



# PERSCOM WORKSHOP

*Serving the Regiment With Pride*



*Officer Management and Development*





# Agenda

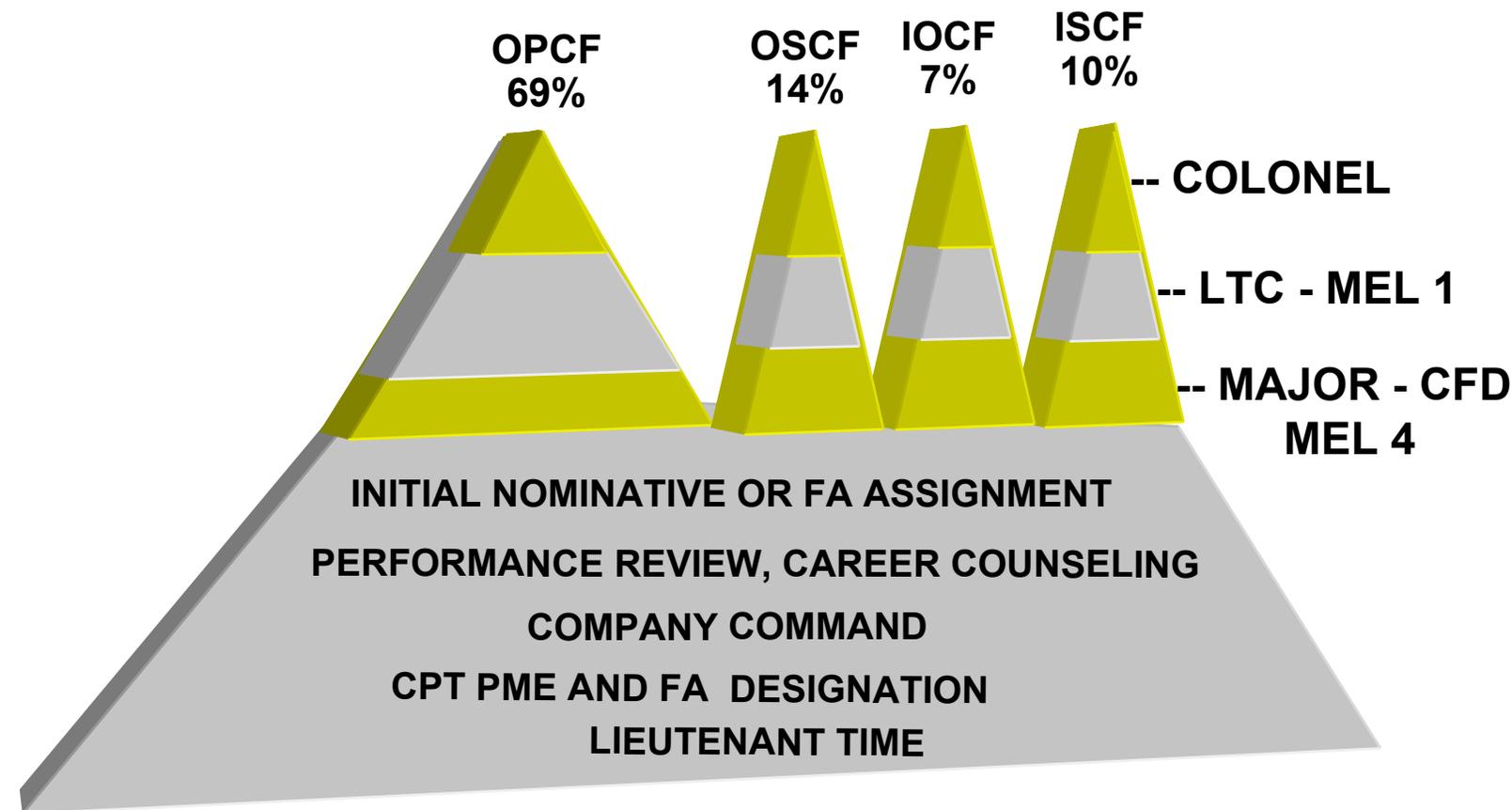
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- ★ **OPMS III**
- ★ **Branch Qualification and Education**
- ★ **CSC Selection**
- ★ **Command Opportunity**
- ★ **Officer Timelines**
- ★ **67-9 OER**
- ★ **Promotions**
- ★ **Questions**





