry or reentry on active duty.

**5-15. Rated officer declared missing.** When the rated officer is declared missing, a report is required as of the date of the incident.

**5-16. Application for Regular Army appointment.** A report is required when an active duty officer (commissioned or warrant) applies for appointment in the Regular Army. This applies only if the applicant has completed less than 5 years' Active Army commissioned or warrant officer service and has not been rated during the 30 days immediately preceding the date of application (para 2-25b, AR 601-100).

**5-17. JAGC officers participating in on-the-job training.** A report is required when an officer tak-

ing part in The Judge Advocate General's Funded Legal Education Program (AR 351-22) or Excess Leave Program (AR 601-114) completes on-the-job training (OJT) in excess of 30 calendar days. Commanders, in coordination with JAGC officials at the OJT sites, will establish rating chains that ensure rating officials are present and available during OJT to ensure at least one report per year. (See app G.)

**5-18. Relief for cause.** *a.* A report is required when an officer is relieved for cause regardless of the rating period involved. Relief for cause is defined as an early release of an officer from a specific duty or assignment directed by superior authority and based on a decision that the officer has failed in his performance of duty. In this regard, duty performance consists of the completion of assigned tasks in a competent manner and compliance at all times with the accepted professional officer standards shown in Part IV, DA Form 67-8. These standards apply to conduct both on and off duty.

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

(1) The potential evaluation in Part Vd, DA Form 67-8, must reflect "Do not promote" or "Other". A "Do not promote" recommendation is consistent with relief action and does not need further explanation. However, raters who desire to make some other recommendation will check "Other" and will explain their recommendation and reasons in view of the action to relieve.

(2) The rating official directing the relief will clearly explain the reason for relief in his narrative portion of the DA Form 67-8. He will also state that the rated officer has been notified of the reason for the relief.

(3) If the relief is directed by someone not in the designated rating chain, the official directing the relief will describe the reasons for the relief in an inclosure to the report.

(4) The rating restriction in (1) above does

not apply to a rater who has not directed the relief and does not agree with the relief. However, he must state his nonconcurrence in his narrative portions of the OER.

*c.* If, after a relief report has been submitted, additional significant information becomes available, the provisions of section V of this chapter will apply.

*d.* A rating official may relieve an officer because of information received about a previous reporting period. For example, a rating official receives information from a completed investigation into a past incident and must relieve the officer to remove him from his present position or to process him for elimination. When this occurs, the following provisions apply:

(1) A relief report will be prepared.

(2) The rated officer will be evaluated on his performance during the current rating period only.

(3) The rating restriction described in *b*(1) above does not apply.

(4) The reason for the relief will be cited in the report but will not be the basis of the evaluation.

(5) If necessary, the new information will be referred to the previous rating chain for submission of an addendum, as described in paragraph 5-34.

**5-19. MILPERCEN directed.** When MILPERCEN decides there is a requirement for a report (para 1-6) and other provisions of this chapter do not apply, MILPERCEN may direct that a report be submitted. The basis for the report will be indicated in Part Ij of DA Form 67-8 (e.g., Ltr, DAPC-MSE, 8 Dec 78). In rare instances, commanders may request that MILPERCEN direct a report under the provisions of this paragraph. (See also para 1-6b.) Requests will be sent to HQDA(DAPC-MSE), Alexandria, VA 22332.

### Section III. OPTIONAL REPORTS

**5-20. Basic rule.** These reports are submitted at the option of rating officials.

**5-21. Complete-the-record report.** At the option of the rater, a report may be submitted on a rated officer who is about to be considered by a DA

board for: promotion (primary zone only); project manager; school (CGSC or SSC); or command (battalion or brigade level). However, the following conditions must be met:

*a.* The rated officer has not received a report for performance in the same duty assignment for

which this report is to be submitted. This requirement is waived if an officer's performance shows a marked change since the previous report in the same duty position. The senior rater, in this case, must attest to the change. If the rater also serves as the senior rater, he will attest to the change and ensure that the report clearly describes a marked change in performance. The senior rater may also disapprove reports based on a marked change in performance. When this occurs, he will state the basis for his disapproval. He will then return the report through the rating chain to the rater. The rater will inform the rated officer that the report has been disapproved and destroy the report.

*b.* The rated officer must have served for a minimum of 90 calendar days (excluding nonrated periods) in the same position under the same rater as of the date announced in the DA message announcing the zones of consideration.

**5-22. Senior rater option.** When a change in senior rater occurs, the senior rater may direct that a report be made on any officer for whom he is the senior rater. This applies only if the following conditions are met:

*a.* The senior rater has served in that position for at least 6 months.

*b.* The rater meets the minimum requirement to give a report.

*c.* The rated officer has not received a report in the preceding 6 months.

**5-23. Rater option.** When one of the conditions described in paragraphs 5-3 through 5-11 occurs but there are fewer than 90 calendar days (excluding nonrated periods) in the rating period, a report may be submitted at the option of the rater. However, the rated officer must have served continuously under the same rater in the same position for 90 or more calendar days.

**5-24. Outstanding performance report.** A special report for outstanding performance may be submitted only to recognize a deed, act, or series of deeds or acts of such importance that it cannot await recognition through the normal reporting system. This report is subject to the following restrictions:

*a.* The senior rater must approve or disapprove the report based on the significance of the duty performance.

*b.* If the senior rater approves the report, he will certify in Part VIIb of DA Form 67-8 that the report recognizes such an extraordinary achievement that an immediate report is necessary.

*c.* If the senior rater disapproves the report, he will return the report, stating the reasons for his disapproval, through the intermediate rater to the rater. The rater will destroy the report and inform the rated officer of the disapproval.

*d.* An outstanding performance report will not be submitted because an officer is in a zone of consideration for promotion, command, or school selection (para 5-21). The use of this report only to account for periods of time is also prohibited.

**5-25. Deficient performance report.** A special report for deficient performance may be submitted only to report a performance deficiency of such significance that it cannot await reporting through normal reporting procedures. This report is subject to the following restrictions:

*a.* The maximum ratings permissible for this type of report are:

(1) "Often failed requirements" (Part Vb, DA Form 67-8).

(2) "Do not promote" or "Other" (Part Vd, DA Form 67-8). A "Do not promote" recommendation is consistent with the deficient performance report; it does not need further explanation. However, raters who desire to make some other recommendation will check the "Other" box and explain their recommendation and reasons in view of the action to submit a deficient performance report.

(3) The lower three blocks (Part VIIa, DA Form 67-8).

*b.* The senior rater must approve or disapprove the report based on the significance of the deficient performance.

*c.* If the senior rater approves the report, he will certify in Part VIIb of DA Form 67-8 that the deficient performance being reported is of such significance that immediate reporting is necessary.

*d.* If the senior rater disapproves the report, he will return the report, stating the reasons for his disapproval, through the intermediate rater

to the rater. The rater will destroy the report and inform the rated officer of the disapproval.

*e.* When a deficient performance report is submitted, consideration should be given to moving

the rated officer to new duties under the supervision of a new rater.

**5-26. Combat.** See appendix L, Mobilization.

#### Section IV. EXCEPTIONAL PROCESSING PROCEDURES

**5-27. Referred reports.** *a.* If referral is required (para 4-27), the senior rater will refer the report to the rated officer for acknowledgment and comment before sending it to HQDA.

*b.* The rated officer will acknowledge receipt and may comment if he believes that the rating or remarks are incorrect. His comments must be factual.

*c.* The rated officer's comments do not constitute an appeal. Appeals are processed separately as outlined in chapter 9.

*d.* If the senior rater decides that the comments provide significant new facts about the rated officer's performance and that they could affect the rated officer's evaluation, he may refer them to the other rating officials. They, in turn, may reconsider their evaluations. The senior rater will not pressure or influence them. Any rating official who elects to raise his evaluation of the rated officer as a result of this action may do so. However, the evaluation may not be lowered because of the rated officer's comments. If the report is an optional report, the entire report may be destroyed, provided all rating officials agree.

*e.* The processing requirements for referred reports are as follows:

(1) The senior rater will refer, in writing, a copy of the report to the rated officer for acknowledgment and comment. This will be done even if the rated officer has departed due to permanent change of station, retirement, or relief from active duty. A reasonable suspense date should be given for the rated officer to complete this action. In this referral, the rated officer will be advised that his comment does not constitute an appeal.

(2) On receipt of the rated officer's acknowledgment, the senior rater will attach it to the original report and forward it to the reviewer, the MILPO, the administrative office, or if *d* above applies, to the other rating officials.

(3) If the rated officer fails to respond within the suspense period, the senior rater will attach a copy of his referral to the original report and

indicate that the rated officer failed to complete his acknowledgment. He will then send it to the reviewer, MILPO, or administrative office, as appropriate.

(4) Senior raters will make every effort to refer reports to the rated officer prior to his departure.

**5-28. Relief reports.** *a.* Relief reports (para 5-18) require referral to the rated officer as described in paragraph 5-27. This referral must be completed before taking any of the actions in the following subparagraphs.

*b.* If the relief is directed by the rater or intermediate rater, the senior rater will do the review provided he is a US Army officer (para 3-13 and 3-14). Otherwise, the first US Army officer in the chain of command above the individual directing the relief will review the reports.

*c.* The procedures for reviewing relief reports are as follows:

(1) If the senior rater is satisfied that the report is clear, accurate, complete, and fully in accord with the provisions of this regulation, he will indicate in his narrative that the report is in compliance with this regulation.

(2) If the senior rater finds that the report is unclear, contains errors of fact, or is otherwise in violation of this regulation, he will return the report to the rater or intermediate rater, indicating what is wrong. The senior rater will avoid all statements and actions that may influence or alter an honest evaluation by the rater or intermediate rater. When the report has been corrected, it will be returned to the senior rater.

(3) If the corrected report is satisfactory to the senior rater, he will indicate in his narrative that the report is in compliance with this regulation.

(4) If the corrected report is not satisfactory to the senior rater or if the other rating officials disagree with him concerning the need for changes in the report, he will indicate his objections to the report in his narrative and forward the report.

When indicating his objections, the senior rater is restricted to the issues listed in paragraph 3-14b.

(5) If the senior rater is not a US Army officer, or if the relief was directed by the senior rater or someone above the senior rater in the chain of command, the report will be reviewed by the first US Army officer in the chain of command above the individual directing the relief. This officer will perform the functions described in (1) through (4) above. His comments will be prepared as an inclosure to the OER (app C). If there is not a US Army officer in the chain of command above the person directing the relief, the report will be forwarded for review to HQDA. (See app D for address.)

**5-29. Commander investigation.** Commanders are required to investigate alleged errors, injustices, and illegalities in officer evaluation reports (para 3-15 and 4-29). The procedures for processing these investigations and reports are as follows:

*a.* If, after investigating the allegation, the commander finds that no error, violation, or wrongdoing has occurred, he will so advise the person or agency requesting the investigation and take no further action.

*b.* If the commander finds that an error, a violation of this regulation, or some wrongdoing has occurred, he will return the report to the senior rater along with the results of the investigation. The commander will recommend that the report

be corrected to account for matters revealed in the investigation. This will be done with regard for the restrictions on command authority and influence (para 3-15 and 4-29). When the report has been corrected, it will be sent to DA with no reference to the action taken by the commander.

*c.* If the commander and the rating chain members cannot agree on the need for changes in the report, the commander will attach an inclosure citing his objections to the report. The report will then be sent to DA.

*d.* If the commander finds that a report already forwarded to DA contains errors or is in violation of this regulation, he will send the results of his investigation to HQDA(DAPC-MSE), Alexandria, VA 22332.

**5-30. Supplementary reviews.** When the senior rater is not a US Army officer, a supplementary reviewer will be designated by the commander establishing the rating chain (para 3-13). The supplementary reviewer will fulfill the responsibilities listed in paragraph 3-14a. He will also prepare an inclosure, as described in appendix C. The inclosure will indicate that no additional comment is necessary, or it will contain clarifying comments. The inclosure will not be used to add unnecessary remarks to the OER. If there is not a US Army officer to perform this review, the report will be forwarded for review to HQDA. (See app D for address.)

## Section V. MODIFICATIONS TO PREVIOUSLY SUBMITTED REPORTS

**5-31. Basic rule.** *a.* An evaluation report accepted by HQDA and included in the official record of an officer is presumed to be administratively correct, to have been prepared by the properly designated rating officials, and to represent the considered opinions and objective judgment of the rating officials at the time of preparation. Requests that an accepted report be altered, withdrawn, or replaced with another report will not be honored. The following are not bases for altering or withdrawing a report and will not be included in the OMPF:

(1) Statements from rating officials that they underestimated the rated officer.

(2) Statements from rating officials that they did not intend to rate him as they did.

(3) Requests that ratings be revised.

*b.* An exception to the above is granted only when—

(1) Information which was unknown or unverified when the report was prepared is brought to light or verified.

(2) This new information is so significant that it would have resulted in a higher or lower evaluation had it been known or verified when the report was prepared.

**5-32. Newly received favorable information.** If rating officials become aware of information that would have resulted in a higher evaluation of the rated officer, they will take action to alter or remove the report in accordance with the appeal

procedures stated in chapter 9. Addenda will not be used to report this type of information.

**5-33. Newly received derogatory information.** If rating officials become aware of information that would have resulted in a lower evaluation of the rated officer, they will submit an addendum to the previous report. (See also para 5-27.)

**5-34. Procedures for submitting addendum modifications to a previously submitted report.** *a.* The commander receiving the new information will ensure that all members of the original rating chain are aware of it and allowed to comment. If none of the original rating officials elects to add comments to modify or supplement the original OER, no addendum will be prepared.

*b.* The addendum will be prepared as shown in appendix K. It will contain the rated officer's

name, grade, SSN, and the period of the OER to which it applies. It will also state that all members of the rating chain have been allowed to add comments and will indicate those who have elected not to comment.

*c.* On completion of this action, the commander will refer a copy of the addendum to the rated officer for acknowledgment and comment prior to forwarding to HQDA. If any of the rating officials has been released from active duty, incapacitated, or is otherwise unable to complete his part of an addendum, the commander will so indicate.

*d.* The commander's responsibility is only to coordinate the submission of the addendum. He may not add comments to the addendum unless he was a member of the original rating chain.

## Section VI. ADMINISTRATIVE INSTRUCTIONS

**5-35. Preparation and forwarding.** *a. Preparation.* DA Form 67-8 will be typed. Distinct, clear impressions are required so that legible copies of the report can be provided to both the rated officer and the microfiche files at HQDA. Authorized abbreviations may be used; however, avoid acronyms. Facsimile signatures are not authorized.

*b. Copies.*

(1) Each rated officer will be provided a copy of each OER by the MILPO once it has been completed and processed locally. This copy may be either a carbon or machine-reproduced copy of the original OER.

(2) Rated officers who fail to receive a copy of their OER within 60 days after the close of the reporting period should request a copy from the appropriate MILPO or administrative office.

(3) Officers who desire to review their OERs may request a microfiche copy of their file from HQDA. A request must be in writing from the officer concerned and contain his SSN. Active Army officers should address request to HQDA. (See app D for correct address.) Those not on active duty should address requests to the Commander, US Army Reserve Components Personnel and Administration Center, 9700 Page Boulevard, St. Louis, MO 63132.

(4) An officer on active duty may deputize a person to review his file at the authorized loca-

tion. Officers assigned to MILPERCEN or the US Army Reserve Components Personnel and Administration Center (RCPAC) may not be deputized for this purpose. To qualify as a deputized representative, a letter from the officer whose OMPF is to be reviewed or released must be presented by the deputy. The letter must—

(a) State the name and SSN of the deputy.

(b) Indicate exactly which documents the deputy is authorized to receive or review.

(c) Be signed by the officer authorizing the release and contain his grade and SSN.

*c. Forwarding.* The responsible MILPO or administrative office will provide the rated officer a copy of the report when it is completed. The commander may have one of the rating officials give the rated officer the completed copy. If so, the MILPO or administrative office will forward the report to the official so that he may present the completed copy. Confidentiality will be ensured. If the rated officer departs the organization before receiving a copy of the completed report, the MILPO or administrative office will send his copy to his forwarding address. The MILPO or administrative office will retain an additional copy in suspense for 120 days for use if the rated officer does not receive the mailed copy. The MILPO or administrative office will ensure that—

(1) Reports are complete and administratively correct.

(2) The original report is placed unfolded in an envelope and forwarded via first-class mail without letter of transmittal to HQDA. (This report is exempt from reports control under para 7-2h, AR 335-15.)

Registered or certified mail will only be used when reports contain derogatory or classified information. (See app D for correct address.)

(3) Reports must be forwarded as quickly as possible in view of their impact on personnel actions that may be under consideration at HQDA. In any event, reports must be forwarded to reach HQDA not later than 60 days after the ending day of the report.

**5-36. Inclosures.** a. No inclosures, other than those listed below, will be attached to the original DA Form 67-8 when forwarded to HQDA.

(1) Supplementary reviewer's statement, as authorized by paragraph 5-30. (See app C.)

(2) Comments pertaining to rated officers under dual supervision, as authorized by paragraph 3-21. (See app E.)

(3) Letter evaluations provided by non-DOD rating officials. (See para 4-9c and app F.)

(4) Letter evaluation provided by TDY and SD supervisors under paragraph 5-7 and table 5-1.

(5) Orders substantiating rating official's authority to evaluate.

(6) Evaluations of JAGC officers detailed as judges or magistrates (app G).

(7) Rated officer's acknowledgment and comments regarding a referred report (para 5-27b).

(8) Statement from person who directed relief for cause if other than rating official (para 5-18b(3)).

(9) Expanded narrative inclosure to general officer reports (para 4-18).

(10) Commander's statement, as authorized by paragraph 5-29.

(11) Statement from reviewer of relief report (para 5-28c(5) and app C).

b. Favorable or unfavorable communications pertaining to the rated officer (other than those listed in para a above) will not accompany the report. AR 672-5-1 and AR 600-37 outline procedures for processing these communications.

c. Medical examinations, consultation sheets, or other documents containing official medical opinions or diagnoses will not be attached as inclosures to a report. (These will be processed under established medical procedures.)

d. When an inclosure is used in the above cases, it will be prepared on 8 by 10½-inch bond paper and attached to the report. The inclosure will contain—

(1) The rated officer's full name, SSN, and grade.

(2) The period of report.

(3) Authentication by the originator.

**5-37. Access to reports.** Access to reports at HQDA is limited to individuals responsible for maintaining the file or authorized to use it for personnel management purposes. Access to reports at the local level is limited to those persons having command, administrative, or rating official responsibility for the report.

## CHAPTER 6

## WARRANT OFFICER EVALUATIONS

**6-1. General.** Since the warrant officer is a separate category of officer personnel, the rating chain must recognize the basic differences between warrant and commissioned officers when evaluating performance and potential. This chapter will discuss these differences and describe those policies and instructions unique to the warrant officer.

**6-2. Evaluation considerations.** *a. Warrant officer status.* Both commissioned and warrant officers are authorized to perform similar functions (i.e., command a station, unit, or detachment; certify vouchers; administer oaths; disburse funds; and impose discipline). Despite their mutual functions, however, the professional development, use, and evaluation of warrant officers differ from those of commissioned officers. These differences must be considered when evaluating warrant officers.

(1) Warrant officers are appointed to serve in technical military occupational specialties (MOS). Thus, their professional development is aimed at increasing competence in their specialties.

(2) Because of their technical orientation, warrant officers are qualified to supervise only those people in technical occupations similar to their own.

(3) Warrant officers are generally viewed as middle managers or technical administrators throughout their careers. Because of these differences, warrant officers should be evaluated on their potential for continued service in the technical positions for which they are trained and qualified; they should not be evaluated on their potential to fill positions of responsibility outside their specialties.

*b. Career patterns.* Career patterns must be considered when evaluating warrant officers. Rating officials should refer to chapter 6 and table 3-2 of DA Pamphlet 600-11 for career pattern information. Although these are general models,

they help in evaluating a warrant officer's professional preparation and in estimating his potential.

(1) *MOS.* Warrant officers are skilled technicians whose career patterns are focused on MOS qualifications. They must be assigned principal duties in their primary or additional MOS only. HQDA must approve any exception (para 1-7, AR 611-112); exceptions will be explained in Part IIIc, DA Form 67-8.

(2) *Additional duties.* Besides being technicians, warrant officers must demonstrate performance and potential as Army officers. They are required to display their technical competence and managerial talents in both their primary duties and in additional duties involving other missions, tasks, and objectives. That is, in addition to MOS qualifications, warrant officers are expected to—

(a) Communicate (brief their supervisors and counsel their subordinates).

(b) Deal sensitively with people.

(c) Mix a variety of tasks efficiently (additional as well as primary duties).

(d) Make plans, execute, and supervise them. When evaluating the warrant officer's performance of additional duties, his training and experience must be considered; it must not be assumed that he is able to do all types of technical work. If a warrant officer performs additional duties outside his technical specialty, he should be evaluated on his willingness to assume responsibility, innovation, organizational ability, supervisory talents, thoroughness, etc.

(3) *Career progression.* When evaluating a warrant officer's potential for selection actions (i.e., promotion, retention, significant assignments), rating officials must understand the progression options in his career field. Unlike commissioned officers, warrant officers do not always progress to positions of increasing responsibility. In many career fields, progression

is through lateral mobility (doing the same job in units of different branches) as well as by vertical mobility (into higher echelon staff technical advisor positions). Progression within an MOS is aimed at preparing the individual to assume duties in each phase of his career field. Developmental opportunities to be considered when evaluating potential in each career field are found in DA Pamphlet 600-11. The highest potential evaluations should go to those who have shown by technical expertise in their MOS, superb leadership, and administrative skills that they are qualified for all assignments within their career field.

*c. Education.* Rating officials must be aware of educational requirements in the warrant officer's specific career field when evaluating his potential.

(1) *Requirements.* The warrant officer is well-trained and qualified to be an operating technician and a technical administrator or middle manager. His technical qualifications may be obtained through civil or military schooling, to include resident and nonresident instruction, on-the-job training, and individual study. The minimum prerequisite for appointment as a warrant officer is normally high school completion. The HQDA civil education objective, however, is an MOS-related associate degree.

(2) *Relationship of evaluation to education career pattern.* Technical advances and new equipment and concepts dictate that the warrant officer stay technically proficient. The schools he should attend and the times of attendance depend on his career pattern. When evaluating his educational progress and his potential for future schooling, rating officials should refer to DA Pamphlet 600-11 for requirements in each career field. Rating officials should comment in the performance section of the OER on any recently increased educational qualifications and on individual efforts or lack of effort to attain HQDA civilian educational goals. Comments should be made in

Part Ve on whether the individual should attend an advanced, senior, or specific functional course in his career pattern.

**6-3. The evaluation forms.** The basic forms used to evaluate commissioned officers and warrant officers are the same. However, some entries on the DA Form 67-8 for warrant officers are different from those for commissioned officers. These differences are noted below:

*a. Part If and g.* Warrant officers do not have designated OPMS specialties; therefore, block f is left blank. The warrant officer's Primary Military Occupational Specialty (PMOS) is entered in Item g. The PMOS is the military occupational skill in which the warrant officer is predominately qualified.

*b. Part II.* This part is the same as for commissioned officers.

*c. Part III.* The rater must enter in Item b the MOS of the warrant officer's principal duty. If this entry is not the same as the PMOS in Part Ig or his additionally awarded MOS (AMOS)(if he has one), reference to the order or correspondence expressing DA career management authority or concurrence must be made in Item c.

*d. Part IV.* The rater should compare the rated officer's professional ethics and competence with the norms and values that apply to all warrant officers regardless of duty position, grade, or MOS.

*e. Part V.* Item a is used to indicate if the rated officer is working in one of his MOSs. The remainder of Part V is used as with commissioned officers. To add relevance to the rating, the rater must know the technical qualifications the rated warrant officer should possess.

*f. Parts VI and VII.* These are the same for warrant officers and commissioned officers. The warrant officer, however, must also be rated on his potential for the technical positions for which he is qualified and not those positions with responsibilities beyond his specialty.

## CHAPTER 7

## USAR OFFICERS NOT ON ACTIVE DUTY IN RESERVE STATUS

## Section I. GENERAL

**7-1. Purpose and scope.** *a.* This chapter modifies policies and procedures of this regulation for the USAR. Some information from other chapters is repeated to emphasize its importance. This chapter applies to—

(1) USAR officers not on active duty assigned to troop program units, the Individual Ready Reserve (IRR), or the Standby Reserve.

(2) USAR officers on active duty as RA enlisted members (dual component personnel, as defined in AR 600-39).

*b.* In situations not covered by this regulation, send requests for clarification or exceptions to policy for USAR members through channels to Cdr, RCPAC, ATTN: AGUZ-RCC, 9700 Page Boulevard, St. Louis, MO 63132.

**7-2. Responsibilities of commanders.** *a.* Commanders will ensure that completed reports arrive at RCPAC not later than 90 calendar days after the "Thru date" of the report. The importance of the OER to personnel actions, especially those concerning selection boards, makes it necessary that this 90-day suspense be met.

*b.* CG, RCPAC will—

(1) Ensure receipt of an annual OER for each participating USAR officer.

(2) Review OERs upon receipt to ensure they are administratively accurate and complete in accordance with this regulation. Return improperly prepared reports to the rated officer's unit of assignment with instructions for correction and resubmission.

(3) Review each OER upon receipt to identify any rating or remarks that may provide a basis to begin elimination action under AR 135-175. In these cases, CG, RCPAC will take the following action:

(*a.*) If the rated officer is assigned to a USAR troop program unit, CG, RCPAC will fur-

nish the area commander with reports, documents, or correspondence (or copies) with recommendation for elimination.

(*b.*) If the rated officer is assigned to a USAR Control Group or the US Army Administrative Support Detachment (RCPAC Augmentation), CG, RCPAC will start elimination action at RCPAC.

(*c.*) If the rated officer is serving on active duty as a RA enlisted member, CG, RCPAC will furnish documents and recommendation for elimination to his Active Army commander as in (*a.*) above.

(4) Review all prior evaluation reports of officers transferred to the IRR from any component for information to support retention or elimination.

*c.* Each commander will ensure prompt submission of evaluation reports for officers under his command.

**7-3. Evaluation report files.** *a.* The original OER for all USAR officers, except those on active duty in RA enlisted status, will be filed in the rated officer's OMPF at RCPAC.

*b.* The original OER for USAR officers on active duty in RA enlisted status will be filed in the member's OMPF at US Army Enlisted Records and Evaluation Center (USAEREC).

*c.* A copy of the OER for all officers assigned to the IRR or Standby Reserve and for those officers in *b* above (who are assigned to USAR Control Group (Dual Component) in their Reserve status) will be filed in the career management file at RCPAC.

*d.* Area commanders (as defined in AR 140-1) will maintain a copy of the OER in the career management file for each troop-program-unit officer under their jurisdiction.

*e.* An officer may review his career management file by visiting RCPAC or the appropriate area command headquarters, or he may deputize another officer in writing to review his file. Officers assigned to RCPAC, area command headquarters and USAEREC will not be designated for that purpose.

**7-4. The evaluation process.** *a.* The evaluation process starts at the beginning of the rating period (para 2-2). It is the rater's responsibility to advise the rated officer of the objectives he is expected to accomplish in his duty position. The rater will also inform him who his rating officials will be. (The rating chain must be published in accordance with para 1-5a(3).) The DA Form 67-8-1 (Support Form) may be used in this process. It should be given to the rated officer at the first discussion. This discussion will be held at the first available drill (within 30 days, if possible) or as soon as possible after reporting for active duty for training (ADT) or annual training (AT). This initial Support Form may be used as a worksheet and updated as the situation changes.

*b.* Paragraph 2-4 describes the end of the rating

period. At this time, another DA Form 67-8-1, together with the DA Form 67-8, is furnished to the rated officer. He will verify the administrative data and rating officials on the OER and will complete Part III of the Support Form (typed or legibly written in black or blue-black ink). He will then sign in Part III of the Support Form and the appropriate block in Part II of the OER and will forward both forms to the rater. The rater, after completing his evaluation, will forward both the Support Form and the OER to the intermediate rater (if any) or to the senior rater. All rating officials will consider the information on DA Form 67-8-1 in making their evaluations. When the senior rater completes his evaluation and review, he will send the DA Form 67-8 to the MILPO for distribution to RCPAC and return DA Form 67-8-1 to the rated officer.

*c.* The DA Form 67-8-1 will be used by all rating officials as described in paragraph 4-4d. See paragraph 4-4f for procedures to be followed when the rated officer is unable or refuses to complete or excessively delays completion of the DA Form 67-8-1.

## Section II. REPORTING PROCEDURES

**7-5. Applicability.** *a.* Reports will be submitted as required by this regulation on all commissioned and warrant officers of the Ready and Standby Reserve. They are required annually from the unit of assignment or attachment. Separate reports will be submitted when the officer participates with more than one organization during the same period. Types of service covered by USAR officer reports include:

(1) Inactive duty training (IDT).

(2) Active duty for training (ADT) of more than 11 calendar days.

(3) Annual training (AT) of more than 11 calendar days performed by an officer in an attached status.

*b.* Reports on USAR officers on active duty as RA enlisted members will be submitted when required by paragraphs 5-3 through 5-6 and 5-8.

*c.* Separate reports are not required for USAR officers on active duty as RA or AUS warrant officers.

*d.* DA Form 67-8-1 is used for all USAR reports, whether submitted on DA Form 67-8 or

in letter form (app F). Letter reports will be used only by civil defense organizations and non-DOD employees serving as rating officials. In a civilian-oriented organization where there is no military officer to rate the officer on ADT/AT for more than 11 calendar days, the civilian supervisor of the officer may be designated as rater. The senior rater in this case will normally be designated in accordance with figure 3-1.

**7-6. Submission of reports.** Entries will be made on the DA Forms 67-8-1 and 67-8 by personnel officers, the rated officer, and rating officials in accordance with chapter 4. In addition to those that may be applicable in chapter 5, reports are required on USAR officers as described below:

*a.* For USAR officers entering on duty with the Active Army. The "Thru date" will be the day before the effective date of active duty. When an entire unit is mobilized, however, a report is not required unless otherwise required by chapter 5.

*b.* For officers assigned to the USAR element, Selective Service Organization (USAR Augmentation). An annual report will be submitted in

accordance with the following schedule when the reporting period is at least 120 calendar days:

- (1) 31 January—captains.
- (2) 31 March—majors.
- (3) 30 April—lieutenant colonels.
- (4) 31 May—colonels.
- (5) 30 November—lieutenants and warrant officers.

*c. For officers on ADT for more than 11 calendar days.* Reports are required whether ADT is with the Active Army or while attached to an ARNGUS or USAR unit. This includes attachment for attendance at seminars, conferences, boards, and indoctrination and special field or joint exercises.

*d. For general officer mobilization designees.* Reports will be prepared annually or on completion of 12 cumulative days of AT, as desired by the rated officers in coordination with their proponent agencies (AR 140-145).

*e. For an officer attached to a USAR troop program unit or reinforcement training unit (except USAR school student detachment) from another USAR troop program unit.* The report will include only periods of IDT and ADT with the unit of attachment. A period of AT with the unit of assignment will be covered in the report from that unit.

*f. For officers assigned or attached to troop program units.* A report will be submitted upon change of duty or change of rater. In lieu of the 90-day requirement imposed for the Active Army, the period must cover—

- (1) 120 calendar days or more if units are authorized 48 drills annually.
- (2) 16 or more regularly scheduled drills if units are authorized 24 drills annually.

*g. For officers who enter special active duty for training (SADT) or active duty under the long-tour management program (LTMP) in excess of 179 calendar days.* Reports will be submitted under the same rules used for the Active Army (para 3-2b and chap. 5), except as follows:

(1) Those who enter the LTMP after a break in SADT or active duty of more than 30 calendar days will be rated on completion of 120 days (excluding nonrated periods) in the same position under the same rater.

(2) Reports on officers on SADT tours of more than 179 calendar days will be sent to RCPAC instead of to HQDA(DAPC-PSR-EP).

(3) Reports on officers serving on statutory

tours of active duty will be sent to HQDA(DAPC-PSR-EP) with a copy to RCPAC.

*h. For others when necessary.* Reports may be submitted when necessary, as outlined in paragraphs 5-18 and 5-21 through 5-25.

**7-7. Designation of rating officials.** Chapter 3 describes the rating chain and responsibilities at each level. Paragraphs 3-5, 3-8, and 3-11 are modified to permit USAR officers not on active duty to serve as rating officials. (See appendix B for special instructions pertaining to the rating chains for chaplains.) Additional policies that relate to USAR officers are as follows:

*a. Rater.*

(1) Commissioned officers serving on active duty in RA enlisted status will be rated by their immediate commissioned officer supervisor. A warrant officer serving in RA enlisted status may be rated by his warrant officer supervisor or by a commissioned officer in the supervisory chain. This applies even though the rater may be junior in grade or date of rank. A Department of the Army Civilian (DAC) may be designated when he is better able to evaluate the rated member's performance. *Although the OER must be used, the member is rated on performance in his enlisted status.*

(2) An exception to the requirement that the rater be senior to the rated officer is granted when a field grade officer on ADT/AT with the Active Army is senior in date of rank to the chief of the organization to which attached. This applies only if—

- (a) The rater is an Active Army officer or DAC.
- (b) The rater, when military, is equal in grade to the rated officer.
- (c) The rater is in an appropriate supervisory position in the chain of command.

(d) There are no other appropriate rating officials.

(3) As an exception to paragraph 3-5, officers assigned to the US Army element, Selective Service Organization (USAR Augmentation), will be rated per instructions from the Director of Selective Service.

(4) An exception to the requirement that the rater must be senior to the rated officer may be authorized by colonels occupying TOE/TDA po-

sitions in the grade of 06 or higher. This applies only when an officer who would normally be designated as rater is not in a position to have personal or official knowledge of the rated officer's duty performance. Each exception will be approved by the appropriate Major US Army Reserve Command (MUSARC). The authority will be cited in the published rating chain. The rater will attach as an inclosure to the OER a copy of the document giving him authority to render the report.

*b. Intermediate rater.* If there is an intermediate rater between the rater and senior rater of a troop-program officer, he must have served in that capacity for a minimum of 90 calendar days to be eligible to evaluate the rated officer.

*c. Senior rater.*

(1) Minimum grades for senior raters are specified in figure 3-1. Exceptions will be granted only in the most unusual circumstances; each exception must be approved by the appropriate MUSARC. The senior rater must, however, always be senior to both the rater and intermediate rater.

(2) General officer presidents of DA Reserve Components Selection Boards act as both rater and senior rater for members serving on these boards.

(3) The senior rater must have served in that capacity for a minimum of 90 calendar days to be eligible to evaluate the rated officer.

*d. The review function.* The senior rater will normally perform the final chain-of-command review as discussed in paragraphs 3-13a and 3-14a. Reports will be forwarded as required by paragraph 7-9.

**7-8. Instructions for raters.** (See chap. 4.) Additional instructions follow:

*a.* Although the rater must respond to each item in Part IVa, he may enter "NA" when the item does not apply to the rated officer (e.g., if an officer's duties on ADT/AT do not entail responsibility for subordinates). However, all such entries must be briefly explained in Part IVb (Comments); these comments will be numbered to correlate with the item.

*b.* A USAR officer on active duty as an RA enlisted member is not an officer under dual supervision, as defined in paragraph 3-21. When preparing OERs on these officers, the following

instructions apply:

(1) Part III will contain the enlisted job description.

(2) Part IV refers to performance evaluation and professional ethics displayed as an enlisted member.

(3) Enter in Part Vc "Reserve commissioned officer" or "Warrant officer status" and comment on specific aspects of performance in enlisted status.

(4) Do not complete Parts Vd or e.

(5) Part VI (if applicable) will address the member's performance.

(6) Do not complete Part VIIa.

(7) Part VIIb will address the member's performance. It may also be used for administrative review, comments on the evaluations of the rater and intermediate rater, or unusual circumstances surrounding the report.

(8) Neither the rater, intermediate rater (if any), nor senior rater will comment on the member's potential.

*c.* For officers who are required to attend unit training assemblies, the rater will indicate in Part Vc the number of assemblies scheduled during the rating period and the number that the rated officer attended.

*d.* When the rated officer is being transferred to the Retired Reserve for any reason, the rater will indicate in Part Ve the grade and assignment for which the officer should be recalled to active duty in event of mobilization (e.g., colonel; installation DPCA). This applies only if the report is the rated officer's final report before transfer.

**7-9. Preparation and processing of evaluation reports.** *a. Preparation.*

(1) DA Form 67-8 will be prepared in original and two copies (either carbon or machine-reproduced copies). The form must be typed. Clear impressions are required so that legible copies of the report can be provided.

(2) Comments will not exceed the space provided except as discussed in paragraph 4-18.

(3) Inclosures to DA Form 67-8 will be limited to those shown in paragraphs 5-36 and 7-7a(4).

*b. Forwarding.*

(1) One copy of the OER will be provided to the rated officer with the DA Form 67-8-1 upon completion of evaluation and review. (This copy

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may be mailed to his home of record.)

(2) Reports for troop-program-unit officers may be forwarded through the area commander or directly to Cdr, RCPAC, ATTN: AGUZ-PMP-E. In either case, a copy of the OER will be furnished the area commander, and the original must reach RCPAC within the 90-day period referred to in paragraph 7-2.

(3) For officers who are assigned to the IRR or Standby Reserve and who are attached to troop program units, Mobilization Designation Detachments, Active Army units, or other activities for training, the original and one copy of the OER will be forwarded directly to Cdr, RCPAC, ATTN: AGUZ-PMP-E.

(4) Registered or certified mail will be used only if the report contains adverse or classified information.

(5) All reports will be forwarded to reach RCPAC no later than 90 days after the "Thru date" of the report.

*c. Processing.*

(1) Any OER needing correction will be returned to the officer's unit of assignment or attachment. Instructions to return the corrected report directly to RCPAC will be included.

(2) If the OER is correct, the officer's potential evaluation in Part VIIa of the DA Form 67-8 is entered into the senior rater's automated record. A current cumulative profile of the senior rater's ratings for that particular grade is then computed and entered on the rated officer's OER (para 4-16d(5)).