# Officer Personnel Management System III



81% OCF in MTOE Units

57% other than OCF in MTOE Units

Career Fields based on Army Requirements

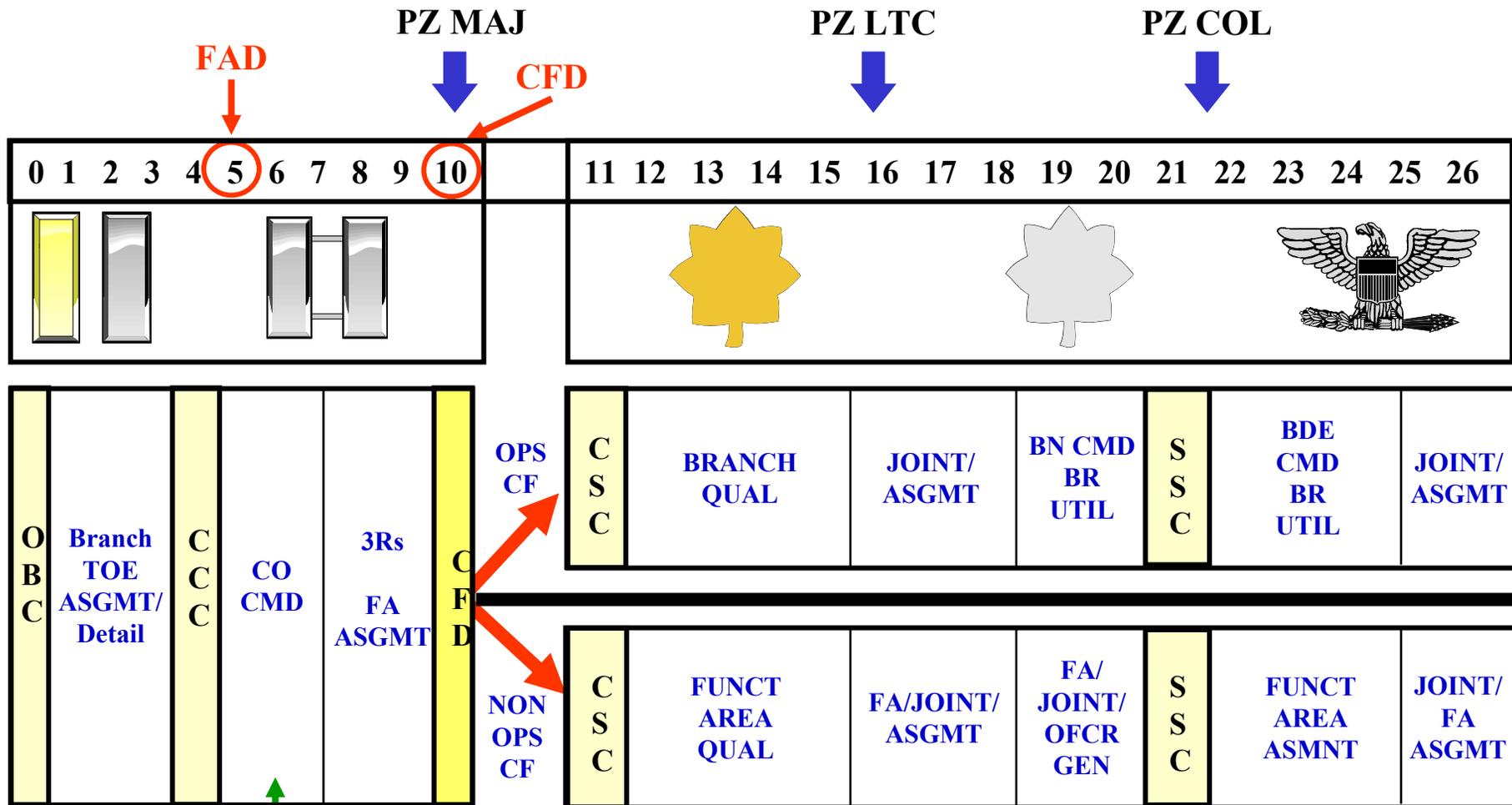
You compete for promotion within your Career Field -- NOT a shortcut





# Officer Development Timeline

*IAW NEW DA PAM 600-3:*



SC average - officers assume CO CMD with 6.5 years TIS - command for 18.2 months.





# OPMS III

## Career Fields and Functional Areas

4 Career Fields - 18 Functional Areas (FA) + basic Branches

### Operations (OPCF)

*Basic Branches*

*FA 39 PSYOP and Civil Affairs*

*FA 90 Multifunctional Logistician*

69%

### Operational Support (OSCF)

*FA 48 Foreign Area Officer*

*FA 51 Army Acquisition Corps*

14%

### Information Operations (IOCF)

*FA 24 Information Systems Engineering*

*FA 30 Information Operations*

*FA 34 Strategic Intelligence*

*FA 40 Space Operations*

*FA 46 Public Affairs*

*FA 53 Information Systems Management*

*FA 57 Simulation Operations*

7%

### Institutional Support (ISCF)

*FA 43 Human Resource Management*

*FA 45 Comptroller*

*FA 47 USMA Permanent Instructor*

*FA 49 Operations Research/Systems Analysis*

*FA 50 Force Management*

*FA 52 Nuclear Research and Operations*

*FA 59 Strategic Plans and Policy*

10%





# What is the CFD process?

- 1 - SMITH
- 2 - FLANDERS
- 3 - SHRIMPSON
- 4 - JENKINS
- 5 - LARSON



**Career Field Designation Officer Preference**

PLEASE PRINT LEGIBLY **Statement**

Section 1

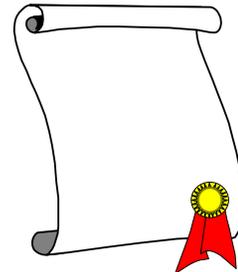
LAST NAME

FIRST NAME, MIDDLE INITIAL

SSN  -  -  Current BR  Current FA  Cohort Year Group

Section 2

Career Fields & FA Preference



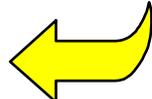
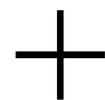
*Majors Promotion List*