(3) The total cumulative rating profile of each senior rater is printed annually on DA Form 67-8-2 and included in his OMPF. For troop-program-unit officers, RCPAC will furnish the appropriate area commander two copies of each

profile report. The area commander, in turn, will mail a copy to each senior rater and place a copy in the officer's career management file maintained at that headquarters. For IRR or Standby Reserve officers, RCPAC will mail a copy of the profile report directly to each senior rater.

(4) For officers serving on active duty as RA enlisted members, an original and two copies of the OER will be prepared as in *a* above. One copy of the OER will be given to the rated member with the DA Form 67-8-1. (Both the Support Form and the OER may be mailed to his home of record.) The original and one copy of the OER will be forwarded for final review to Cdr, RCPAC, ATTN: AGUZ-PMP-E. If the report is correct, the copy will be retained for the career management file at RCPAC; the original will be sent to Cdr, USAEREC for the member's OMPF. Incorrect or incomplete reports will be returned to the member's personnel office for correction and resubmission to RCPAC.

(5) When a report for a specific period of service is not received, tracer action will be initiated by RCPAC to determine if a report was submitted. When necessary and practical, a delayed report will be obtained from the appropriate rating officials. If such a report cannot be obtained or if more than 2 years have elapsed since the closing date of the report, the area commander will forward to Cdr, RCPAC, ATTN: AGUZ-PMP-A, a summary of action taken to correct the problem. RCPAC will determine whether the period involved will be a nonrated period.

**7-10. Warrant officer evaluations.** Consider the factors described in chapter 6 when preparing reports on warrant officers.

### Section III. INSTRUCTIONS FOR PERSONNEL OFFICERS AND FOR SUBMITTING APPEALS

**7-11. Instructions for personnel officers.** The instructions in chapter 4 will be followed. Special instructions for completion of certain items on the OER for USAR officers follow:

*a. General.* The personnel officer will—

(1) Furnish a copy of this regulation to rating officials.

(2) Ensure that appropriate entries have been made on DA Form 2-1 (Personnel Qualification Record) for officers assigned to troop program units (or serving on active duty as RA enlisted members).

*b. Detailed instructions for DA Form 67-8.*

(1) *Part I, Administrative Data.*

(a) *Item d.* Enter date of rank for the grade in which serving as of the "Thru" date of the report. (Do not complete for officers serving on active duty as RA enlisted members).

(b) *Item i.* Enter unit, organization, station, major command, and unit identification code (UIC) to which the rated officer is assigned. Also, if the officer is serving on ADT/AT with an organization other than his assigned USAR organization, include unit, organization, and station to which attached.

(c) *Item j.* Enter the reason for the report. Entries will be coded per appendix J. Code 12A will be used for relief from ADT or AT; after the code, add REFRADT or REFRAT, as applicable.

(d) *Item l.* Enter inclusive "From" and "Thru" dates for period covered.

1. When a period of ADT/AT is involved, the number of days of training will be entered in the space beside "Period covered" above the "Thru" date.

2. When a period covers a combination of IDT and ADT or AT, the period of the report will begin with the date following the last day ("Thru" date) of the preceding report; and it will include the date of the event causing the report. Any ADT/AT included in the report will be identified as in 1 above.

(e) *Item q.* Instructions for nonrated periods are outlined in paragraph 4-10.

(2) *Part II, Authentication.*

(a) Complete except for signatures and dates, ensuring that rating officials are those in the published rating chain.

(b) In Item e, enter the date on which entries were made on DA Form 2-1 (Personnel Qualification Record). This applies only to officers specified in a(2) above. For USAR Control Group officers, no entry will be made in this block, as the DA Form 2-1 is not updated until the officer is assigned to a troop program unit or ordered to ADT for a period of more than 90 days.

(c) Send the form to the rated officer. Include with it a DA Form 67-8-1 with Parts I and II completed.

7-12. **Appeals.** a. See chapter 9 for policies and procedures for appeals. The CG, RCPAC is responsible for screening and acting on all appeals submitted on ratings received during USAR service. Appeals will be submitted in letter form directly to Cdr, RCPAC, ATTN: AGUZ-PMP-A, 9700 Page Boulevard, St. Louis, MO 63132.

b. RCPAC will acknowledge receipt of the appeal directly to the originator. Once this acknowledgment has been received, appellants are asked not to seek further status reports. Appeals are processed in the following priorities:

(1) *First priority.* Appeals from officers—

(a) Who have failed twice to be selected for Reserve promotion and who have been given a directed mandatory removal date.

(b) Who have been recommended for elimination.

(2) *Second priority.* Appeals pertaining to officers who have failed once to be selected for Reserve promotion.

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

(4) *Fourth priority.* Other appeals.

c. Appellants must identify the priority of their appeals and notify RCPAC of any change in status that would affect that priority.

d. Appeals having the same priority are processed in order of receipt.

e. A DA review board is established at RCPAC to consider USAR appeals. It is composed of senior officers on duty at RCPAC. At least three members of the board must be present to constitute a quorum for voting on each case. Their recommendations are based on a majority vote. As far as practical, cases will be considered by board members whose background and experience is consistent with that of the appellant. No member will vote on a case in which he—

(1) Was personally involved.

(2) Knowingly has any bias for or against any of the parties involved.

(3) Is junior to the rated officer in grade or date of rank.

## CHAPTER 8

### INSTRUCTIONS FOR ARMY NATIONAL GUARD

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#### Section I. GENERAL

**8-1. Purpose.** This chapter sets policies and procedures for applying the Officer Evaluation Reporting System to the Army National Guard. It gives instructions for preparing, processing, and using DA Forms 67-8 (US Army Officer Evaluation Report (OER)), 67-8-1 (US Army Officer Evaluation Report Support Form), and 67-8-2 (Senior Rater Profile Report). These instructions cover the differences in the use of these forms by the Army National Guard from their use by the Active Army.

**8-2. Applicability.** This chapter applies to Army National Guard officers and warrant officers from WO1 through O8. It also applies to ARNG officers on active duty for training (ADT) or full-time training duty (FTTD). However, this chapter does not apply to ARNG officers on extended active duty or on statutory tours of active duty under the provisions of Sections 265, 3015, 3033, and 3496 of Title 10 United States Code.

**8-3. US Army Officer Evaluation System (OES).** *a.* The OES is used to identify officers of the Army National Guard who are best qualified for promotion and assignment to positions of higher responsibility.

*b.* Under the OES, an officer is evaluated on his performance and potential. In this system, three kinds of evaluations are given:

(1) The OER is used for duty evaluations.

(2) The Academic Evaluation System is used for school evaluations.

(3) Selection boards and personnel management systems are used for DA, NGB, and State evaluations.

Duty and school evaluations are single time-and-place evaluations and are used to make DA, NGB, and State evaluations. DA, NGB, and State evaluations cover an officer's entire career.

**8-4. Functions of the Officer Evaluation Reporting System (OERS).** *a.* The OERS is an important subsystem of the OES. The primary function of the OERS is to provide information to State headquarters, NGB, and DA for use in making personnel management decisions. This information is supplied by a rating chain in the officer's assigned organization.

*b.* The secondary functions of the OERS are to encourage officer professional development and enhance mission accomplishment.

*c.* In addition, the OERS is designed to support many current Army personnel management programs.

(1) The OER is designed to ensure that an officer's specialties are considered along with the specialty requirements of his duty position when he is evaluated.

(2) The emphasis on senior/subordinate communication supports the Army's "people-oriented programs." It is intended to focus attention on constructive problem solving and the importance of sound working relationships. Performance counseling techniques, as described in NGB Pam 600-1 and other related regulations, must be adapted to the individual situations. However, in all situations, performance counseling is most effective when executed carefully and continuously.

**8-5. Responsibilities of State adjutants general and commanders.** *a.* State adjutants general and commanders will ensure that—

(1) Each rating official is fully qualified to meet his responsibilities. (See chap. 3.)

(2) Reports are prepared by the individuals named in the published rating chain.

(3) Rating chains are drawn up by name, given effective dates, published and distributed

to the rated officer and each member of the chain. Changes to rating chains will also be published and distributed. No changes may be retroactive.

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

(5) Each rating official knows how the subordinates he evaluates have performed.

(6) Each senior rater (and supplementary reviewer, if any) understands that he must examine the entries on evaluation reports to ensure that objectivity and fairness have been maintained. When doing so, he must keep in mind the interests of the Army, the Army National Guard and the rated officer. He must also understand that if he notes discrepancies, he must take the appropriate clarifying or corrective action. (See para 3-13 and 3-14.)

(7) Each rated officer is provided a copy of his completed OER (para 8-27).

(8) Referred reports (para 8-25a) are provided to the rated officer for acknowledgment or comment before being sent to the ARNG Personnel Center. This also applies to an OER addendum containing newly received information and submitted under the provisions of paragraphs 8-26b and c. In such instances, commanders will ensure that the rated officer understands that his comments do not constitute an OER appeal and that appeal procedures are described in chapter 9.

(9) State military personnel officers comply with MILPO procedures outlined in this regulation.

(10) Completed reports arrive at the ARNG Personnel Center not later than 60 calendar days after the "Thru" date of the report. The importance of the OER to many personnel actions, especially those involving DA selection boards, demands that this 60-day suspense be met.

b. In addition to the above, State adjutants

general and commanders will perform the duties described in paragraph 3-15 when a report rendered by one of their subordinates appears illegal, unjust, or otherwise in violation of this regulation.

c. State adjutants general may also request from Chief, National Guard Bureau clarification of policies, exceptions to policies, or new policies when—

(1) Situations arise that are not clearly and adequately covered by this regulation.

(2) Situations arise which would result in an injustice to an individual or a disservice to the Army if a new policy is not made or an exception not granted.

**8-6. Responsibilities of Chief, National Guard Bureau.** Acting for the Secretary of the Army, the Chief, National Guard Bureau is responsible for the effective operation of the OERS in the Army National Guard.

a. He will exercise final review authority on all Army National Guard evaluation reports arriving at the ARNG Personnel Center. This includes—

(1) Returning to States those reports that appear to be in error or to violate the provisions of this regulation.

(2) Requesting the State to submit addenda to reports needing clarification.

(3) Collecting information to be attached as addenda to reports when such action is necessary.

(4) Requesting the State adjutants general to investigate errors or violations of this regulation and to submit their findings or recommendations. These will be attached to the OER or otherwise disposed of as the Chief, National Guard Bureau deems appropriate.

b. Request the rendering of reports when circumstances warrant and other provisions of this regulation do not apply. (See para 8-23h.)

## Section II. THE EVALUATION REPORTING PROCESS

**8-7. General.** The OERS process is outlined in chapter 2 of this regulation. This process will be followed by the States but with the following exceptions:

a. When the senior rater has completed his evaluation and review, the DA Form 67-8 will be forwarded through correct administrative chan-

nels to the Army National Guard Personnel Center. (Address: HQDA(NGB-ARP-C), 5600 Columbia Pike, Falls Church, VA 22041.)

b. The following actions will be taken at ARNG Personnel Center:

(1) On arrival at the ARNG Personnel Center, DA Form 67-8 is reviewed. The senior rater's

potential evaluation is entered into his automated personnel record and his rating history for that particular grade is computed. This profile is put on the DA Form 67-8 next to the senior rater's potential evaluation of the rated officer. The original report is then placed in the rated officer's Official Military Personnel File (OMPF). A copy of the original report, annotated with the senior rater profile, will be sent back to the State, where it is put in the officer's State Management

File. States must ensure that this copy is not placed in the field file maintained at a level lower than State headquarters.

(2) The total cumulative rating profile of each senior rater is printed annually on DA Form 67-8-2. One copy is included in the senior rater's OMPF and one copy is sent to the State headquarters for inclusion in the State Management File. Each senior rater is furnished a copy of his profile report. (See sec V, chap. 4.)

### Section III. THE RATING CHAIN

**8-8. General.** *a.* Rating chains must correspond as nearly as practical to the chain of command and supervision within an organization.

*b.* Rating chains will normally consist of the rated officer, the rater, and the senior rater. When a chain is established, the rater and senior rater are the first officials designated. (See para 3-5 and 3-11.) Some rating chains, however, will also have an intermediate rater (para 3-8). An intermediate rater is designated only when there is a supervisor between the rater and senior rater in the rated officer's chain of command. (See fig. 3-1.)

*c.* Exceptions to chapter 3 for the ARNG are listed below. These are exceptions to the responsibilities of the rating chain and the rules for designating the rating chain.

**8-9. The rated officer.** *a.* The rated officer is discussed in detail in paragraphs 3-2 and 3-3.

*b.* Normally, to be eligible for an evaluation report, Army National Guard officers must complete 120 calendar days in the same position under the same rater. Nonrated periods as described in paragraph 4-10c(2) are not included in this 120 day period. (Exceptions to this policy are given in para 8-23 and 8-24.)

**8-10. The rater.** *a.* The rater is discussed in detail in paragraphs 3-4, 3-5, and 3-6.

*b.* Normally, the rater must be designated and serve in that capacity for at least 120 calendar days in order to evaluate the rated officer. (Exceptions to this policy are given in para 8-23 and 8-24.)

*c.* The rater must be a National Guard officer, USAR officer, active duty officer of the US or allied armed forces, or an employee of a US Gov-

ernment or State agency. (See also para 8-18a(3) and app F.)

**8-11. The intermediate rater.** *a.* The intermediate rater is discussed in detail in paragraphs 3-7, 3-8, and 3-9.

*b.* Normally the intermediate rater must serve in that capacity for at least 90 calendar days in order to evaluate the rated officer. (Exceptions to this policy are given in para 8-23 and 8-24.)

*c.* The intermediate rater must be a National Guard officer, USAR officer, active duty officer of the US or allied armed forces, or an employee of a US Government or State agency. (See para 8-18a(3) and app F.)

**8-12. The senior rater.** *a.* The senior rater is discussed in detail in paragraphs 3-10, 3-11, and 3-12.

*b.* The senior rater evaluates the rated officer and normally performs the final rating chain review. (See para 3-13 and 3-14.)

(1) A senior rater may at his option evaluate an officer after being in his position only 60 calendar days. He must evaluate the officer, however, after being in his position 90 calendar days. (Exceptions to this policy are given in para 8-23 and 8-24.)

(2) There is no minimum time-in-position requirement governing the senior rater's review functions. He will perform that function regardless of the amount of time he has been in his position.

*c.* The senior rater must be a National Guard officer, USAR officer, active duty officer of the US Armed Forces, or an employee of a US Government or State agency. (See fig. 3-1 for a sum-

mary of the rules for designating the senior rater.)

**8-13. Review requirements and responsibilities.** Review requirements and responsibilities are given in paragraphs 3-13 and 3-14. However, there are two exceptions to the provisions of these paragraphs:

*a.* The ARNG will have all supplementary reviews made by the ARNG Personnel Center.

*b.* All OERs will be sent to the ARNG Personnel Center. (See para 8-7a for address.)

**8-14. Commander and State adjutants general investigations.** See paragraph 8-25c.

#### SECTION IV. EVALUATION PRINCIPLES, FORMS, AND PROCEDURES

**8-16. General.** Evaluation principles are outlined in chapter 4. There are three forms used in the evaluation process: DA Forms 67-8, 67-8-1, and 67-8-2. DA Form 67-8 is used by the rating chain to evaluate the rated officer. DA Form 67-8-1 is used as an aid in preparing the OER. DA Form 67-8-2 is used by National Guard Bureau and State headquarters to track the senior rater's rating history. (See app I for samples of the forms.)

**8-17. DA Form 67-8-1.** *a.* DA Form 67-8-1 (OER Support Form) is used only by the rated officer and rating chain. It is used by the rated officer to describe his principal duties, objectives, and significant contributions. It may also include comments by the rater and intermediate rater; however, it is not the place to evaluate the rated officer.

*b.* The portion of the form completed at the end of the rating period by the rated officer reflects his view of the duty description, major performance objectives, and his significant contributions. While it is desirable that such information be jointly developed, it is not necessarily the view of any of the rating officials. It is to be used as a vehicle to accomplish the purpose listed in *c* below.

*c.* The purpose of DA Form 67-8-1 is to—

(1) Increase advance planning and clarify the relationship of performance to mission.

(2) Encourage performance counseling and optimal use of individual talent.

(3) Provide information from the rated offi-

**8-15. Special evaluation requirements.** *a.* Special rules covering the loss of rating chain members and rating chains for aides-de-camp, inspectors general, officers under dual supervision, chaplains, JAGC officers, AMEDD officers, and raters who are general officer commanders or State adjutants general are outlined in section III of chapter 3.

*b.* The minimum time requirement for an evaluation report to be rendered when a rating chain member is removed from the rating chain is 120 calendar days.

cer's point of view for use by the rating officials in making their evaluations.

*d.* Further details on the use of DA Form 67-8-1 are given in section II of chapter 4.

**8-18. DA Form 67-8.** *a. Purpose and use.*

(1) DA Form 67-8 is used by rating chain members to provide State headquarters, NGB, and DA with performance and potential assessments of each rated officer.

(2) DA Form 67-8 also provides evaluation information for use by successive members of the rating chain, emphasizes and reinforces professionalism, and supports the specialty focus of OPMS-ARNG.

(3) Only military, DOD, and State employees (including nonappropriated fund employees) may use the DA Form 67-8 for their evaluations. All non-DOD and non-State employees serving as rating officials will submit their evaluations in a letter report, as set forth in appendix F.

*b. Part I, Administrative data.*

(1) Part I is for administrative data identifying the rated officer, the period of the report, and the reason for submitting the report.

(2) Part I is completed by the servicing MILPO or administrative office.

(3) For an explanation of the evaluation period, nonrated periods, and the number of rated months, see paragraph 4-10c.

*c. Detailed instructions.* With the exception of Item *o*, all of the following items must be completed before sending the report to the rated officer for authentication.

(1) *Items a and b.* Self-explanatory.

(2) *Item c.* Enter authorized abbreviation (e.g., CPT, LTC).

(3) *Item d.* Enter date of rank for grade in which serving as of the "Thru" date of the report.

(4) *Item e.* Enter basic branch abbreviation.

(5) *Item f.* Enter specialty codes which identify the commissioned officer's designated specialties.

(6) *Item g.* Enter PMOS for warrant officers.

(7) *Item h.* Enter code for the rated officer's station.

(8) *Item i.* Self-explanatory.

(9) *Item j.* Enter the code and reason for which the report is being submitted, These codes are listed in appendix J.

(10) *Item k.* Enter code for rated officer's MACOM (app J).

(11) *Item l.* "From" date is the day following the last day ("Thru") in the preceding report. "Thru" date is the date of the event that is the reason for the report.

(12) *Item m.* Enter the number of rated months. (See para 4-10c(4).)

(13) *Item n.* Enter two-character State code. (See page D-3, NGB Pam 680-3.)

(14) *Item o.* Check the box indicating disposition of the rated officer's copy of the report.

(15) *Item p.* Enter the forwarding address provided by the rated officer if he left before getting a copy of the completed OER.

(16) *Item q.* List and explain all nonrated periods. (See paragraph 4-10c(2).)

*d. Part II, Authentication.*

(1) Part II is for authentication by the rated officer and rating officials after each has completed his part of the form at the end of the rating period.

(2) In Part II the MILPO or administrative office must enter the names, ranks, positions, and SSNs of the rating officials.

(3) See paragraph 4-11 for detailed instructions on completing Part II. However, the instructions in paragraph 4-11c(7)(c) and (d) to send reports to HQDA do not apply. ARNG officers will have reports sent to the ARNG Personnel Center.

*e. Part III, Duty Description.* The duty description is entered in Part III by the rater and is based on the rated officer's entries on the DA Form 67-8-1, if appropriate. The duty description is an outline of the normal requirements of

a specific duty position and should show the type of work required rather than frequently changing tasks.

(1) In Item a, enter the principal duty title as recorded on DA Form 2-1, Item 35.

(2) In Item b, enter the duty SSI/MOS that identifies the rated officer's duty position. The SSI/MOS will be taken from DA Form 2-1, Item 35.

(3) In Item c, the rater will describe in detail the rated officer's duties and responsibilities. Descriptions must be clear and concise and must emphasize specific functions required of the rated officer. The rater should also note conditions peculiar to the assignment. As a minimum, the description will include principal duties and significant additional duties. Part III of DA Form 67-8-1 should be helpful in completing this section.

(4) When an officer is serving under dual supervision, the statement "Officer serving under dual supervision" will be entered as the first line of the duty description. If the nonparent-unit supervisor (para 3-21d) is to give his evaluation in a letter report, the first line of the duty description will state: "Officer serving under dual supervision, inclosure attached. If the nonparent-unit supervisor is not providing an inclosure, the duty description will be jointly developed by the supervisors in each chain of command.

*f. Part IV, Performance Evaluation—Professionalism.*

(1) Part IV of DA Form 67-8 is completed by the rater. It lists the attributes that define professionalism for the Army officer. These attributes apply across all grades, positions, branches and specialties. They are the professional ethics needed to maintain public trust and confidence and the qualities of leadership and management needed to maintain an effective officer corps. These attributes are on the DA Form 67-8 to emphasize and reinforce professionalism. They will be considered in the evaluation of the performance of all officers (para 4-13).

(2) Part IV is completed as follows:

(a) Block a—Professional Competence. Indicate on a scale of 1 to 5, 1 being high, how well each statement describes the rated officer. Any comments on strengths or weaknesses will be placed in the comments part of block b.

(b) Block a, Items 4 and 6. When the rated

officer has no subordinates, "NA" (not applicable) may be placed in these blocks.

(c) For definitions of the professional ethics, see paragraph 4-13.

*g. Part V, Performance and Potential Evaluation (Rater).*

(1) Part V of the form provides for the rater's evaluation of the rated officer's performance and potential. These evaluations are further defined in paragraph 4-3.

(2) Space is also provided for narrative evaluations of the rated officer's performance and potential. The space for the performance narrative must be used only for comments on the rated officer's performance; all comments on his potential must be put in the space provided. Narrative evaluations of performance should address the duty descriptions, performance objectives, and significant contributions given in Part III of DA Form 67-8 and Part IIIa, b, and c of DA Form 67-8-1.

(3) Part V also supports the specialty focus of OPMS-ARNG. In this part, the MILPO indicates by checking a block whether the specialty for this assignment is one of the rated officer's specialties. Thus, rating officials in the field will keep this information in mind when making their evaluations. In addition, DA selection boards, the NGB, State headquarters, and career managers will be aware of the specialty information when reviewing the report.

*h. Part V is completed as follows:*

(1) *Block a.* MILPO or administrative office enters rated officer's name and SSN and indicates whether the specialty or MOS for the assigned duty is one of the rated officer's specialties or MOSs.

(2) *Block b.* Rater compares the rated officer's performance with the duty requirements. The focus is on results and how they were achieved. Rater places an X in the appropriate box.

(3) *Block c.* Rater comments on specific aspects of performance only. These comments are mandatory. Comments on the rated officer's potential or what should happen to him in the future are not permitted in this block. As a minimum, the comments should address—

(a) Key items mentioned in the duty description in Part III.

(b) The duty description, objectives, and

contributions mentioned on the OER Support Form, if appropriate.

(4) *Block d.* Completed by rater. By placing an X in the appropriate box, the rater compares the rated officer's potential for promotion with that of his contemporaries (para 4-3). The "Other" box in block d is for cases that do not fit the promotion recommendations that are given. For example, this box may be used for warrant officers in grade CW4. When this box is used, it must be explained in Part Ve.

(5) *Block e.* Completed by rater. The rater amplifies his potential evaluation (para 4-3); his comments are mandatory. When the rated officer is being transferred to the Retired Reserves for any reason and the report is the rated officer's last report prior to transfer, the rater will indicate the grade and assignment for which the officer should be recalled to active duty in the event of mobilization (e.g., grade of colonel, installation DPCA).

*i. Part VI, Intermediate Rater (if applicable).*

(1) This section is for the intermediate rater's evaluation of performance and potential, if applicable. This is the only part of the report that is completed by the intermediate rater.

(2) Comments by the intermediate rater are mandatory. If the intermediate rater has not been in the position the minimum number of days necessary to evaluate the rated officer, he will enter the following statement: "I am unable to evaluate the officer because I have not been his intermediate rater for the required number of days."

(3) If the intermediate rater performs the functions of the rater, as authorized in paragraph 3-16b(2), he will complete the rater's parts of the form. In this case, Part VI will only be used to cite the authority and reasons for assuming the rater's responsibilities.

*j. Part VII, Senior Rater.*

(1) Part VII of the DA Form 67-8 provides for an evaluation of potential by the senior rating official. To ensure that the senior rater is a senior official with a broad organizational perspective, minimum grade requirements are set forth in paragraph 3-11. However, the Army National Guard will not use the designation "P" to signify an officer in a promotable status, as is stated in paragraphs 3-11d and 4-11c. Instead, the two-letter State abbreviation (e.g., MAJ (VA)) will be used. This will show that the officer has been selected

for promotion by a Federal Recognition Board for a unit vacancy and is pending Federal recognition in that higher grade by the National Guard Bureau. There is also an exception to the two-grade rule for the ARNG (para 3-11). When an ARNG officer is assigned to a position that would normally let him act as a senior rater but he has not yet met the eligibility criteria for promotion, he may act as a senior rater if he is in the grade of 04 or higher. (An example of this is a major who is assigned as commander of a battalion that is authorized a LTC but who has not yet reached the minimum time-in-grade requirement.) This officer will be given the designation "PE," pending eligibility, after his rank.

(2) The senior rater's evaluation is made by comparing the rated officer's potential with all other officers of the same grade. His evaluation is based on the premise that in a representative sample of 100 officers of the same grade (Army-wide), the relative potential of such a sample will approximate a bell-shaped normal distribution pattern.

(3) This distribution pattern is shown in the senior rater's portion of the OER. This pattern means that in a representative sample of 100 officers of the same grade (Army-wide) only one officer can reasonably be expected to be placed in the top block. The probability of having an officer of such potential is one in one hundred.

(4) Part VII is completed as follows:

(a) *Block a.* The potential evaluation is made as described above. The rating is completed by placing an X in the appropriate box of the "SR" column. Additionally, the senior rater will indicate receipt and review of the rated officer's DA Form 67-8-1 by placing an X in the "Yes" or "No" block.

(b) *Block b.* The senior rater enters comments in this block. In most cases, these will address the potential evaluation. However, they may address performance, the administrative review, or the evaluations by the rater and intermediate rater. Anything unusual about the report will also be noted here (e.g., the rated officer's inability or refusal to authenticate the report, or the inability or refusal of the rated officer to complete a DA Form 67-8-1). If the senior rater's evaluation is based on infrequent observation of the rated officer, he may note this fact in his comments.

(c) *Comments mandatory.* Comments by the senior rater are mandatory. When the senior rater has not been in the position the minimum number of days necessary to render a report, he will enter the following statement: "I am unable to evaluate the rated officer because I have not been his senior rater for the required number of days."

(d) *Senior rater serving as rater.* In those cases where the senior rater is also serving as the rater, he will complete the rater's portion of the report and the senior rater's potential evaluation in Part VIIa. Part VIIb, senior rater's comments, need not be used to evaluate the rated officer but must be used to cite the authority for his acting as both rater and senior rater. This part will also describe any exceptional circumstances as described in (b) above. (See para 3-16b(2), 3-17, 3-18, 3-19, and 3-20.) The senior rater will sign the report in both the senior rater's and the rater's signature blocks.

(e) *"DA use only" column.* This column is used by DA to record the senior rater's rating history (profile). The profile will contain all OERs rendered by the senior rater for the rated officer's grade and accepted as correct by NGB. The purpose of the profile is to place the rated officer's OER in perspective by revealing the senior rater's normal rating tendency.

**8-19. Restrictions applying to DA Form 67-8.** *a. Each report must stand alone.* Each report will be an independent evaluation of the rated officer for a specific rating period. It will not refer to prior reports or remark on performance or incidents occurring before or after the period of the report. An exception to this policy is granted only when a rating official relieves an officer based on information pertaining to a previous reporting period. For example, a rating official who relieves an officer because that officer was found to be involved in some illegal activity during a previous reporting period may refer to the prior rating period to explain the reasons for relief. (See also para 8-23f.)

*b. Comments must be limited to the form.* Except for reports written on general officers, comments will not exceed the space provided on DA Form 67-8. In preparing these comments, rating officials must write a precise but detailed evaluation to convey a meaningful description of an officer's performance and potential. In this manner, both

the selection board and the career manager are given the needed information on which to base a decision. When a DA Form 67-8 is prepared on a general officer, it may include an expanded narrative as an inclosure to the report.

*c. Narrative gimmicks prohibited.* A thorough evaluation of the officer is required. The following techniques will, therefore, not be used:

(1) Brief, unqualified superlatives or phrases, particularly if they may be considered trite.

(2) Too brief comments. They frequently need to be interpreted by the selection board and the career manager. If not correctly interpreted, the best interests of the Army and the rated officer are not served.

(3) Underlining.

(4) Excessive use of capital letters.

(5) Unnecessary quotation marks.

*d. Changes to an OER.* Except to comply with this regulation, no person may require changes be made to an OER. However, members of the rating chain and the State military personnel officer will point out obvious inconsistencies or errors to the appropriate rating officials. After needed corrections are made, the record copy will be sent through the State military personnel officer to the ARNG Personnel Center. (See also para 3-13, 3-14, 3-15, and 8-5.)

*e. No reference to unproven derogatory information.*

(1) No reference will be made to—

(a) Incomplete punitive or administrative action taken (or planned to be taken) against an officer.

(b) An incomplete investigation (formal or informal) concerning an officer.

(2) Reference will be made only to actions or investigations that have been processed to completion, adjudicated, and had final action taken before the OER is sent to the ARNG Personnel Center. If the rated officer is absolved, comments about the incident will not be included in the OER (para 8-25c).

(3) The intent of this restriction is to prevent unverified derogatory information from being included in evaluation reports. It will also prevent information that would be unjustly prejudicial from being permanently included in an officer's OMPF, such as—

(a) Charges that are later dropped.

(b) Charges or incidents of which the rated officer may later be absolved.

(4) Every effort will be made to complete or adjudicate investigations and actions and to verify and include derogatory information in an OER before it is sent to the ARNG Personnel Center. The OER, however, will not be delayed beyond the required 60-day time limit for this purpose.

(5) Rating officials will initiate an addendum to an OER to report verified misdeeds or professional or character deficiencies that were unknown or unverified when the OER was submitted. The addendum will ensure that the verified information will be recorded in the officer's official records. However, it must not be submitted until completion of the investigation, imposition of punishment, or verification of the information. (See para 5-34 and app K.)

*f. Performance as a member of a court-martial, as counsel, or as an EEO officer.* See paragraphs 4-22, 4-23, and 4-24, respectively.

*g. Classified Reports.* See paragraph 4-25.

*h. Referred reports.*

(1) The senior rater will refer the reports that are described below to the rated officer for acknowledgment and comment before sending them through channels to the ARNG Personnel Center. Detailed instructions for handling referred reports are given in paragraph 5-27. (An exception to the provisions of para 5-27 is that all reports will be sent to the ARNG Personnel Center.)

(2) The following types of reports must be referred to the rated officer:

(a) A relief for cause report submitted under the provisions of paragraph 5-18.

(b) A deficient performance report submitted under paragraph 5-25.

(c) Any report with negative remarks about the rated officer's professional ethics in Part IVb.

(d) Any report resulting in a performance rating of "Often failed requirements" or "Usually failed requirements" in Part Vb.

(e) Any report with a potential evaluation in Part Vd of "Do not promote" or "Other" where the required explanation has derogatory information.

(f) Any report with a senior rater potential evaluation in one of the bottom three blocks in Part VIIa.

(g) Any report with comments that in the opinion of the senior rater are so derogatory that the report may have an adverse impact on the rated officer's career.

i. *Review of relief reports.* Relief reports (para 5-18) will be reviewed by the first National Guard officer in the chain of command above the person directing the relief. If the relief is directed by the rater or intermediate rater, the senior rater will perform the review. The responsibilities of this reviewer are in paragraphs 3-14a and b. The processing procedures are in paragraph 5-28.

j. *Commander intervention.* When it is brought to the attention of a commander that a report made by one of his subordinates or a member of one of his subordinate commands may have been illegal, unjust, or violated the provisions of this regulation, that commander will investigate the allegation. The commander will confine his investigation to the facts in the report, compliance of the report with this regulation, and the conduct of the rated officer and the members of the rating chain. The commander may not direct that a report be changed nor use command influence to alter an honest evaluation. The procedures the commander will use are described in paragraphs 5-29 and 8-25c.

**8-20. DA Form 67-8-2 (Senior Rater Profile Report).** a. *Purpose and use.* DA Form 67-8-2—

(1) Tracks the rating history of each senior

rater and makes this information available to the senior rater, DA, NGB, and State headquarters.

(2) Emphasizes the importance of the senior rater's responsibility to provide credible rating information to DA, NGB, and State headquarters. This is one of the senior rater's most important responsibilities. It affects the Army's future leadership and has great impact on how the Army accomplishes its missions.

(3) Is prepared annually on each officer who has served as senior rater for at least five different officers.

(a) One copy of the DA Form 67-8-2 will be made available to each senior rater.

(b) A second copy will be filed in the senior rater's OMPF.

(c) A third copy of the DA Form 67-8-2 will be forwarded to the State headquarters for inclusion in the State Management File of each senior rater. States must ensure that this copy does not go any lower than State headquarters. This copy can be viewed by Federal Recognition Boards, Selective Retention Boards, Officer Personnel Classification Boards, and career managers.

b. *Part I.* This part of the report has basic identifying data and the date of the report.

c. *Part II.* This part shows the senior rater's cumulative rating history by number of reports made and number of officers rated.

## Section V. SUBMISSION OF REPORTS

**8-21. General.** a. This section describes the policies and procedures for submitting evaluation reports for ARNG officers. Reports may be mandatory or optional. They are further divided into those with a 120-calendar-day minimum rating period and those with other than the 120-day requirement.

b. To determine if a rated officer meets the minimum calendar day requirements set by this section, nonrated periods occurring during the rating period (para 4-10c(2)) must be deducted from the total number of days he has served in the same position under the same rater during the same rating period.

c. Reports will not be submitted unless authorized by this regulation or requested by the ARNG Personnel Center.

**8-22. Mandatory reports—120-day minimum.** a. *Basic rule.* Reports listed in this section are required if the rated officer has completed at least 120 calendar days in the same position under the same rater during the same rating period.

b. *Change of rater.* A report is mandatory when the rated officer ceases to serve under the immediate supervision of the rater.

c. *Change of duty.* A report is mandatory when the rated officer has a change of principal duty, even though the rater remains the same. No report is submitted when there are organizational changes that merely alter the officer's principal duty title but do not change the type of work he performs (e.g., Personnel Management Staff Officer to Assistant G1). However, a report must be submitted when organizational changes result

in a change of rater. (See *b* above.) This paragraph is used for all reassignments.

*d. Annual evaluation.* An annual evaluation report is mandatory on completion of 1 year of duty following the "Thru" date of the last report submitted under this regulation or under AR 623-1. If 1 year has elapsed and the rated officer has not performed the same duty under the same rater for 120 calendar days, a report will not be submitted until the 120-day requirement is met. An annual report will not be submitted if the rated officer is in a patient detachment, in a transient status, or in confinement; the report will be prepared after the officer returns to duty and completes the 120-day requirement.

*e. Departure on temporary duty (TDY) or special duty (SD).* See paragraph 5-6 and table 5-1.

*f. Departure on ADT or FTTD for more than 30 days.* When an officer who has met the 120-day requirement departs on ADT or FTTD for 30 calendar days or more with the National Guard Bureau, State headquarters, or other agency, a report will be prepared. The parent unit will render a report to cover the period before his departure. The unit to which he is assigned for ADT or FTTD will render the report covering the training period. (See para 8-23e.)

*g. Relief or incapacitation of rater.* When the rater dies, is declared missing, is relieved, or becomes incapacitated to an extent that medical authorities believe the rater is unable to submit an accurate evaluation, a report will be submitted as of the date of the incident or determination of incapacity. (See para 3-16 for rating chain rules.)

*h. Officer recommended for elimination.* A report is mandatory when an officer has been recommended for elimination by—

(1) *A board of inquiry that met under AR 135-175.* This applies only if the officer has not received a report during the 120 days immediately preceding the date the major commander's recommendation is forwarded through the State military personnel officer to the ARNG Personnel Center (AR 135-175).

(2) *A selection board.* This applies only if the officer has less than 3 years' service and a report has not been submitted during the 120-day period immediately preceding the date of the officer's letter of rebuttal through the State military personnel officer to the ARNG Personnel Center (AR 135-175).

*i. Officer failing selection for promotion.* An officer who failed to be selected for promotion in the Reserve of the Army will receive a report prior to the next promotion board that will consider his records. However, the following conditions must be satisfied:

(1) The rated officer has not received a report (OER or academic evaluation report) since the announcement that he was not selected for promotion.

(2) The rating period must cover 120 or more calendar days as of the date in the ARNG Personnel Center letter announcing the zone of consideration for the next board that will consider the rated officer. This date will be the same as the date used for a complete-the-record report (para 8-24a).

(3) The minimum time requirement for the rater is satisfied.

**8-23. Mandatory reports—other than 120-day minimum.** *a. Basic rule.* Reports must be prepared on the occasions described in the following paragraphs. Specific time requirements, if any, are listed in the description of each occasion.

*b. Rated officer declared missing.* When the rated officer is declared missing, a report is required as of the date of the incident.

*c. Annual training.* A report will be rendered for any period that includes an annual training period of at least 15 days. This applies only if there is a change of rater, change of duty, or other reason requiring a report, as discussed in paragraph 8-22.

*d. Nomination for promotion to general officer.* A report must be submitted when an officer is being nominated for promotion to general officer. (See para 10-5c, NGR 600-100.)

*e. ADT and FTTD.* A report must be submitted for any period of 30 calendar days or more spent on ADT or FTTD at National Guard Bureau, State headquarters, or other agency. (See para 8-22f.)

*f. Relief for cause.* A report is required when an officer is relieved for cause regardless of the rating period involved. Relief for cause is defined as an early release of an officer from a specific duty or assignment directed by superior authority and based on a decision that the officer has failed in his performance of duty. In this regard, duty performance consists of the completion of

assigned tasks in a competent manner and compliance at all times with the accepted professional officer standards shown in Part IV, DA Form 67-8. These standards apply to conduct both on and off duty. The following specific instructions apply to completing a relief report:

(1) The potential evaluation in Part Vd of DA Form 67-8 must reflect "Do not promote" or "Other". A "Do not promote" recommendation is consistent with relief action and does not need further explanation. However, raters who desire to make some other recommendation will check "Other" and will explain their recommendation and reasons in view of the action to relieve.