*Officer Preference*

*Commanders Input (New OER)*

*Abilities/ Experience*

**A PROCESS THAT MATCHES OFFICER'S PREFERENCE AND CAPABILITY WITH ARMY REQUIREMENTS**



*CFD Board Designates Career Field*

*Qualification Data by FA to CFD Board*

*Army Requirements*





# FY02 CFD Branch

## Satisfaction Snap-Shot

BRANCH	POPULATION	REQUEST TO LEAVE BRANCH	% REQUEST TO LEAVE	DESIGNATED OUT OF BRANCH
MI	159	89	55.97%	23
AV	133	37	27.82%	16
IN	143	46	32.17%	45
SC	108	44	40.74%	10
FA	115	46	40.00%	17
OD	89	32	35.96%	12
QM	79	18	22.78%	18
EN	79	21	26.58%	6
AR	89	32	35.96%	29
TC	52	17	32.69%	4
AG	52	23	44.23%	4
SF	79	20	25.32%	29
MP	50	14	28.00%	11
CM	34	15	44.12%	7
AD	37	14	37.84%	10
FI	9	3	33.33%	3
<b>TOTAL</b>	<b>1314</b>	<b>473</b>	<b>36.00%</b>	<b>244</b>

10 Signal Officer CFD: FA 24 = 9  
FA 30 = 1





# Can I Appeal?

## Must be a matter of material error

- Incorrect preference statement (*not* the fault of the officer)
- Critical information missing from the file
- Critical information in file is incorrect
- *Must be a relationship between the error and the designation*

## Must demonstrate a propensity to serve

- Compared to officers designated to that FA
- Compared to officers from same branch designated to that FA

**Must appeal within 180 days of release!**





# Can I Transfer?

**Officers are eligible for Career Field Transfer 24 months after the release date of their CFD Board results.**

**Career Field Transfer Board meets:  
15 Nov, 15 Feb, 15 May, and 15 Aug**

**Board Members: OPMD Deputy, CMD Chief, Losing and Gaining Div Chief**





# Branch Qualification





# FY 02 Branch Qualification

Authority is DA PAM 600-3

## CAPTAIN

## MAJOR

## LIEUTENANT COLONEL

Minimum of 12 months as a:

Minimum of 12 months as:

Minimum of 12 months as:

- Company Commander
- Detachment Commander
- Rear Detachment CDR

- Battalion/Brigade XO/S-3
- Brigade/Regiment/Group S-6
- Assistant Div Signal Officer
- Deputy G-6/ATSO
- Major Level CMD

- Battalion Commander
- Brigade S-3/XO/DBC
- Division G-6
- Corps Deputy G-6
- ROTC Battalion CDR

Minimum time required to be considered BQ  
versus  
Average BQ time for selection boards.

CO Command  
before SCCC?

CPT and  
CPT(P) in  
MAJ BQ jobs.

BQ before  
CGSC?





# **FY 02 Promotion and Branch Qualification**

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## **Major's Board:**

**108 Officers selected (90.3%)  
18.2 months average BQ time**

## **Lieutenant Colonel's Board:**

**67 officers selected (75.7%)  
19.6 months average BQ time**





# CIVILIAN EDUCATION PROGRAMS

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- Requires 3 year utilization
- Incur an ADSO of 3 days per 1 day of schooling
- Fully funded Advanced Civil Schooling programs
  - USMA Instructors
  - Other degrees (FA/Branch Driven)
- Partially Funded programs
  - Degree Completion Program
  - Cooperative Degree Program (CGSC)

Signal Branch allocated 5 ACS slots FY03. Suspense to branch for all applications 1 Dec 02.





# Specialty Programs

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ACS

TWI

ACS (USMA)

DCP

Olmsted Scholarship

Congressional Fellowship

White House Fellows





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# Command and General Staff College