(2) The rating official directing the relief will clearly explain the reason for relief in his narrative portion of the DA Form 67-8. He will also state that the rated officer has been notified of the reason for the relief.

(3) If the relief is directed by someone not in the designated rating chain, the official directing the relief will describe the reasons for the relief in an inclosure to the report.

(4) The rating restriction in (1) above does not apply to a rater who has not directed the relief and does not agree with the relief. However, he must state his nonconcurrence in his narrative portions of the OER.

(5) If, after a relief report has been submitted, additional significant information becomes available, the provisions of section V, chapter 5, will apply.

(6) A rating official may relieve an officer because of information received about a previous reporting period. For example, a rating official receives information from a completed investigation into a past incident and must relieve the officer to remove him from his present position or to process him for elimination. When this occurs, the following provisions apply:

(a) A relief report will be prepared.

(b) The rated officer will be evaluated on his performance during the current rating period only.

(c) The rating restriction described in f(1) above does not apply.

(d) The reason for the relief will be cited in the report but will not be the basis of the evaluation.

(e) If necessary, the new information will be referred to the previous rating chain for sub-

mission of an addendum, as described in paragraph 8-26.

*g. Retirement.* When the rated officer is being transferred to the Retired Reserve for any reason and the report is the rated officer's last report prior to transfer, the rater will indicate in Part Ve the grade and assignment for which the officer should be recalled to active duty in the event of mobilization (e.g., colonel, installation DPCA).

*h. National Guard Bureau requested.* A report must be submitted when requested by NGB and other provisions of this section do not apply. The basis for the report will be shown in Part Ij of DA Form 67-8 (e.g., Ltr, NGB-ARP, 8 Dec 78). In rare instances, State adjutants general may request NGB to direct a report under the provisions of this subparagraph. (See also paragraph 8-6.) Such requests will be sent to the ARNG Personnel Center. The 120-day requirement does not apply to NGB-requested reports.

**8-24. Optional reports.** These reports are submitted at the option of rating officials.

*a. Complete-the-record report.* At the option of the rater, a report may be submitted on a rated officer who is about to be considered by a DA board for promotion or schooling (CGSC or SSC). However, the following conditions must be met:

(1) The rated officer has not received a report for performance in the same duty assignment for which this report is to be submitted. This requirement is waived only if an officer's performance shows a marked change since the previous report in the same duty position. The senior rater, in this case, must attest to the change. If the rater also serves as the senior rater, he will attest to the change and ensure that the report clearly describes a marked change in performance. The senior rater may also disapprove reports based on a marked change in performance. When this occurs, he will state the basis for his disapproval. He will then return the report through the rating chain to the rater. The rater will inform the rated officer that the report has been disapproved and destroy the report.

(2) The rated officer must have served for a minimum of 120 calendar days (excluding non-rated periods) in the same position under the same rater as of the date announced in the ARNG

Personnel Center letter announcing the zone of consideration.

*b. Senior rater option.* When a change in senior rater occurs, the senior rater may direct that a report be made on any officer for whom he is the senior rater. This applies only if the following conditions are met:

(1) The senior rater has served in that position for at least 6 months.

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

(3) The rated officer has not received a report in the preceding 6 months.

*c. Rater option.* When one of the conditions described in paragraph 8-22 occurs but there are fewer than 120 calendar days (excluding nonrated periods) in the rating period, a report may be submitted at the option of the rater. However, the rated officer must have served continuously under the same rater in the same position for 120 or more calendar days.

*d. Outstanding performance report.* A special report for outstanding performance may be submitted only to recognize a deed, act, or series of deeds or acts of such importance that it cannot await recognition through the normal reporting system. This report is subject to the following restrictions:

(1) The senior rater must approve or disapprove the report based on the significance of the duty performance.

(2) If the senior rater approves the report, he will certify in Part VIIb of DA Form 67-8 that the report recognizes such an extraordinary achievement that an immediate report is necessary.

(3) If the senior rater disapproves the report, he will return the report, stating the reasons for his disapproval, through the intermediate rater to the rater. The rater will destroy the report and inform the rated officer of the disapproval.

(4) An outstanding performance report will not be submitted because an officer is in a zone of consideration for promotion, command, or school selection (para 8-24a). The use of this report only to account for periods of time is also prohibited.

*e. Deficient performance report.* A special report for deficient performance may be submitted only to report a performance deficiency of such significance that it cannot await reporting through

normal reporting procedures. This report is subject to the following restrictions:

(1) The maximum ratings permissible for this type of report are:

(a) "Often failed requirements" (Part Vb, DA Form 67-8).

(b) "Do not promote" or "Other" (Part Vd, DA Form 67-8). A "Do not promote" recommendation is consistent with the deficient performance report; it does not need further explanation. However, raters who desire to make some other recommendation will check the "Other" box and explain their recommendation and reasons in view of the action to submit a deficient performance report.

(c) The lower three blocks (Part VIIa, DA Form 67-8).

(2) The senior rater must approve or disapprove the report based on the significance of the deficient performance.

(3) If the senior rater approves the report, he will certify in Part VIIb of DA Form 67-8, that the deficient performance being reported is of such significance that immediate reporting is necessary.

(4) If the senior rater disapproves the report, he will return the report, stating the reasons for his disapproval, through the intermediate rater to the rater. The rater will destroy the report and inform the rated officer of the disapproval.

(5) When a deficient performance report is submitted, consideration should be given to moving the rated officer to new duties under the supervision of a new rater.

**8-25. Exceptional processing procedures.** *a. Referred reports.*

(1) If referral is required (para 4-27), the senior rater will refer the report to the rated officer for acknowledgment and comment before sending it through the State military personnel officer to the ARNG Personnel Center.

(2) The rated officer will acknowledge receipt and may comment if he believes that the rating or remarks are incorrect. His comments must be factual.

(3) The rated officer's comments do not constitute an appeal. Appeals are processed separately, as outlined in chapter 9.

(4) If the senior rater decides that the comments provide significant new facts about the

rated officer's performance and they could affect the rated officer's evaluation, he may refer them to the other rating officials. They, in turn, may reconsider their evaluations. The senior rater will not pressure or influence them. Any rating official who elects to raise his evaluation of the rated officer as a result of this action may do so. However, the evaluation may not be lowered because of the rated officer's comments. If the report is an optional report, the entire report may be destroyed, provided all rating officials agree.

(5) The processing requirements for referred reports are as follows:

(a) The senior rater will refer, in writing, a copy of the report to the rated officer for acknowledgment and comment. This will be done even if the rated officer has departed due to reassignment or retirement. A reasonable suspense date should be given for the rated officer to complete this action. In this referral, the rated officer will be advised that his comment does not constitute an appeal.

(b) On receipt of the rated officer's acknowledgment, the senior rater will attach it to the original report and forward it to the reviewer, the responsible State military personnel officer, or if (4) above applies, to the other rating officials.

(c) If the rated officer fails to respond within the suspense period, the senior rater will attach a copy of his referral to the original report and indicate that the rated officer failed to complete his acknowledgment. He will then send it to the reviewer or responsible State military personnel officer.

(d) Senior raters will make every effort to refer reports to the rated officer prior to his departure.

*b. Relief reports.*

(1) Relief reports (para 8-23f) require referral to the rated officer as described in paragraph 8-25a. This referral must be completed before taking any actions in the following paragraphs.

(2) If the relief is directed by the rater or intermediate rater, the senior rater will do the review provided he is an ARNG officer (para 3-13 and 3-14). Otherwise, the first Army National Guard officer in the chain of command above the individual directing the relief will review relief reports.

(3) The procedures for reviewing relief reports are as follows:

(a) If the senior rater is satisfied that the report is clear, accurate, complete, and fully in accord with the provisions of this regulation, he will indicate in his narrative that the report is in compliance with this regulation.

(b) If the senior rater finds that the report is unclear, contains errors of fact, or is otherwise in violation of this regulation, he will return the report to the rater or intermediate rater indicating what is wrong. The senior rater will avoid all statements and actions that may influence or alter an honest evaluation by the rater or intermediate rater. When the report has been corrected, it will be returned to the senior rater.

(c) If the corrected report is satisfactory to the senior rater, he will indicate in his narrative that the report is in compliance with this regulation.

(d) If the corrected report is not satisfactory to the senior rater or if the other rating officials disagree with him concerning the need for changes in the report, he will indicate his objections to the report in his narrative and forward the report. When indicating his objections, the senior rater is restricted to the issues listed in paragraph 3-14b.

(e) If the relief was directed by the senior rater or someone above the senior rater in the chain of command, the report will be reviewed by the first Army National Guard officer in the chain of command above the individual directing the relief. This officer will perform the functions described in (a) through (d) above using an inclosure to the OER, as described in appendix C.

*c. Commander investigation.* Commanders are required to investigate alleged errors, injustices, and illegalities in the OERS (para 3-15 and 4-29). The procedures for processing these investigations and reports are as follows:

(1) If, after investigating the allegation, the commander finds that no error, violation, or wrongdoing has occurred, he will so advise the person or agency requesting the investigation and take no further action.

(2) If the commander finds that an error, a violation of this regulation, or some wrongdoing has occurred, he will return the report to the senior rater along with the results of the investigation. The commander will recommend that the report be corrected to account for matters revealed in the investigation. This will be done with

regard for restrictions on command authority and influence (para 3-15 and 4-29). When the report has been corrected, it will be sent through the State military personnel officer to the ARNG Personnel Center with no reference to the action taken by the commander.

(3) If the commander and the rating chain members cannot agree on the need for changes in the report, the commander will attach an inclosure citing his objections to the report. (See app C.) The report will then be sent through the State military personnel officer to the ARNG Personnel Center.

(4) If the commander finds that a report already forwarded to the ARNG Personnel Center contains errors or is in violation of this regulation, he will send the results of his investigation to the ARNG Personnel Center.

**8-26. Modifications to previously submitted reports.** *a. Basic rule.*

(1) An evaluation report accepted by the ARNG Personnel Center and included in the official record of an officer is presumed to be administratively correct, to have been prepared by the properly designated rating officials, and to represent the considered opinions and objective judgment of the rating officials at the time of preparation. Requests that an accepted report be altered, withdrawn, or replaced with another report will not be honored. The following are not bases for altering or withdrawing a report and will not be included in the OMPF:

(a) Statements from rating officials that they underestimated the rated officer.

(b) Statements from rating officials that they did not intend to rate him as they did.

(c) Requests that ratings be revised.

(2) An exception to the above policy is granted only when—

(a) Information which was unknown or unverified when the report was prepared is brought to light or verified.

(b) This new information is so significant that it would have resulted in a higher or lower evaluation had it been known or verified when the report was prepared.

*b. Newly received favorable information.* If rating officials become aware of information that would have resulted in a higher evaluation of the rated officer, they will take action to alter or remove the report in accordance with the appeal

procedures stated in chapter 9. Addenda will not be used to report this type of information.

*c. Newly received derogatory information.* If rating officials become aware of information that would have resulted in a lower evaluation of the rated officer, they will submit an addendum to the previous report.

*d. Procedures for submitting addendum modifications to a previously submitted report.*

(1) The commander receiving the new information will ensure that all members of the original rating chain are aware of it and allowed to comment. If none of the original rating officials elects to add comments to modify or supplement the original OER, no addendum will be prepared.

(2) The addendum will be prepared as shown in appendix K. It will contain the rated officer's name, grade, SSN, and the period of the OER to which it applies. It will also state that all members of the rating chain have been allowed to add comments and will indicate those who have elected not to comment.

(3) On completion of this action, the commander will refer a copy of the addendum to the rated officer for acknowledgment and comment prior to forwarding through the State military personnel officer to the ARNG Personnel Center. If any of the rating officials has been incapacitated or is otherwise unable to complete his part of an addendum, the commander will so indicate.

(4) The commander's responsibility is only to coordinate the submission of the addendum. He may not add comments to the addendum unless he was a member of the original rating chain.

**8-27. Administrative instructions.** *a. Preparation and forwarding.*

(1) *Preparation.* DA Form 67-8 will be typed. Distinct, clear impressions are required so that legible copies of the report can be provided to both the rated officer, State headquarters, and the files at the ARNG Personnel Center. Authorized abbreviations may be used; however, avoid acronyms. Facsimile signatures are not authorized.

(2) *Copies.*

(a) Reports must consist of an original and one copy (carbon or machine-reproduced copy). After the report is completed by the rating officials the State military personnel officer will provide a copy to the rated officer; the original is

sent by the State military personnel officer to the ARNG Personnel Center.

(b) Rated officers who fail to receive a copy of their OER within 60 days after the close of the reporting period should request a copy from the appropriate State military personnel officer.

(c) Upon request, the ARNG Personnel Center will reproduce and provide an officer with a copy of one or more of his official OERs when he or a deputized representative appears in person at the ARNG Personnel Center. A prescribed fee will be charged for the copy (AR 37-30). However, an officer does not have to appear in person if no deputy is available. In this case, officers should address requests to the ARNG Personnel Center. (See para 8-7a for address.) Further, no fee will be charged if a copy of an OER is needed in connection with an official personnel action (e.g., OER appeal).

(3) *Forwarding.* The responsible State military personnel officer will provide the rated officer a copy of the report when it is completed. The State adjutant general may have one of the rating officials give the rated officer the completed copy. If so, the State military personnel officer will forward the report to the official so that he may present the completed copy. Confidentiality will be ensured. If the rated officer departs before receiving a copy of the completed report, the State military personnel officer will forward the rated officer's copy to the forwarding address provided by the rated officer. The State military personnel officer will retain an additional

copy in suspense for 120 days in case the rated officer does not receive the mailed copy. The State military personnel officer will ensure that—

(a) Reports are complete and administratively correct.

(b) The original report is placed unfolded in an envelope and forwarded via first-class mail without letter of transmittal to the ARNG Center. (See para 8-7a for address.) Registered or certified mail will only be used when reports contain derogatory or classified information. (This report is exempt under para 7-2h, AR 335-15.)

(c) Reports are forwarded to reach the ARNG Personnel Center not later than 60 days after the ending day of the report. Reports must be forwarded as quickly as possible in view of their impact upon personnel actions that may be under consideration by NGB and DA. Since personnel actions are based on available records, late submission of an evaluation report may result in inequity to either the individual or the Army National Guard.

*b. Inclosures.* See paragraph 5-36 for policy on inclosures.

*c. Access to reports.* Access to reports in the National Guard Bureau and State headquarters is limited to individuals responsible for maintaining the file or authorized to use it for personnel management purposes. Access to reports at the local level is limited to those persons having command, administrative, or rating official responsibility for the report.

## Section VI. WARRANT OFFICER EVALUATIONS

**8-28. General.** Rating chains must recognize the basic differences between warrant and commissioned officers when evaluating performance and potential. Chapter 6 describes these differences and gives the policies and instructions unique to

warrant officer evaluations. Rating officials should also review NGB Pamphlet 680-2, Warrant Officer Professional Development for Army National Guard.

## Section VII. APPEALS

**8-29. Processing appeals.** Policy and procedures for processing OER appeals are in chapter 9. The CG, RCPAC is responsible for screening and acting on all appeals submitted by ARNG officers.

**8-30. Submission of appeals.** Appeals will be submitted as discussed in chapter 9. They are forwarded to Commander, US Army Reserve Components Personnel and Administration Center, ATTN: AGUZ-PMP-A, 9700 Page Blvd, St. Louis, MO 63132.

<i>Assignment of Rated Officer</i>	<i>Rater</i>	<i>Intermediate Rater</i>	<i>Senior Rater</i>
State Adjutant General	None	None	None
Assistant State Adjutant General	State AG	None	State AG
Officers commanding divisions, separate brigades, corps artillery, or other general officer commands (mobilization entities).	State AG	CDR ARR	CDR, CONUSA*
Officers serving as assistant division commanders or deputy commander of command authorized a major general when organizational commander from the same state.	Organization commander	State AG	CDR, ARR (when senior) or CDR, CONUSA*
Officers serving as assistant division commander or deputy commander of command authorized a major general when organizational commander is from a different state.	Organization commander	State AG (rated of-ficer's State)	CDR, ARR (when senior) or CDR, CONUSA*
All other officers serving in GO positions.		(As directed by the State AG)	

\* or overseas commanders, if applicable.

Figure 8-1. Rules for establishing rating chains for general officers.

## CHAPTER 9

### APPEALS

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**9-1. General.** Officer evaluation reports (DA Form 67-series) and academic evaluation reports (DA Forms 1059, 1059-1, and 1059-2) may have administrative errors or may not accurately record the officer's potential or the manner in which he performed his duties. The appeal system protects the Army's interests and ensures fairness to the officer. At the same time, it avoids impugning the integrity or judgment of the rating officials without sufficient cause. This chapter sets policies and procedures for the appeals system.

**9-2. Policies and standards.** *a.* An evaluation report accepted by HQDA for inclusion in the official record of an officer is presumed by DA to be administratively correct, to have been prepared by the proper rating officials, and to represent the considered opinion and objective judgment of rating officials at the time of preparation. (See para 5-31.)

*b.* The rated officer himself or another interested party who knows the circumstances of a rating may appeal any report that he believes is incorrect, inaccurate, or in violation of the intent of this regulation. Other interested parties are limited to representatives from the Office of the Deputy Chief of Staff for Personnel (ODCSPER), the US Army Military Personnel Center (MILPERCEN), the Office of The Surgeon General (OTSG), the Office, Chief of Chaplains (OCCH), and the Office, The Judge Advocate General (OTJAG). Other individuals knowing of an alleged rating injustice should contact one of the above agencies or the rated officer.

*c.* An appeal begun by any party on behalf of an appellant will be referred to the appellant for concurrence or comment before it is submitted.

*d.* The results of a commander's investigation under paragraph 3-15 do not constitute an appeal.

*e.* An appeal must be supported by evidence. (See para 9-7.) An appeal that alleges a report

is incorrect or inaccurate without supporting evidence will not be considered.

*f.* The office that has custody of an officer's Military Personnel Records Jacket may request minor administrative changes to an accepted report. However, the request must be accompanied by substantiating evidence. Such evidence would include a certified copy of Item 35 of the DA Form 2-1, orders, duty appointment documents, personnel data card, etc. These requests are not appeals, but they will be processed by HQDA(DAPC-PSR-EA), Alexandria, VA 22332.

**9-3. Timeliness.** Because evaluation reports are used for personnel management decisions, it is important to the Army and the individual officer that an erroneous report be corrected as soon as possible. As time passes, people forget and documents and key personnel are less available; consequently, preparation of a successful appeal becomes more difficult. Normally, appeals will be considered regardless of the period of the report, and a decision will be made in view of the regulation in effect at the time the report was rendered. However, the likelihood of successfully appealing a report diminishes, as a rule, with the passage of time. Substantive appeals on reports rendered 5 or more years prior are particularly difficult to substantiate with credible evidence. Prompt submission is, therefore, recommended.

**9-4. Preparation.** *a.* Prepare an appeal in military letter format; clearly identify it as an OER or academic evaluation report appeal; and submit it in duplicate to HQDA(DAPC-PSR-EA). (For USAR and NG, see chap. 7 and 8.)

*b.* The appeal will identify the full name, SSN, rank, and branch of the rated officer, period of contested report, return mailing address, and the processing priority. (See para 9-6.)

*c.* The appeal will state in the first paragraph, "This constitutes an appeal under the provisions

of chapter 9, AR 623-105." The appeal will also indicate the period of the report being appealed, the basis for the appeal (administrative error, substantive inaccuracy, or both), the processing priority (para 9-6), and reference supporting evidence. (See figs. 9-1, 9-2, 9-3, and 9-4 for sample formats.)

*d.* Each appeal is considered complete when received by HQDA. Therefore, do not forward an appeal to HQDA until all supporting documentation is inclosed.

**9-5. Processing and resolution.** *a.* HQDA will acknowledge receipt of appeals directly to the originator. Once HQDA has acknowledged receipt, appellants are asked not to inquire about the status of the appeal, as it may delay processing.

*b.* Appeals are screened by HQDA to separate claims of administrative error from claims of substantive inaccuracy. MILPERCEN resolves claims of administrative error. It sends claims of substantive inaccuracy through the officer's career management division to a DA Special Review Board for adjudication.

*c.* Claims of administrative error pertain to Parts I, II, IIIb, and Va of DA Form 67-8; Parts I, IIa, b, or d, VIII, IX, or X of DA Form 67-7; and similar items in other evaluation forms.

(1) These include such claims as deviation from the established rating chain, insufficient period of observation by the rating officials, and errors in the report period.

(2) MILPERCEN makes reasonable efforts to correct administrative errors in evaluation reports. For example, if it is determined that a rating was given by a person who was neither qualified nor designated as a rating official, that rating may be deleted and a proper one supplied by the correct rating official.

(3) The correction of minor administrative errors will not usually invalidate a report.

It should be noted that the rated officer's authentication in Part II of DA Form 67-8 verifies the information in Part I. It also confirms that the rating officials named in Part II are those established as the rating chain. Thus, appeals based on alleged administrative errors in Parts I and II will not be accepted unless accompanied by a specific explanation of why such an appeal should be considered after the rated officer pre-

viously certified the information was accurate. (See para 4-11c(3).)

*d.* Claims of substantive inaccuracy pertain to Parts IIIa and c, IV, Vb, c, d, e, VI, and VII of DA Form 67-8; Parts IIc, III, IV, V, VI, or VII of DA Form 67-7; and similar items in other evaluation forms, report inclosures, and OER addenda. These generally are claims of inaccurate appraisals of performance or potential or claims of bias or prejudice on the part of the rating officials.

*e.* After resolution of the appeal, HQDA amends the officer's official records, if appropriate. For questions concerning promotion reconsideration based on error in the record, see AR 624-100.

*f.* HQDA notifies each appellant by letter of the decision on his appeal. If it is denied, HQDA does not attempt to identify sources from which the appellant may seek further evidence to support his appeal. Appeal correspondence that resulted in a denied or a partially denied appeal will normally be placed on the restricted fiche of the rated officer's OMPF. This policy does not apply to appeals that are returned without action because of insufficient evidence.

*g.* Unsuccessful appeals will be reconsidered only upon presentation of additional substantial evidence.

**9-6. Priorities.** *a.* Appeals are processed in the following priority:

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

(a) Twice not selected for AUS, RA, or USAR promotion and given a directed release or mandatory retirement date.

(b) Selected for release by DA Active Duty Board.

(c) Identified for referral to a DA Active Duty Board.

(d) Recommended for elimination. This also applies to officers who have applied for and been denied Voluntary Indefinite category.

(2) *Second priority.* Appeals pertaining to officers who have been once not selected for AUS, RA, or USAR promotion.

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

(4) *Fourth priority.* Other appeals.

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

c. Appeals having the same priority are processed in the order of receipt.

**9-7. Burden of proof and type of evidence.** a. The burden of proof rests with the appellant. Accordingly, to justify deletion or amendment of a report, the appellant must produce evidence that establishes clearly and convincingly that—

(1) The presumption of regularity referred to in paragraphs 5-31 and 9-2 should not be applied to the report under consideration.

(2) Action is warranted to correct an apparent material error or inaccuracy.

b. For a claim of administrative error, appropriate evidence may include—

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

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

(3) Extracts of unit morning reports or personnel data card (PDC).

(4) Leave records.

(5) Organization manning documents.

(6) Hospital admission and disposition sheets.

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

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

c. For a claim of substantive inaccuracy, evidence must include statements from third parties or other documents from official sources. Third parties are persons other than the rated officer or rating officials who have knowledge of the appellant's performance during the rating period. Statements from rating officials are also acceptable if they relate to allegations of factual errors, erroneous perceptions, or claims of bias. To the extent practical, such statements should include specific details of events or circumstances leading to inaccuracies or misrepresentations at the time the report was rendered.

d. To be acceptable, evidence must be competent, material, and relevant to the appellant's claim. In this regard, note that DA Form 67-8-1 may be used to facilitate the writing of an OER. However, it is not a controlling document in terms of what is entered on DA Form 67-8.

Therefore, no appeal may be filed solely because the information on DA Form 67-8-1 is not repeated on the OER, or because the comments of rating officials on the DA Form 67-8 are not identical to those in the DA Form 67-8-1. While there should be consistency between a rating official's comments on both forms, there may be factors other than those listed on DA Form 67-8-1 to be considered when evaluating an officer.

e. Appeals that claim an error in the senior rater profile will not be accepted unless supported by detailed documentary evidence. This evidence must show that the senior rater profile posted to the report in question is in error. The profile is meant to be an indicator of the senior rater's tendency to inflate or deflate ratings; it is not meant to be an hour-to-hour measurement. The profile reflects the total of all reports written by that senior rater and received and accepted at HQDA as of the day of the new report is accepted. Reports may be delayed in mail handling and administrative processing. Hence, the official profile maintained at HQDA on a given day may be different from that in any personal record. Appeals based on differences between privately kept records and the DA-maintained profile will not usually be honored.

f. All copies of documents submitted in evidence must be originals or certified true copies of the originals.

**9-8. Special review board composition and procedures.** a. The ODCSPER Special Review Board is established under the provisions of DA Memorandum 600-1. It is composed of senior officers on duty at HQDA. At least three members of the board must be present to make a quorum for voting on each case. Board recommendations are based on a majority vote. When practical, cases will be considered by board members whose background is consistent with that of the appellant. No member will vote on a case in which he was personally involved, knowingly has any bias for or against the parties involved, or is junior to the rated officer.

b. Board proceedings are administrative and nonadversary; the provisions of AR 15-6 do not apply. Although not bound by the rules of evidence for trials by court-martial or other court proceedings, the board does keep within the reasonable bounds of evidence that is competent,

material, and relevant. The appellant or his agent is not authorized to appear before the board. However, the board may obtain more information from the appellant, the rating officials, persons in the chain of command, or anyone thought to have firsthand knowledge of the case. The appellant will generally be reached by official correspondence only.

**9-9. Guidelines for appeals based on claims of substantive inaccuracy.** *a.* As each case is judged on its merit, no firm guidelines can be established on what is needed to support a claim of substantive inaccuracy. Allegations of inaccurate appraisals of performance because of erroneous perceptions and allegations of rating official's bias or prejudice are difficult to prove. The appellant must prove clearly that the report is inaccurate before relief will be granted. It is recognized in most cases that no one individual will provide the evidence to prove the appellant's case. The evidence in most successful appeals comes from individuals whose perspective closely approximates that of the rating officials. Volume is not a criterion for success. Statements from many individuals who occupied the same relative position to the rater generally carry less weight than statements from individuals who observed from various perspectives.

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

(1) Pleas for relief citing past or subsequent performance or assumed future value to the Army, supported by statements primarily from subordinates or peers, are rarely successful.

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

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

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

(*c.*) Citations for awards, even during the

same period.

*c.* Once the decision has been made to appeal an evaluation, the appellant should state succinctly what he is appealing and the basis for the appeal. For example, he should state—

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

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

*d.* The appellant must consider what evidence he can present in support of an appeal. For example, he should consider from whom he will request statements. He should also consider whether he should request the rating officials to provide support for the appeal.

(1) Although rating officials are not considered third parties in this regulation, statements from them can be helpful in some instances. However, statements that violate the intent of paragraphs 5-31 and 9-2 have little weight. No significance is attached to the fact that an appellant tried to obtain a statement from a rating official and he did not respond; rating officials need not explain or justify their evaluations except as outlined elsewhere in this regulation.

(2) In his statement, a person supporting the appeal should identify his relationship to the appellant at the time of the contested report. Also, his statement should address those aspects of the report that are being appealed.

*e.* Most appellants will never be completely satisfied with the evidence they have obtained. A point is reached, however, when the appellant must decide whether to submit with the available evidence or to forgo the appeal entirely. Some of the factors he needs to consider are as follows:

(1) The evidence must support the allegation. Remember the case will be reviewed by a board of impartial officers who will only be influenced by the available evidence. Their decision will be based on their best judgment.

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

(3) The appeal may be approved only in part, and the result may be considered detrimental by

the appellant. For example, the board may decide that the rater was fair but that the senior rater's evaluation should be deleted.

**9-10. Summary checklist for the appellant. a.** The following is a guide to prepare and assemble an appeal:

(1) Prepare the appeal in military letter format, clearly stating, "This constitutes an appeal under chapter 9, AR 623-105." Submit the letter and all inclosures in duplicate.

(2) State the appellant's name, SSN, rank, branch, and mailing address. A duty telephone number should also be given.

(3) Indicate the period of the report being appealed, state the basis for appeal, and describe the specific action requested.

(4) Indicate the processing priority based on the appellant's circumstances. (See para 9-6.)

(5) Include supporting documentary evidence as defined in paragraph 9-7.

(6) Evidence should clearly establish to an impartial individual that the report is materially inaccurate.

(7) Documentary evidence, if not original, should be certified true copies.

(8) Properly address the appeal. For appeals of reports submitted for a period of service on active duty, see appendix D. For appeals of reports submitted for inactive duty or active duty for training in the USAR and National Guard, see chapters 7 and 8, respectively.

(9) The appellant must date and sign the appeal.

*b.* After filing an appeal, the appellant should notify HQDA of any change in mailing address or in status that would affect the priority of the appeal.

LETTERHEAD

SYMBOL (for return ATTN: line)

DATE of signature

SUBJECT: Minor Correction to OER/AER

COMPLETE NAME, RANK, BR, SSN of RATED OFFICER

HQDA (DAPC-PSR-EA)  
200 Stovall Street  
Alexandria, VA 22332

1. Request the officer evaluation report (OER) submitted on NAME, RANK, BR, SSN of RATED OFFICER for the period 15 March 1980 to 25 July 1980 be corrected in Part I.
2. The SSI currently shown on the report is 41A. The correct SSI is 42A. The officer's DA Form 2-1 and further documentation certifying his correct SSI are inclosed.
3. Telephone inquiries may be directed to the undersigned at AUTOVON \_\_\_\_\_.
4. Request this headquarters be advised when requested action has been accomplished.

FOR THE COMMANDER:

- 3 Incl
- 1. Copy DA Form 2-1
- 2. Copy TDA
- 3. Statement fr Adjutant

Signature

-----  
-----  
-----

Figure 9-1. Sample format of MILPO request.

15 June 1979

LETTERHEAD  
or  
LEGIBLE RETURN ADDRESS

SYMBOL (for return ATTN: line)

DATE of signature

SUBJECT: Appeal of Officer Evaluation Report (OER)  
NAME, RANK, BR, SSN of RATED OFFICER

HQDA (DAPC-PSR-EA)  
200 Stovall Street  
Alexandria, VA 22332

1. This constitutes an appeal of an officer evaluation report (OER) in accordance with the provisions of Chapter 9, AR 623-105. This is a first priority appeal of an OER submitted on NAME, RANK, BR, SSN of RATED OFFICER for the period 1 November 1979 to 17 May 1980.
2. The basis of this appeal is substantive inaccuracy. The evidence I present will establish that the appraisal of my performance by the rater is not an accurate evaluation of my duty performance during the period of the report. Specifically, my rater incorrectly faulted me for certain events that transpired prior to the period of this contested report and that had no impact upon my performance during the reporting period.
3. Copies of official documents are enclosed that clearly substantiate that the events for which I was faulted occurred prior to the period of the appealed report. Further, enclosed statements from knowledgeable third parties attest to the fact that these events were not within my prescribed areas of functional responsibility to either foresee or preclude even had they occurred during the rated period.
4. Request the report for the period in question be invalidated and that the period be declared nonrated.
5. Telephone contact can be made by calling AUTOVON \_\_\_\_\_.

## 7 Incl

1. Cy OER
2. Statement fr LT \_\_\_\_\_
3. Statement fr CPT \_\_\_\_\_
4. Statement fr MAJ \_\_\_\_\_
5. Statement fr COL \_\_\_\_\_
6. Statement fr COL \_\_\_\_\_
7. Statement fr BG \_\_\_\_\_

## Signature

COMPLETE NAME  
RANK, BR  
SSN

*Figure 9-2. Sample format of substantive appeal.*

15 June 1979

LETTERHEAD  
or  
LEGIBLE RETURN ADDRESS

SYMBOL (for return ATTN: line)

DATE of signature

SUBJECT: Appeal of Officer Evaluation Report (OER)

NAME, RANK, BR, SSN of RATED OFFICER

HQDA (DAPG-PSR-EA)  
200 Stovall Street  
Alexandria, VA 22332

1. This constitutes an appeal of an officer evaluation report (OER) in accordance with the provisions of Chapter 9, AR 623-105. This is a second priority appeal, which is based on administrative errors in the OER submitted on NAME, SSN, RANK, BR of RATED OFFICER for the period 1 January 1980 to 30 June 1980.
2. The claim of administrative error is based on the fact that items IIIb and Va are incorrect. Item IIIb shows my duty SSI to be 41A. Item Va indicates that this is one of my designated specialties. In actual fact, my duty SSI was 42A and this SSI is not one of my designated specialties.
3. In support of my claim, I am inclosing a copy of Item 35 of my DA Form 2-1, a copy of the TOE/TDA, and statements from appropriate personnel in the organization, which show that an administrative error was made.
4. Request that Part IIIb be changed to read 42A and Part Va be changed to read "no."

## 8 Incl

1. Cy OER
2. Item 35, DA Form 2-1
3. Unit TOE
4. Statement fr MAJ \_\_\_\_\_
5. Statement fr LTC \_\_\_\_\_
6. Statement fr MAJ \_\_\_\_\_
7. Statement fr LTC \_\_\_\_\_
8. Statement fr Pers Off

Signature  
COMPLETE NAME  
RANK, BR  
SSN

*Figure 9-3. Sample format of administrative appeal.*

15 June 1979

AR 623-105

LETTERHEAD  
or  
LEGIBLE RETURN ADDRESS

SYMBOL (for return ATTN: line)

DATE of signature

SUBJECT: Appeal of Officer Evaluation Report (OER)  
NAME, RANK, BR, SSN of RATED OFFICER

HQDA (DAPC-PSR-EA)  
200 Stovall Street  
Alexandria, VA 22332

1. This constitutes an appeal of an officer evaluation report (OER) in accordance with the provisions of Chapter 9, AR 623-105. This is a third priority appeal. The OER submitted on NAME, RANK, BR, SSN OF RATED OFFICER for the period 10 February 1980 to 12 December 1980 is both administratively incorrect and substantively inaccurate.

2. The administrative error is in Part IIIb (Duty SSI/MOS). The SSI shown on the report does not correctly reflect my duty specialty. I am inclosing a copy of Item 35 of my DA Form 2-1, a copy of the TOE/TDA, as well as a statement from the adjutant of this organization. Request the report be amended in Part IIIb to reflect the correct entry.

3. The claim of substantive inaccuracy is based on a lack of objectivity by the intermediate rater. The incident to which he refers is totally misrepresented in his comments. Statements are inclosed from all rating officials as well as comments from subordinates, peers, and superiors to include a statement from the commander.

4. Request that the intermediate rater's portion of the report be deleted.

5. I am scheduled for consideration for promotion by the next appropriate selection board. Therefore, the third priority designation may not be applicable beyond this month.

*Figure 9-4. Sample format of combined administrative and substantive appeal.*

SYMBOL \_\_\_\_\_ DATE of signature \_\_\_\_\_

SUBJECT: Appeal of Officer Evaluation Report (OER)  
COMPLETE NAME, RANK, BR, SSN of RATED OFFICER

6. Telephone contact may be made by calling AUTOVON \_\_\_\_\_.

13 Incl

- 1. Cy OER
- 2. Cy DA Form 2-1
- 3. Cy TOE/TDA
- 4. Statement fr adj \_\_\_\_\_
- 5. Statement fr \_\_\_\_\_
- 6. Statement fr \_\_\_\_\_
- 7. Statement fr \_\_\_\_\_
- 8. Statement fr \_\_\_\_\_
- 9. Statement fr \_\_\_\_\_
- 10. Statement fr \_\_\_\_\_
- 11. Statement fr \_\_\_\_\_
- 12. Statement fr \_\_\_\_\_
- 13. Statement fr \_\_\_\_\_

Signature  
 COMPLETE NAME \_\_\_\_\_  
 RANK, BR \_\_\_\_\_  
 SSN \_\_\_\_\_

Figure 9-4—continued.

## APPENDIX A

## SUMMARY OF MILPO OR ADMINISTRATIVE OFFICE RESPONSIBILITIES AND FUNCTIONS

**A-1. MILPO or administrative office responsibilities.** The military personnel or administrative office will—

*a.* Maintain copies of current rating chains as furnished by the commander.

*b.* Provide a DA Form 67-8-1 to the rated officer at the start of the rating period. (The local commander will decide whether the MILPO or administrative office will provide this form.) (See para 4-6.)

*c.* At the end of each rating period, provide each rated officer a DA Form 67-8-1 with Parts I and II completed. It should be provided in time to allow the rated officer and all rating officials to meet all suspense dates. (See para 4-6.)

*d.* Notify the rating officials—

(1) That the OER has been initiated.

(2) Of the date the DA Forms 67-8 and 67-8-1 were sent to the rated officer.

(3) Of the suspense date for returning the completed report to ensure that reports arrive at HQDA within 60 days after the "Thru" date of the report.

*e.* Provide accurate entries in Parts I and II, DA Form 67-8-1; and Parts I, II, IIIa and b, and Va of DA Form 67-8 (para 4-6, 4-10, 4-11, 4-12, 4-14).

*f.* Ensure that supplementary reviews take place, if needed (para 5-28 and 5-30).

*g.* Assist the rated officer and rating officials.

*h.* Make a copy of this regulation available to the rated officer and rating officials.

*i.* Verify that entries made by rating officials in Parts II through VII, DA Form 67-8, are in accord with this regulation (para 4-20).

*j.* Ensure that appropriate entries have been made on DA Form 2-1 (Personnel Qualification Record—Part II) to show that required reports have been completed and referred to HQDA; re-

view the records of incoming and outgoing officers to ensure the same.

*k.* Notify rating officials of any discrepancies and advise them of corrective action.

*l.* Provide the rated officer a copy of the completed OER before sending it to HQDA (para 5-35).