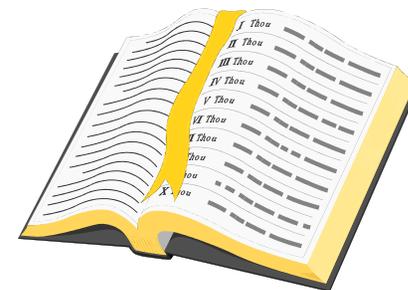
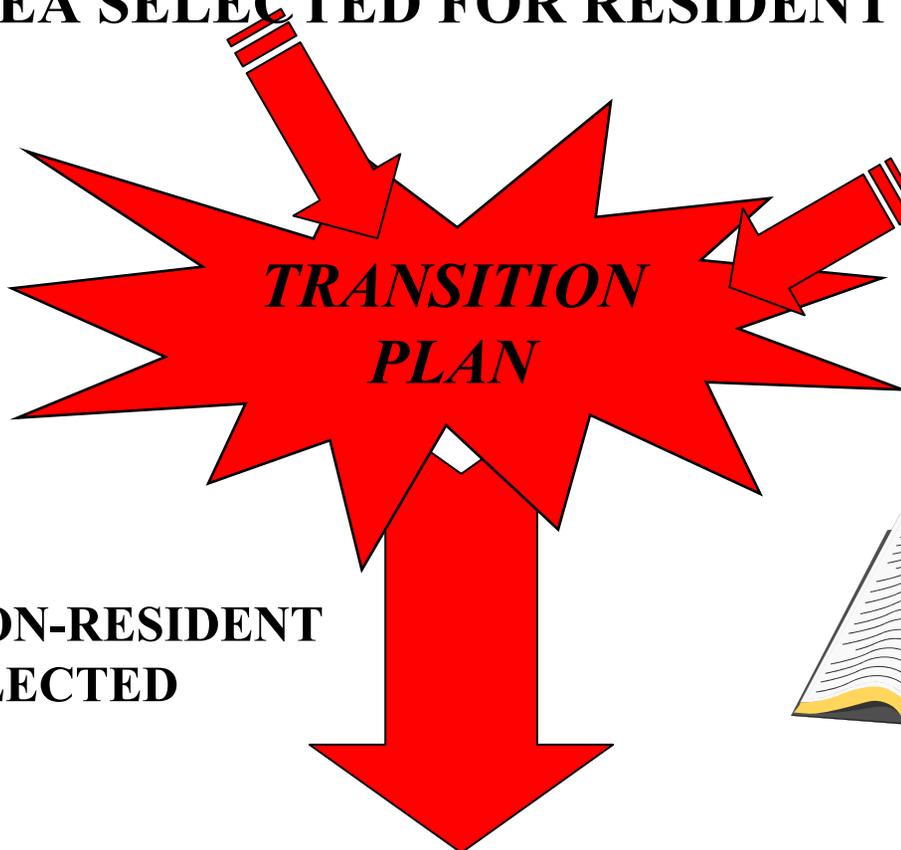
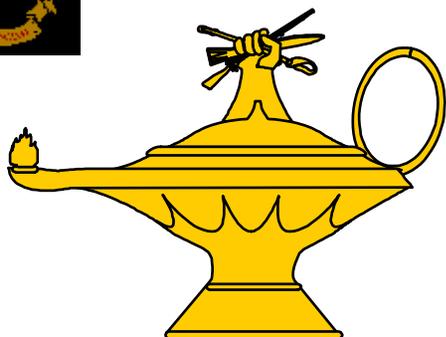


# Command and Staff College



**50% OF A YEAR GROUP BY BRANCH & FUNCTIONAL AREA SELECTED FOR RESIDENT CSC**

**BZ AND TWO LOOKS**



**GET ENROLLED IN NON-RESIDENT CSC IF NOT SELECTED**

***OPMS III: UNIVERSAL MEL 4... TBD (2004?)***





# Major Training & Education

## Current MEL4

- **50% CGSOC attendance for resident study:**
  - 50% Development Model met OPMS II educational requirements for the Cold War Army
- **Same MEL4 education for all CF/FA officers**
- **JPME 1 qualification**
- **MMAS opportunity**

**OBJECTIVE** is to develop field grade officers with a war fighting focus for leadership positions in Army, joint, multinational and interagency organizations executing full spectrum

## Benefits to the Army

- All Majors grounded in warfighting doctrine
- All Majors credentialed in their career field, functional area, and branch
- Set up for success for next 10 years of service

## ILE Concept:

- **Training and Leader Development investment in all Majors**
- **All majors share in a quality credentialing educational experience IAW OPMS III:**
  - Common core of Army operational instruction
  - Follow-on career field, branch, or functional area training (**Credentialing**)
- **Four delivery means for common core:**
  - Fort Leavenworth; Distance Education Campus; TASS Classroom; Advanced Distributed Learning
- **JPME 1 qualification**
- **MMAS opportunity**





# **Command Opportunity Operations Career Field**





# LTC & COL Command Selection

BOARDS SELECT FOR EACH CATEGORY . . . SEPARATE ORDER OF MERIT LISTS

## TACTICAL

-- TOE

-- ECHELON  
CORPS & BELOW  
(ECB)

*OPMS III  
COMMAND  
SELECT LIST  
(CSL)*

## TRAINING & STRATEGIC SUPPORT (TSS)

-- TRAINING: TRAINING  
BASE (TRADOC) AND  
TRAINING SUPPORT  
BRIGADES (AC/RC)

-- STRATEGIC: TOE  
ECHELONS ABOVE CORPS  
(MACOM-LEVEL) AND  
ENGINEER DISTRICTS.

**COMMAND**

## INSTITUTIONAL

-- GARRISON  
COMMANDS

-- RECRUITING  
COMMANDS

## TRADOC SYSTEMS MANAGERS (TSM)

(COLS ONLY)

- Select the category you want to command
- Pick “None” “One” “All” - Communicate your choice!