**A-2. Instructions for exceptional conditions.** *a.* If the rated officer left before receiving a copy of the completed report—

(1) Mail a copy to the address provided by him. If the report is derogatory, send it via certified mail with the notation "Personal For" on the envelope (para 5-35).

(2) Keep a copy of it for 120 days in case the rated officer does not receive the mailed copy. Mail it to the rated officer on request, or destroy it after 120 days if no request has been made (para 5-35).

*b.* If the rated officer and all the rating officials are not supported by the same MILPO or administrative office, the office supporting the rated officer is the controlling office. This office must ensure that the report is completed according to this regulation and that all suspense dates are met.

*c.* The senior rater's MILPO, if different from the rated officer's MILPO, will—

(1) Administratively review and initial the completed DA Form 67-8 (para 4-11).

(2) Return the completed DA Forms 67-8 and 67-8-1 to the initiating MILPO or administrative office. The initiating MILPO will also review the completed DA Form 67-8 and initial in Part II, Item f.

(3) If returning the completed form will cause the report to be late at DA, forward the original directly to DA and return a copy to the initiating MILPO or administrative office.

## APPENDIX B

## EVALUATION OF US ARMY CHAPLAINS

This appendix provides guidance in two parts. Section I is an overview of the requirements, performance, and attributes of ministry in the military. Section II provides guidance for effective use of DA Forms 67-8 and 67-8-1. It is essential for persons in the evaluation process to have a clear understanding of both this appendix and AR 165-20, Duties of Chaplains and Commanders' Responsibilities.

## Section I. OVERVIEW

**B-1.** It is essential that the needs of and the responsibility for a ministry in any given situation be clearly defined. Commanders fulfill their responsibility for the total religious welfare of their command by ensuring that DA Form 67-8-1 is used to discuss the performance of ministry (which does include staff officer responsibility). Chaplains fulfill their calling to ministry by—

- a. Realizing that each opportunity for ministry is unique.
- b. Carefully analyzing their capabilities.
- c. Understanding their denominational responsibilities.
- d. Meeting the needs of the organization.
- e. Meeting the various needs of the community of faith.

**B-2.** Chaplains are ordered to active duty with concurrent promotion to captain. Rating officials must know that chaplains generally have less military experience than their line-officer peers. This should be considered when evaluating junior chaplains.

**B-3.** Requirements for seminary training and pastoral experience before entry on active duty vary among denominations. As a result, chaplains with the same date of rank and similar military experience may have significant variations in age. Age, therefore, must not influence OERs.

**B-4.** When possible there will be a chaplain and a nonchaplain in the rating chain. When a chaplain is not in the rating chain, a senior chaplain familiar with the rated chaplain's performance (if

available) will be designated as intermediate rater. This is a permitted exception to paragraph 3-8 but does not preempt the commander's prerogative to establish the rating chain. The commander must approve such designations.

**B-5.** Because of the dispersion of troops and a shortage of particular denominational chaplains, commanders need to support chaplains required to perform area religious ministry. Commanders should accept the additional duties of particular chaplains and release them for area religious ministry.

**B-6.** Some skills and attributes show chaplain leadership potential. These are important for professional development of the chaplain and should be considered by the rating officials when completing DA Forms 67-8 and 67-8-1. Some examples of chaplain leadership potential are:

a. *The ability to support the ministry of others.* There is a diversity of ministry styles and denominational requirements among Army chaplains. The chaplain's supervisor appreciates the diversity and supports those involved in a ministry different from his own. Chaplains must be constructive and objective in their supervision of other chaplains.

b. *Consultation and confrontation skills.* The chaplain raises questions that enable commanders to understand the religious, moral, and ethical impact of issues. This relationship is issue-oriented, nonblaming, and specific.

c. *Accountability.* The chaplain must accept re-

sponsibility for success or failure and learn from it.

*d. Integrity.* The chaplain should seek to integrate specific skills with his religious convictions.

*e. Spiritual discernment.* Chaplains, as men and women of faith, need to identify and enumerate the spiritual significance of common life experiences among the people to whom they minister.

*f. Risk-taking ability.* In meeting the diverse needs of soldiers and families, the chaplain must possess maturity and skills to effect change even at the risk of being criticized for exercising his ministry.

*g. Development of a "system sense."* Chaplains must understand and appreciate the Army system in which ministry is performed and how chaplain influence can be used for the spiritual good of the community. This "system sense" normally develops as chaplains progress in grade and experience.

*h. Performance counseling.* Performance counseling is a supervisory skill. Performance counseling is objective and conveys to the supervised person the nature and quality of his functioning on the job.

**B-7.** The following functions are often performed by chaplains. Knowledge of these functions should assist rating officials in understanding an effective ministry.

*a.* Provide religious services and programs designed to meet the needs of diverse groups in the organization and community. (See AR 165-20.)

*b.* Question military procedures and policies that isolate or unjustly treat individuals or groups.

*c.* Support and respect the denominational requirements and approaches to the ministry of other chaplains. (See AR 165-20.)

*d.* Cooperate in the total command religious program and ensure religious ministry for units that have no assigned chaplain. (See AR 165-20.)

*e.* Identify for the command potentially disruptive social patterns that violate federal standards for equal opportunity.

*f.* Enlist, train, and involve persons in congregational programs of worship, community involvement, and religious education.

*g.* Facilitate healthy interpersonal relationships in congregational activities, work groups, family life, and friendships.

*h.* Use creative methods of instruction that involve people in personal and spiritual growth.

*i.* Establish rapport with persons (to include military personnel, authorized civilians (AR 165-20), retired personnel, and their families) of varied religious, cultural, and social backgrounds.

*j.* Effectively manage current resources and identify additional resources needed to enhance religious programs.

*k.* Advise and assist Reserve Components concerning ministry.

## Section II. SPECIFIC GUIDANCE

**B-8.** The following guidance will assist the rating officials to complete certain portions on DA Form 67-8:

*a. Part IIIa.* Select the most appropriate functional duty position title. The following representative duty position titles may be used:

- (1) Chaplain resource manager.
- (2) Clinical pastoral educator.
- (3) Command and unit staff chaplain.
- (4) Community parish pastor.
- (5) Confinement facility chaplain.
- (6) Family life center chaplain.
- (7) Hospital or medical center chaplain.
- (8) Pastoral coordinator.
- (9) Reserve component chaplain coordinator.
- (10) Service school instructor.
- (11) Workforce chaplain.

(12) Other areas of interest that do not require full-time activity but provide significant ministries should be added to the above list as additional duties. The following list is representative:

- (a) Supervisory chaplain (number of chaplains supervised).
- (b) Staff and parish development consultant.
- (c) 7E trainer (phase III of chaplain basic training).
- (d) Religious education supervisor.
- (e) Area ministry.

*b. Parts Ve, Via, VIIb.* From the list below, if appropriate, select those areas in which you believe the rated chaplain to be the most competent and have the greatest potential.

- (1) Preaching and leading in worship.
- (2) Religious education.
- (3) Pastoral counseling.
- (4) Staff writing.
- (5) Staff officer.
- (6) Supervision of other chaplains and staff.
- (7) Staff and parish development.
- (8) Pastoral visitation of troops and families.
- (9) Human relations and small group minis-

try.

- (10) Program or project management.
- (11) Administration.

(12) Civilian community relations.

(13) Reserve component chaplain coordinator.

*c. Parts Ve, VIa, and VIIb.* If the rated chaplain is well-qualified for advanced professional training, identify no more than two areas for which you would recommend him, using the list in *a* above.

*d. Parts Vc, VIa, and VIIb.* If appropriate, cite instances of the chaplain's specific performance, using paragraph B-7.

**APPENDIX C**

**SUPPLEMENTARY REVIEW—INCLOSURE**

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When a supplementary review is required on an OER under paragraph 5-30, AR 623-105, the inclosure to the report will be in the following format:

**LETTERHEAD**

Office symbol

Date

Rated officer name and grade

Rated officer SSN

Period of report

**SUBJECT:** Supplementary OER Review as Required by AR 623-105, paragraph 3-13.

1. As required by AR 623-105, an additional review of the referenced OER was made by me using paragraph 3-14 as the principal source of guidance.
2. The OER is complete and correct as written and requires no further comment from me.

or

2. As a result of my review, I am submitting the following comments:

Signature Block

**APPENDIX D**  
**MILPERCEN ADDRESSES**

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- D-1.** Address for forwarding recommended changes to this regulation:  
HQDA(DAPC-MSE)  
Alexandria, VA 22332
- D-2.** Address for making an appointment to review records:  
HQDA(DAPC-PSR-S)  
Alexandria, VA 22332
- D-3.** Address for forwarding Officer Evaluation Reports and subsequent addenda:  
HQDA(DAPC-PSR-EP)  
Alexandria, VA 22332
- D-4.** Address for forwarding appeal requests:  
HQDA(DAPC-PSR-EA)  
Alexandria, VA 22332
- D-5.** Address for requesting HQDA reviews:  
HQDA(DAPC-PSR-EP)  
Alexandria, VA 22332
- D-6.** Address for forwarding commander's investigation:  
HQDA(DAPC-MSE)  
Alexandria, VA 22332

**APPENDIX E**

**INCLOSURE FOR RATED OFFICER  
SERVING UNDER DUAL SUPERVISION**

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**E-1.** When it is not practical to designate the nonparent-unit supervisor as rater, intermediate rater, or senior rater, this supervisor will submit an inclosure to the OER as described in this appendix.

**E-2.** Inclosures for attachment to an OER will be prepared in the format shown for letter reports in appendix F.

**E-3.** Paragraph 1 of the letter will state that the inclosure is being submitted because the rated officer is serving under dual supervision as described in paragraph 3-21, AR 623-105.

**E-4.** Paragraph 2 of the letter will describe that portion of the rated officer's duties and responsibilities that were supervised by the nonparent-unit supervisor.

**E-5.** Paragraph 3 will describe any particular strengths or weaknesses in professionalism displayed by the rated officer.

**E-6.** Paragraph 4 will describe the rated officer's performance with regard to the requirements of the duty position.

**E-7.** Paragraph 5 will describe the rated officer's potential for service in positions of greater responsibility at higher grades.

**APPENDIX F**  
**EXAMPLE LETTER REPORT**

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LETTERHEAD

ABC-XYZ

10 Mar 1981  
CPT Smith, J.B.  
408-65-8940  
10 Aug 80—5 Mar 81

SUBJECT: Letter Reports  
Commander  
25th Armored Division  
APO New York 09112

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

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

**F-3.** The text will contain the rating official's description of the rated officer's duties and an evaluation of the rated officer. The rating official may comment on any aspect of the rated officer's performance or potential. Before completing this letter report, rating officials should read those sections of AR 623-105 which apply to the duties, responsibilities, and functions of the evaluation role being performed.

**F-4.** A copy of the report will be given to the rated officer.

Inclosures

Signature Block

## APPENDIX G

## SPECIAL CONSIDERATIONS FOR RATING JAGC OFFICERS

**G-1. General.** Judge Advocate General's Corps (JAGC) officers perform unique duties within the Army. They are officer lawyers and are subject to the same evaluation concepts as other officers. When being evaluated, they should be viewed under a "whole officer" concept and not as a "lawyer only." JAGC officers are staff officers and perform duties as advisors and advocates or counsel. In providing professional legal advice or service, judge advocates must at times advance opinions that are contrary to the views of others. As lawyers, they are bound by a strict code of professional responsibility that provides standards for the legal profession. Rating officials must be mindful of these responsibilities and evaluate JAGC officers accordingly.

**G-2. Evaluation of JAGC officers.** *a.* Only The Judge Advocate General (TJAG) and The Assistant Judge Advocate General (TAJAG) and commissioned officers of the US Army judiciary may serve as rater, intermediate rater, or senior rater of a JAGC officer assigned to the US Army judiciary as a military judge or to the US Army Legal Services Agency as a military magistrate.

*b.* No convening authority or any member of his staff may evaluate a JAGC officer assigned additional duties as a military judge or as military magistrate on the performance of his duties in that capacity.

*c.* No rating official will give an adverse or less favorable rating or comment regarding a rated officer because he zealously represented as counsel any accused or respondent before court-martial or administrative board proceedings.

**G-3. Evaluating officers detailed to on-the-job training.** *a.* Officers attending law school under

TJAGs Funded Legal Education Program or Excess Leave Program must be evaluated for periods of on-the-job training, as described in paragraph 5-17. When evaluating these officers, consider their grade, experience, and schooling. They must not be compared with experienced lawyers.

*b.* For officers taking part in the Funded Legal Education Program, the following entry will be placed in Part IIIc of DA Form 67-8: "Officer is a full-time, active-duty student attending law school at Government expense under AR 351-22. On-the-job training continues in the summer when school is not in session."

*c.* For officers taking part in the Excess Leave Program, the following entry will be placed in Part IIIc of DA Form 67-8: "Officer is a full-time, active-duty student attending law school in an Excess Leave Status. Officer pays his own tuition and receives no military pay or allowances except when performing on-the-job training when no classes are scheduled."

**G-4. Initial tour of extended active duty.** (See para 5-14.) A report will be rendered upon completion of 120 duty days in a principal duty assignment under a single rater. This applies only if no report has been made during the current period of service. This applies to officers who complete law school under TJAG's Funded Legal Education Program (AR 351-22) or Excess Leave Program (AR 601-114). Officers programmed for attendance at an officer basic course will not be rated under this paragraph before attending the course.

**G-5. JAGC officers assigned to the US Army Trial Defense Service.** These officers are not considered to be under dual supervision (para 3-21).

## APPENDIX H

## EVALUATION OF US ARMY MEDICAL DEPARTMENT OFFICERS

**H-1.** The CG, US Army Health Services Command (HSC) will establish the officer rating chain for the command. CG, HSC has established the following rules for Medical Center (MEDCEN), Medical Department Activity (MEDDAC), and Dental Activity (DENTAC) commanders and Directors of Dental Services (DDS).

*a.* Rules for MEDCEN and MEDDAC commanders are as follows:

(1) The CG, HSC will be the senior rater for MEDCEN and MEDDAC commanders.

(2) The installation commander will be the rater when he is senior in grade or date of rank to the MEDDAC or MEDCEN commander and junior in grade or date of rank to the CG, HSC.

(3) A member of the installation commander's staff will be the rater when the installation commander is senior in grade or date of rank to the CG, HSC.

(4) When the installation commander is junior in grade or date of rank to the MEDCEN or MEDDAC commander, he will provide input to the CG, HSC. The assigned rating officials will use this input to prepare their portions of the OER.

*b.* Rules for DENTAC commanders and DDS are as follows:

(1) The Deputy Commander for Dental Services, HSC will serve as the senior rater for DENTAC commanders and DDS.

(2) The installation commander will be the rater when he is senior in grade or date of rank to the DDS or DENTAC commander and junior in grade or date of rank to the Deputy Commander for Dental Services, HSC.

(3) A member of the installation commander's staff will be the rater when the installation commander is senior in grade or date of rank to the Deputy Commander for Dental Services, HSC.

(4) When the installation commander is jun-

ior in grade or date of rank to the DDS or DENTAC commander, he will provide input to the Deputy Commander for Dental Services, HSC. The designated rating officials will use this input to prepare their portions of the OER.

*c.* Because of the unusually large number of colonels assigned to MEDDAC and DENTAC, the commanders of these units may serve as senior raters for all colonels in their organizations, as an exception to paragraph 3-11d, when authorized by the CG, HSC. This exception does not permit the MEDDAC and DENTAC commanders to serve as both rater and senior rater for the same rated officer.

*d.* As an exception to paragraph 3-11d, the Deputy Superintendent, Academy of Health Sciences (AHS) may serve as the senior rater for colonels assigned to the AHS when authorized by CG, HSC. This exception does not permit the Deputy Superintendent to serve as both rater and senior rater for the same rated officer.

**H-2.** In Army components of unified commands, the major AMEDD organizational element will establish a rating chain for MEDDAC and DENTAC commanders. This rating chain will include the area commander or other commander to whom primary medical and dental services are provided.

*a.* Rating chain rules for MEDDAC commanders follow:

(1) A Medical Corps officer above the MEDDAC commander in the chain of command will be designated as the senior rater.

(2) The area commander will be the rater for MEDDAC commanders when he is senior in grade or date of rank to the MEDDAC commander and junior in grade or date of rank to the senior rater.

(3) The area commander will designate a member of his staff as the rater when the area

commander is senior in grade or date of rank to the senior rater.

(4) When the area commander is junior in grade or date of rank to the MEDDAC commander, he will provide input to the designated rater. The designated rating officials will use this input to prepare their portions of the OER.

b. Rating chain rules for DENTAC commanders and the DDS follow:

(1) A Dental Corps officer above the DENTAC commander or DDS in the chain of command will be designated as the senior rater.

(2) The area commander will be the rater when he is senior in grade or date of rank to the DENTAC commander or the DDS and junior in grade or date of rank to the senior rater.

(3) A member of the area commander's staff will be the rater when the area commander is senior in grade or date of rank to the senior rater.

(4) When the area commander is junior in grade or date of rank to the DENTAC commander or the DDS, written input will be prepared by the area commander and forwarded to the designated rater. The designated rating officials will use this input to prepare their portions of the OER.

c. Because of the unusually large number of colonels assigned to MEDDACs and DENTACs, the MEDDAC or DENTAC commander may serve as senior rater for all colonels in his organization, as an exception to paragraph 3-11d when authorized by the major AMEDD organizational element in the unified command. This exception does not permit the MEDDAC or DENTAC commander to serve as both rater and senior rater for the same rated officer.

**H-3.** The OER has a unique purpose when used to evaluate the performance and potential of Medical Corps (MS), Dental Corps (DC), Veterinary Corps (VC), Army Nurse Corps (ANC), and Army Medical Specialist Corps (AMSC) resident, intern, fellowship, and affiliate students in graduate health education programs at Army installations. An officer's progress in learning is the essential element of graduate education. Therefore, it should be given primary emphasis in the evaluation process. Special instructions for rating MC, DC, VC, ANC, and AMSC residents, interns, fellowship students, and affiliate participants are specified below. Medical Service Corps

(MSC) officers undergoing graduate health education will not be rated under the provisions of this paragraph nor will AMEDD officers participating in the residency phase of the US Army-Baylor University Health Care Administration Program.

a. The evaluation forms will be completed as prescribed in chapter 4 unless indicated otherwise in this appendix.

b. DA Form 67-8-1, OER Support Form—

(1) Part I will be completed by the MILPO or administrative office. The duty title should be specific (e.g., intern, first-year surgical resident, dietetic intern, dental general practice resident, veterinary preceptorship, clinical pathology).

(2) Part II will be completed by the MILPO or administrative office. The duty SSI/MOS for this assignment will reflect the specialty for which the rated officer is being trained.

(3) Part III should describe the program goals (to include academic and practicum requirements) and achievements during the rating period.

(4) Part IV will include comments by the rater and intermediate rater (if any) for the senior rater.

c. DA Form 67-8 will be completed in accordance with section III of chapter 4.

(1) *Part I, Item f. Designated Specialty.* This entry will be the specialty for which the rated officer is being trained.

(2) *Part II, Authentication.* With the following exception, instructions for completing this portion of the DA Form 67-8 are in paragraph 4-11. As an exception to paragraph 4-11c(6), the senior rater will put an "X" in the small box to the left of his signature block. This will tell the computer not to edit Part VIIa, DA Form 67-8. (See (7a) below.)