# Command Opportunity (Primary YG only)

## COL Level Command (ACC Only)

	Primary Cohort YG	# Selected	Eligible Population	CMD Opportunity
FY01	78	133	390	34.1%
FY02	79	126	422	29.9%
FY03	80	130	363	35.8%

**Signal: Even - 10**

**Odd - 9**

## LTC Level Command (ACC Only)

	Primary Cohort YG	# Selected	Eligible Population	CMD Opportunity
FY01	83	344	930	37.0%
FY02	84	319	1093	29.2%
FY03	85	330	1016	32.5%

**Signal: Even - 28**

**Odd - 26**

- Primary Cohort YG includes all BZ and AZ selected officers





# Company Command by Installation

<b>Installation</b>	<b>CPTs</b>	<b>Cmds</b>	<b>Queue (Months)</b>
Europe (ASC)	34	25	14 months
Europe (USAEUR)	62	21	17 months
Fort Carson	10	1	18 months
Fort Carson (SATCOM)	10	6	5 months
Fort Stewart	22	5	12 months
Fort Campbell	22	4	30 months
Fort Riley	7	2	7 months
Fort Bragg	64	20	12 months
Fort Drum	14	4	20 months
Fort Bliss	7	2	21 months
Fort Hood	74	26	20 months
Fort Lewis	20	6	16 months
Alaska (ASC)	2	2	0
Hawaii (ASC)	2	5	0
Hawaii (Division)	21	4	22 months
Fort Huachuca (ASC)	22	16	15 months
Fort Gordon (ASC)	19	12	17 months
Fort Gordon (TRADOC)	21	13	6 months
Japan (ASC)	6	4	12 months
Fort Detrick	5	5	0
Fort Meade	3	2	0
Fort Bragg (ASC)	1	1	0
Puerto Rico	4	2	6 months
Saudi Arabia	5	1	6 months
Korea (ASC)	33	22	6 months
Korea (Division)	38	5	6 months
USASOC	45	13	various



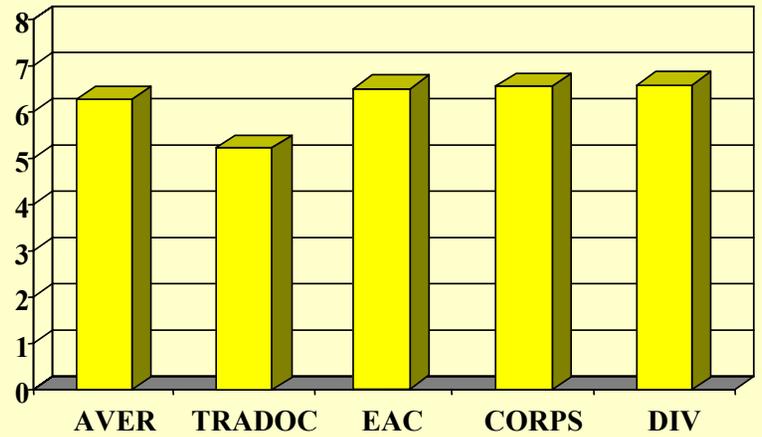


# Company Command

Signal average time in service before assuming Company Command

**6.5 years TIS**

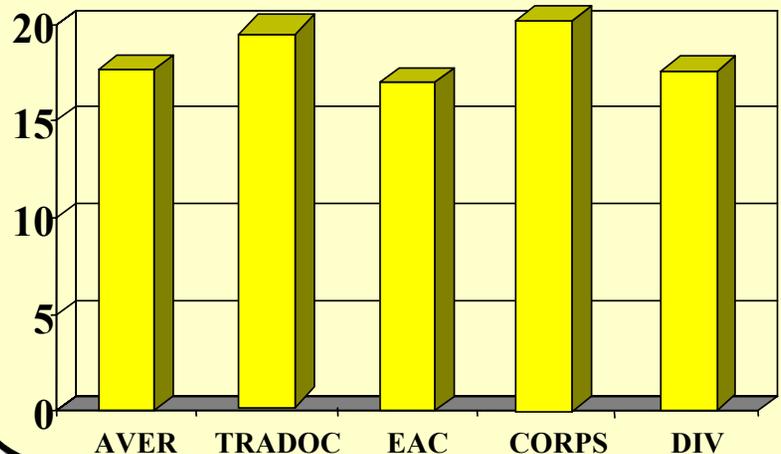
Time in Service - Assume CO CMD



Signal average time in command

**18.2 months**

Time in Command (months)



NOTE: Statistics based on officers selected by FY 02 MAJ promotion board.





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# Officer Timelines





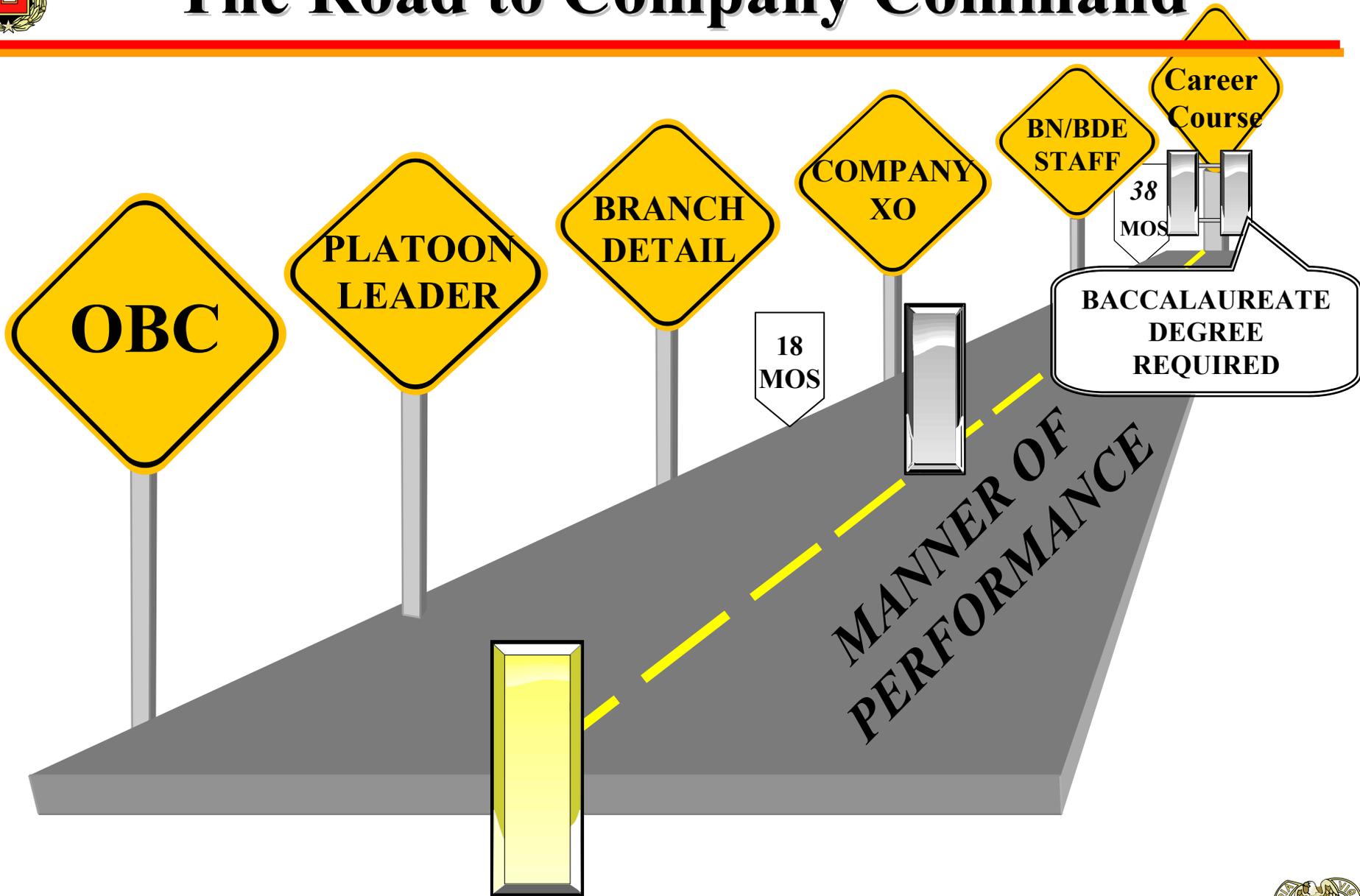
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# LT Career Progression