(3) *Part III, Duty Description.*

(a) *Item a, Principal Duty Title.* The duty title should parallel the duty title shown on the DA Form 67-8-1.

(b) *Item b, Duty SSI/MOS.* Enter the specialty for which the rated officer is being trained.

(c) *Item c, Duty Description.* This portion allows the rater to describe the rated officer's program, to include academic and practicum requirements during the rated period. Most raters will use Part IIIa of DA Form 67-8-1 to help them complete this section. This information is

particularly important to DA selection boards; therefore, raters will record it with thought and detail.

(4) *Part IV, Performance Evaluation-Professionalism.*

(a) *Item a, Professional Competence.* The rater completes this item. It lists attributes that define professionalism for the Army officer (para 4-13). Evaluation of each attribute should be in the context of the graduate health education experience, to include clinical and academic environments.

(b) *Item b, Professional Ethics.* Complete by commenting on any of the eight professional ethics in which the rated officer is particularly outstanding or needs improvement. (See para 4-13b(4).) Comments should be within the context mentioned in the preceding paragraph.

(5) *Part V, Performance and Potential Evaluation (Rater).*

(a) *Item b.* Comment on performance during this rating period. Complete as prescribed.

(b) *Item c.* Comment on specific aspects of the performance. This portion is most significant because it provides DA with a detailed account of the participant's progress in his graduate health education. These comments will describe the rated officer's academic and practicum achievements. In the case of Medical and Dental Corps officers, the House Staff Evaluation Report, as required by AR 351-3, will assist the rating official. These comments should be brief but should provide DA with a clear description of the officer's graduate education progress.

(c) *Item e.* Comment on potential. This portion is used to amplify the promotion recommendation given in Item d. These comments are

important to DA personnel managers because it records the rater's opinion of the rated officer's most significant talents. The comments in this section should reflect the rated officer as a total military health professional rather than solely as a health specialist. In effect, the rater must project the rated officer's performance into some future position or grade of higher responsibility.

(6) *Part VI, Intermediate Rater.* Complete as directed in paragraph 4-15.

(7) *Part VII, Senior Rater.*

(a) *Item a, Potential Evaluation.* Graduate health education is considered a learning experience; therefore, to promote maximum participation by the rated officer, this section will not be completed. Personnel officers will ensure that this part of the report is not completed by making an "X" across the section. (See also c(2) above.)

(b) *Item b, Comments.* Complete as prescribed.

(c) *Rating officials.*

1. Medical Corps officers—The teaching chief and the Director of Medical Education will be included in the rating chain.

2. Dental Corps officers—The teaching chief and the dental commander will be included in the rating chain.

3. Other AMEDD officers—As directed by proper authority.

4. As an exception to paragraph 3-5, the teaching chiefs for both Medical and Dental Graduate Education Programs are authorized to rate officers senior to them in grade and date of rank. This exception will be used only when the teaching chief totally supervises the student's graduate level instructions and day-to-day duties in the educational environment.

15 June 1979

AR 623-105

**APPENDIX I  
THE EVALUATION FORMS**

OFFICER EVALUATION REPORT SUPPORT FORM			
For use of this form, see AR 623-105; proponent agency is US Army Military Personnel Center.			
Read Privacy Act Statement and Instructions on Reverse before Completing this form.			
PART I - RATED OFFICER IDENTIFICATION			
NAME OF RATED OFFICER (Last, First, MI)		GRADE	PRINCIPAL DUTY TITLE
LANG, Leslie R.		CPT	Battery Commander
ORGANIZATION			
B-Btry, 3d Bn, 55th Arty			
PART II - RATING CHAIN - YOUR RATING CHAIN FOR THE EVALUATION PERIOD IS:			
RATER	NAME	GRADE	POSITION
	Grey, Thomas A.	LTC	Bn Commander
INTERMEDIATE RATER	NAME	GRADE	POSITION
SENIOR RATER	NAME	GRADE	POSITION
	Fox, Larry R.	Col	Bde Commander
RATED OFFICER'S SPECIALTIES/MOS		DUTY SSI/MOS	
13/41		13A	
PART III - RATED OFFICER (Complete a, b and c below for this rating period)			
a. STATE YOUR SIGNIFICANT DUTIES AND RESPONSIBILITIES			
SEE PARAGRAPH 4-7.			
b. INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES			
SEE PARAGRAPH 4-7.			
c. LIST YOUR SIGNIFICANT CONTRIBUTIONS			
SEE PARAGRAPH 4-7.			
(Signature and Date)			

DA FORM 67-8-1  
1 SEP 79

Figure I-1. Sample DA Form 67-8-1.

<b>PART IV - RATER AND/OR INTERMEDIATE RATER</b> <i>(Review and comment on Part III a, b, and c above. Insure remarks are consistent with your performance and potential evaluation on DA Form 67-8.)</i>	
<b>a. RATER COMMENTS</b> <i>(Optional)</i>	<p>SEE PARAGRAPH 4-8.</p> <p>_____</p> <p>SIGNATURE AND DATE <i>(Mandatory)</i></p>
<b>b. INTERMEDIATE RATER COMMENTS</b> <i>(Optional)</i>	<p>SEE PARAGRAPH 4-8.</p> <p>_____</p> <p>SIGNATURE AND DATE <i>(Mandatory)</i></p>
<p align="center"><b>DATA REQUIRED BY THE PRIVACY ACT OF 1974 (5 U.S.C. 552a)</b></p> <p><b>1. AUTHORITY:</b> Sec 301 Title 5 USC; Sec 3012 Title 10 USC.</p> <p><b>2. PURPOSE:</b> DA Form 67-8, Officer Evaluation Report, serves as the primary source of information for officer personnel management decisions. DA Form 67-8-1, Officer Evaluation Support Form, serves as a guide for the rated officer's performance, development of the rated officer, enhances the accomplishment of the organization mission, and provides additional performance information to the rating chain.</p> <p><b>3. ROUTINE USE:</b> DA Form 67-8 will be maintained in the rated officer's official military Personnel File (OMPF) and Career Management Individual File (CMIF). A copy will be provided to the rated officer either directly or sent to the forwarding address shown in Part I, DA Form 67-8. DA Form 67-8-1 is for organizational use only and will be returned to the rated officer after review by the rating chain.</p> <p><b>4. DISCLOSURE:</b> Disclosure of the rated officer's SSN (Part I, DA Form 67-8) is voluntary. However, failure to verify the SSN may result in a delayed or erroneous processing of the officer's OER. Disclosure of the information in Part IIIc, DA Form 67-8-1 is voluntary. However, failure to provide the information requested will result in an evaluation of the rated officer without the benefits of that officer's comments. Should the rated officer use the Privacy Act as a basis not to provide the information requested in Part IIIc, the Support Form will contain the rated officer's statement to that effect and be forwarded through the rating chain in accordance with AR 623-105.</p>	
<p align="center"><b>INSTRUCTIONS</b></p> <p><b>PART I: Identification - Self explanatory.</b></p> <p><b>PART II: Rating Chain -</b> The personnel officer or appropriate administrative office will fill in information based on the commander's designated rating scheme.</p> <p><b>PART IIIa: Rated Officer Significant Duties and Responsibilities -</b> State the normal requirements met in your specific position as well as any important additional duties. Address the type of work required, rather than frequently changing specific tasks.</p> <p><b>PART IIIb: Rated Officer Major Performance Objectives -</b> List the most important tasks, priorities, and major areas of concern and responsibility assigned. This is an explanation of how you set out to accomplish the duties described in IIIa. Ideally these are planned goals that you will work toward in an effort to make a contribution to the accomplishment of the organization mission; however, they may be in reaction to unpredictable changes. The objectives come from the following four categories.</p> <p><b>ROUTINE -</b> Objectives that address the repetitive and commonplace duties that must be carried out. These are duties that will produce less visible results, but will have serious consequences if not properly executed.</p> <p><b>PROBLEM SOLVING -</b> Objectives that provide for dealing with problem situations. The objective should plan for or address potential problems so that time is available to deal with them without disrupting other objectives.</p> <p><b>INNOVATIVE -</b> Objectives that create new or improved methods of operation in the organization.</p> <p><b>PERSONAL DEVELOPMENT -</b> Objectives that further professional growth of an individual or his/her subordinates.</p> <p><b>PART IIIc: Rated Officer Significant Contributions -</b> Describe the most significant contributions you made during the rating period. These may have been in support of the objectives established or may highlight other accomplishments that you feel are important.</p> <p><b>PART IV: Rater and/or Intermediate Rater Review and Comment -</b> Insure any remarks are consistent with your performance and potential evaluation on DA Form 67-8. Signature does not show concurrence with Part III but indicates that you have reviewed the rated officer's portion of the form.</p>	

Figure I-2. Sample DA Form 67-8-1 (Reverse Side).

SEE PRIVACY ACT STATEMENT  
ON DA FORM 67-8-1

For use of this form, see AR 623-105; proponent  
agency is US Army Military Personnel Center.

PART I - ADMINISTRATIVE DATA											
a. LAST NAME - FIRST NAME - MIDDLE INITIAL <b>Lang, Leslie R.</b>				b. SSN <b>111-56-3333</b>	c. GRADE <b>CPT</b>	d. DATE OF RANK Year <b>74</b> Month <b>5</b> Day <b>4</b>	e. BR <b>FA</b>	f. DESIGNATED SPECIALTIES <b>13/41</b>	g. PMOS (WO)	h. STA CODE <b>GE940</b>	
i. UNIT, ORGANIZATION, STATION, ZIP CODE OR APO, MAJOR COMMAND <b>Battalion, 55th Field Artillery, APO NY 09124 USAREUR</b>						j. REASON FOR SUBMISSION <b>05 ANNUAL</b>			k. COMD CODE <b>E2</b>		
1. PERIOD COVERED			m. NO. OF MONTHS	n. MILPO CODE	o. RATED OFFICER COPY (Check one and date)			p. FORWARDING ADDRESS			
FROM		THRU		11	EU 22	<input checked="" type="checkbox"/> 1. GIVEN TO OFFICER <b>16 Sep 76</b> <input type="checkbox"/> 2. FORWARDED TO OFFICER					
Year	Month	Day	Year								
75	8	22	76	8	21						
q. EXPLANATION OF NONRATED PERIODS <b>30 days leave and 3 days PCS travel, 22 August - 23 September 75</b>											
PART II - AUTHENTICATION (Rated officer signature verifies PART I data and RATING OFFICIALS ONLY)											
a. NAME OF RATER (Last, First, MI) <b>Grey, Thomas A.</b>				SSN <b>678-10-2212</b>		SIGNATURE <input type="checkbox"/>					
GRADE, BRANCH, ORGANIZATION, DUTY ASSIGNMENT <b>LTC, FA 3d Bn 55th Field Artillery, Bn Co</b>								DATE <b>29 Aug 76</b>			
b. NAME OF INTERMEDIATE RATER (Last, First, MI)				SSN		SIGNATURE					
GRADE, BRANCH, ORGANIZATION, DUTY ASSIGNMENT								DATE			
c. NAME OF SENIOR RATER (Last, First, MI) <b>Fox, Larry R.</b>				SSN <b>417-11-1666</b>		SIGNATURE <input type="checkbox"/>					
GRADE, BRANCH, ORGANIZATION, DUTY ASSIGNMENT <b>COL, FA, 222 Artillery Brigade BDE Co.</b>								DATE <b>10 Sep 76</b>			
d. SIGNATURE OF RATED OFFICER				DATE <b>24 Aug 76</b>		e. DATE ENTERED ON DA FORM 21 <b>12 Sep 76</b>		f. RATED OFFICER MPO INITIALS		g. SR MPO INITIALS	
										h. NO. OF INCL <b>0</b>	
PART III - DUTY DESCRIPTION (Rater)											
a. PRINCIPAL DUTY TITLE <b>Battery Commander</b>								b. SSI/MOS <b>13A</b>			
c. REFER TO PART IIIa, DA FORM 67-8-1											
SEE PARAGRAPH 4-12.											
PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM (Rater)											
a. PROFESSIONAL COMPETENCE (In Items 1 through 14 below, indicate the degree of agreement with the following statements as being descriptive of the rated officer. Any comments will be reflected in b below.)						HIGH DEGREE		LOW DEGREE			
						1 2 3 4 5		1 2 3 4 5			
1. Possesses capacity to acquire knowledge/grasp concepts				1		8. Displays sound judgment				1	
2. Demonstrates appropriate knowledge and expertise in assigned tasks				1		9. Seeks self-improvement				1	
3. Maintains appropriate level of physical fitness				1		10. Is adaptable to changing situations				1	
4. Motivates, challenges and develops subordinates				1		11. Sets and enforces high standards				1	
5. Performs under physical and mental stress				1		12. Possesses military bearing and appearance				1	
6. Encourages candor and frankness in subordinates				2		13. Supports EO/EEO				1	
7. Clear and concise in written communication				2		14. Clear and concise in oral communication				1	
b. PROFESSIONAL ETHICS (Comment on any area where the rated officer is particularly outstanding or needs improvement)											
1. DEDICATION 2. RESPONSIBILITY 3. LOYALTY 4. DISCIPLINE 5. INTEGRITY 6. MORAL COURAGE 7. SELFLESSNESS 8. MORAL STANDARDS		SEE PARAGRAPH 4-13.									

DA FORM 67-8  
1 SEP 79

REPLACES DA FORM 67-7, 1 JAN 73, WHICH IS OBSOLETE, 1 NOV 79.

US ARMY OFFICER EVALUATION REPORT

Figure 1-3. Sample DA Form 67-8.



<b>SENIOR RATER PROFILE REPORT</b> <b>OFFICER EVALUATION REPORTING SYSTEM</b> <small>For use of this form, see AR 623-105; proponent agency is US Army Military Personnel Center.</small>									
PART I - ADMINISTRATIVE DATA									
a. NAME (Last, First, MI)				b. SSN		c. GRADE		d. DATE OF REPORT	
FOX, LARRY R.				417-11-1666		COL		AUGUST 1977	
PART II - SENIOR RATER PROFILE									
COL	LTC	MAJ	CPT	2LT 1LT	CW3 CW4	WO1 CW2	TOTAL RATINGS		HIGHEST
	2	2	1				5		
	3	6	3				12		
	4	5	9				18		
	6	8	12				26		
	4	3	10				17		
	1	1	2				4		
	1	1	1				3		
	0	0	0				0		
	0	0	0				0		
							85		LOWEST
						76		TOTAL OFFICERS	

Part I provides identification and administrative data.

Part II indicates specific senior rater rating history by number of reports rendered and number of different officers evaluated.

See paragraphs 4-30, 4-31, and 4-32.

DA FORM 67-8-2  
1 SEP 79

Figure I-5. Sample DA Form 67-8-2.

## APPENDIX J

## CODES FOR USE WITH DA FORM 67-8

**J-1. Grade codes.** See paragraph 1-32, AR 680-29.

**J-2. Branch codes.** See paragraph 1-12, AR 680-29.

**J-3. Army location codes (ARLOC).** Station codes  
 CONUS—See AR 525-10 and DA Pam 525-12.  
 OCONUS—See AR 525-10 and DA Pam 525-13.

**J-4. Command codes.** Codes in paragraph 2-4, AR 680-29, will be used except for commands listed below; in which case the following code will be used.

<i>Code</i>	<i>Designation</i>
SB	MILPERCEN
SE	Comptroller of the Army
SI	Assistant Chief of Staff for Intelligence, DA
SL	Deputy Chief of Staff for Logistics, DA
SO	Deputy Chief of Staff for Operations and Plans, DA
SP	Deputy Chief of Staff for Personnel, DA
SR	Chief of Research, Development and Acquisition, DA
SU	Unlisted activities of the listed Army agencies section: The Inspector General and The Auditor General Chief of Chaplains Chief of Public Affairs The Judge Advocate General Chief, Army Reserve
OT	Other—unlisted commands

**J-5. Reason for submitting reports.**

<i>Codes</i>	<i>Designation</i>
03	Change of rater—add "change of rater"
04	Change of duty—add "change of duty"
05	Annual report—add "annual"
06	Departure on TDY—add "Depart—TDY"
08	Rater incapacitation—For report on subordinates required because the rater is relieved, dies, is missing, or is mentally or physically incapacitated—add one of the following: "Rater relieved," "Death of rater," "Rater missing," or "Rater (mentally) (physically) incapacitated."
09	Following Civilian Schooling—Report based on completion of 90 calendar days following a civilian schooling assignment which exceeded 1 year—add "90 days fol civ sch."
10	Officer recommended for elimination—add "Elimination."
11	Officer failing selection for promotion—add "Promotion."
12	Separation from active duty—add "REFRAD or Retirement."

*Codes**Description*

12A	Relief from ADT or AT (applies to Reserve Components only)—add "REFRADT or REFRAAT."
14	Initial tour on extended active duty (EAD) evaluation—add "Initial."
15	Rated officer declared missing—add "Missing."
16	Report based on application for RA appointment—add "RA Apmt."
17	Reports submitted on officers participating in The Judge Advocate General's Funded Legal Education Program or Excess Leave Program—add "JAGC-OJT."
18	Relief for cause—add "Relief for cause."
19	MILPERCEN directed—add reference to the appropriate MILPERCEN directive.
21	Complete the record—add "Complete Rcd."
22	Senior Rater option—add "SR Option."
23	Rater option—add "Rater Option."
24	Outstanding performance report—add "Outstanding."
25	Deficient performance report—add "Deficient."
26	Combat evaluation—add "Combat."

**APPENDIX K**  
**SAMPLE ADDENDUM TO MODIFY A**  
**PREVIOUSLY SUBMITTED REPORT**

---

**LETTERHEAD**

Office Symbol

Date

Rated officer's name and grade

Rated officer's SSN

Period of report

**SUBJECT: Modification to a Previously Submitted OER**

1. The information described in the inclosures became known or was verified after the submission of the above indicated OER.
2. Each member of the original evaluation chain was made aware of this new information. After considering this information, the original (rater, intermediate rater, senior rater) decided that the information is significant enough to warrant additional comments. Their comments are at inclosures 1, 2, etc.
3. A copy of my referral to the rated officer is also attached. The rated officer's acknowledgment and comments are at inclosure \_\_\_\_ (or the rated officer has failed to respond).

Inclosures

Signature Block

SAMPLE INCLOSURE TO COMMANDER'S LETTER  
LETTERHEAD

Office Symbol

Date

Rated officer's name and grade

Rated officer's SSN

Period of report

1. As the (rater, intermediate rater, senior rater) during the period in question, I have become aware of the following new information concerning (rated officer). (Explain the new information here.)
2. This information was unknown to me (or unverified) at the time that I wrote the report in question. I consider this new information to be of such significance as to warrant modification of my original evaluation. I am, therefore, submitting the following comments for attachment to the original OER.

Signature Block

**APPENDIX L**  
**MOBILIZATION**

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(To Be Published)

15 June 1979

AR 623-105

The proponent agency of this regulation is the US Army Military Personnel Center. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA (DAPC-MSE), Alexandria VA 22332.

By Order of the Secretary of the Army:

**BERNARD W. ROGERS**  
*General, United States Army*  
*Chief of Staff*

Official:

**J. C. PENNINGTON**  
*Major General, United States Army*  
*The Adjutant General*

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