# The Road to Company Command





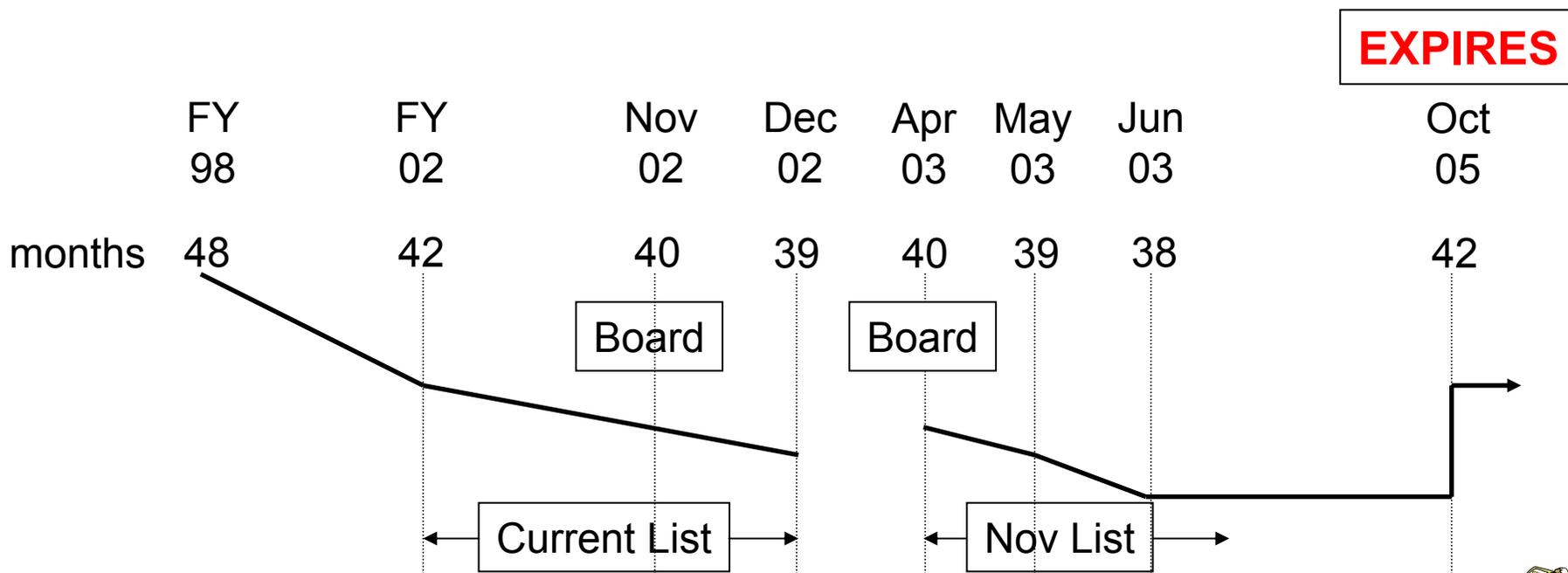
# Pin-On to Captain

	<u>CURRENT</u>		<u>LT Developmental Time</u>
	REQ.	INV.	
LT	9,600	11,400	from 34 to <b>30</b> months
CPT	<b>13,880</b>	<b>12,700</b>	from 29 to <b>25</b> months
			from 23 to <b>19</b> months

Average Infantry

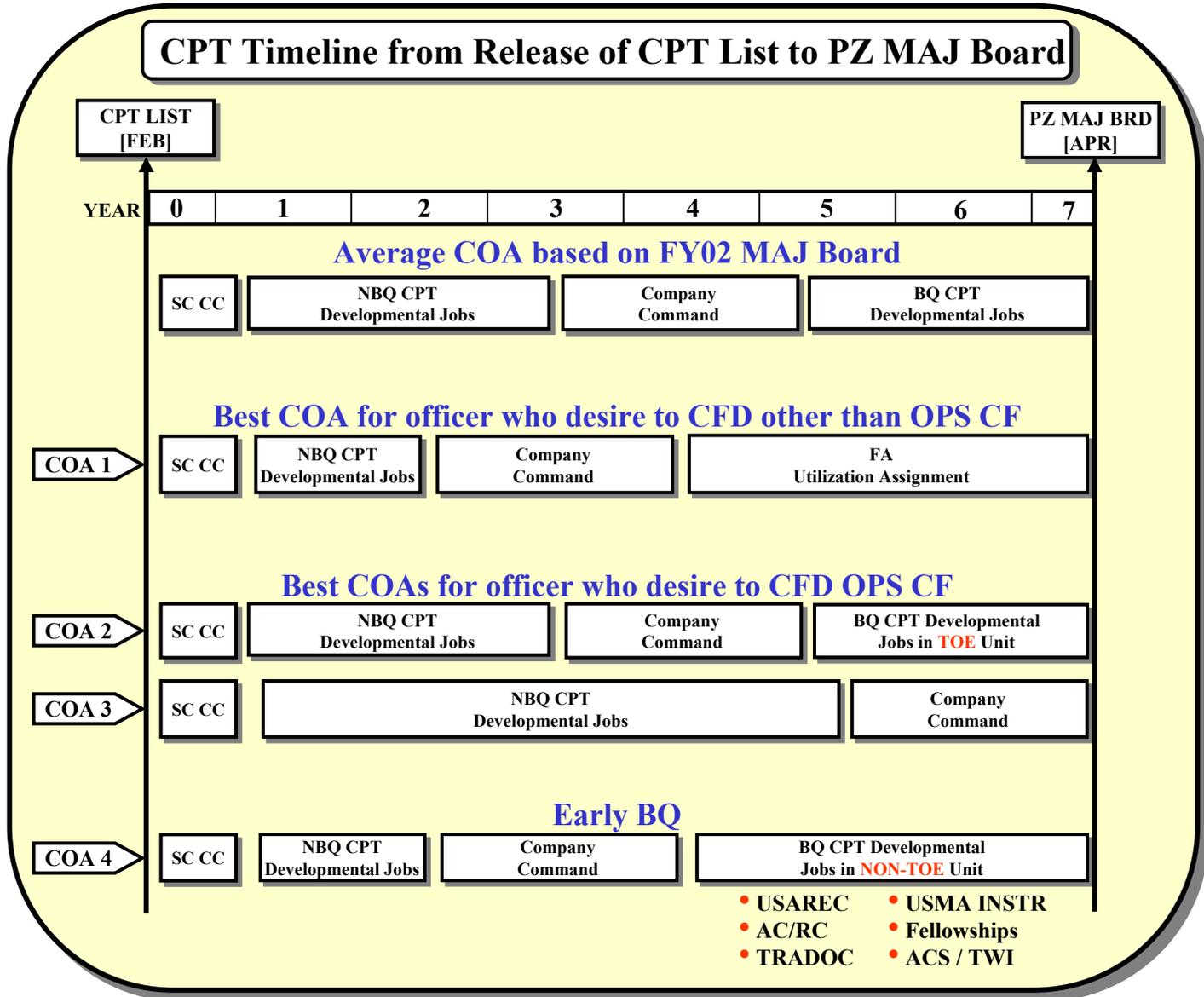
Average Aviation

**Focus on Objective -- SUCCESSFUL COMPANY COMMAND!**





# Captain Timeline

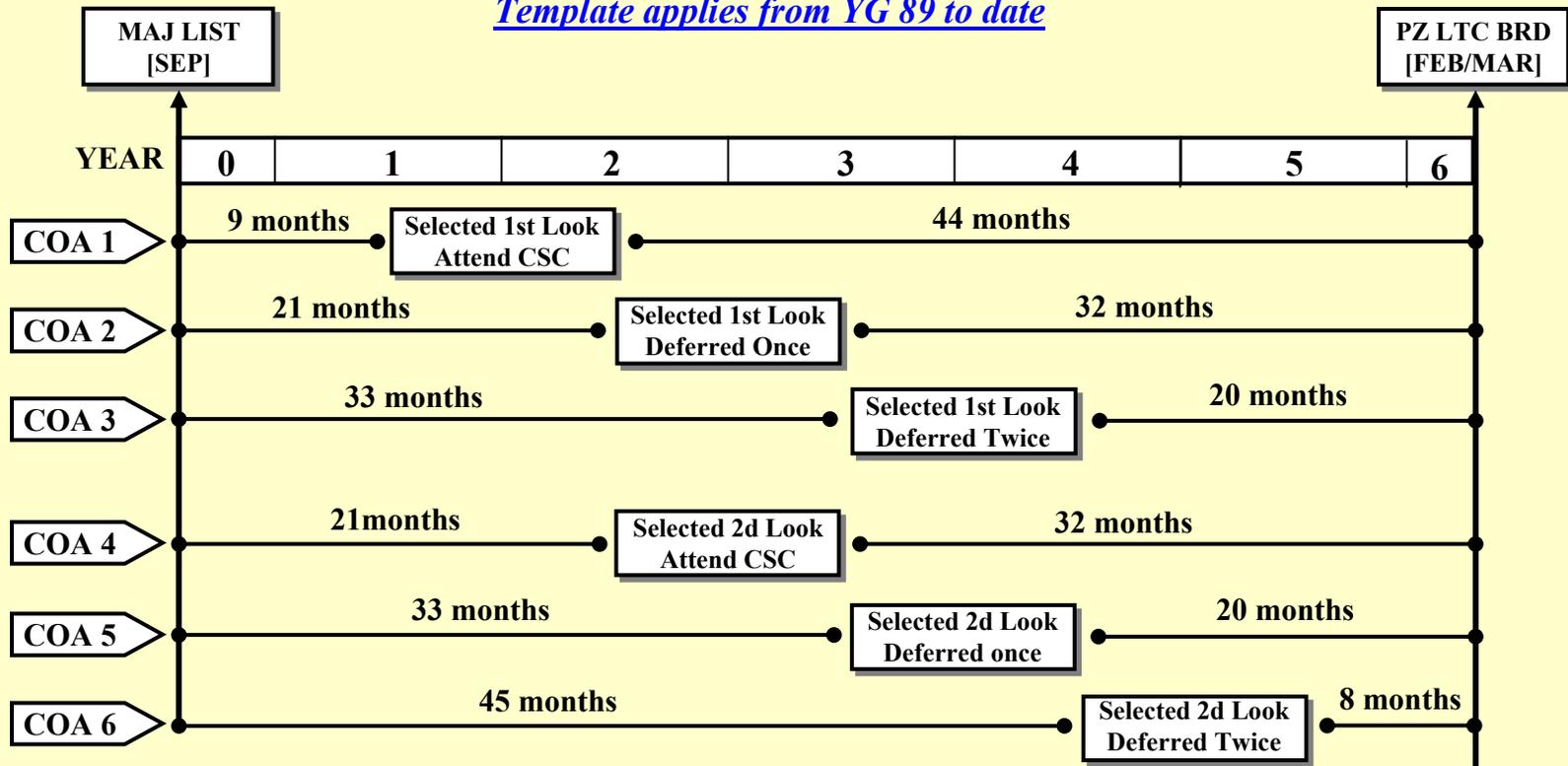




# Major Timeline

## O4 Timeline from Release of MAJ List to PZ LTC Board

*Template applies from YG 89 to date*

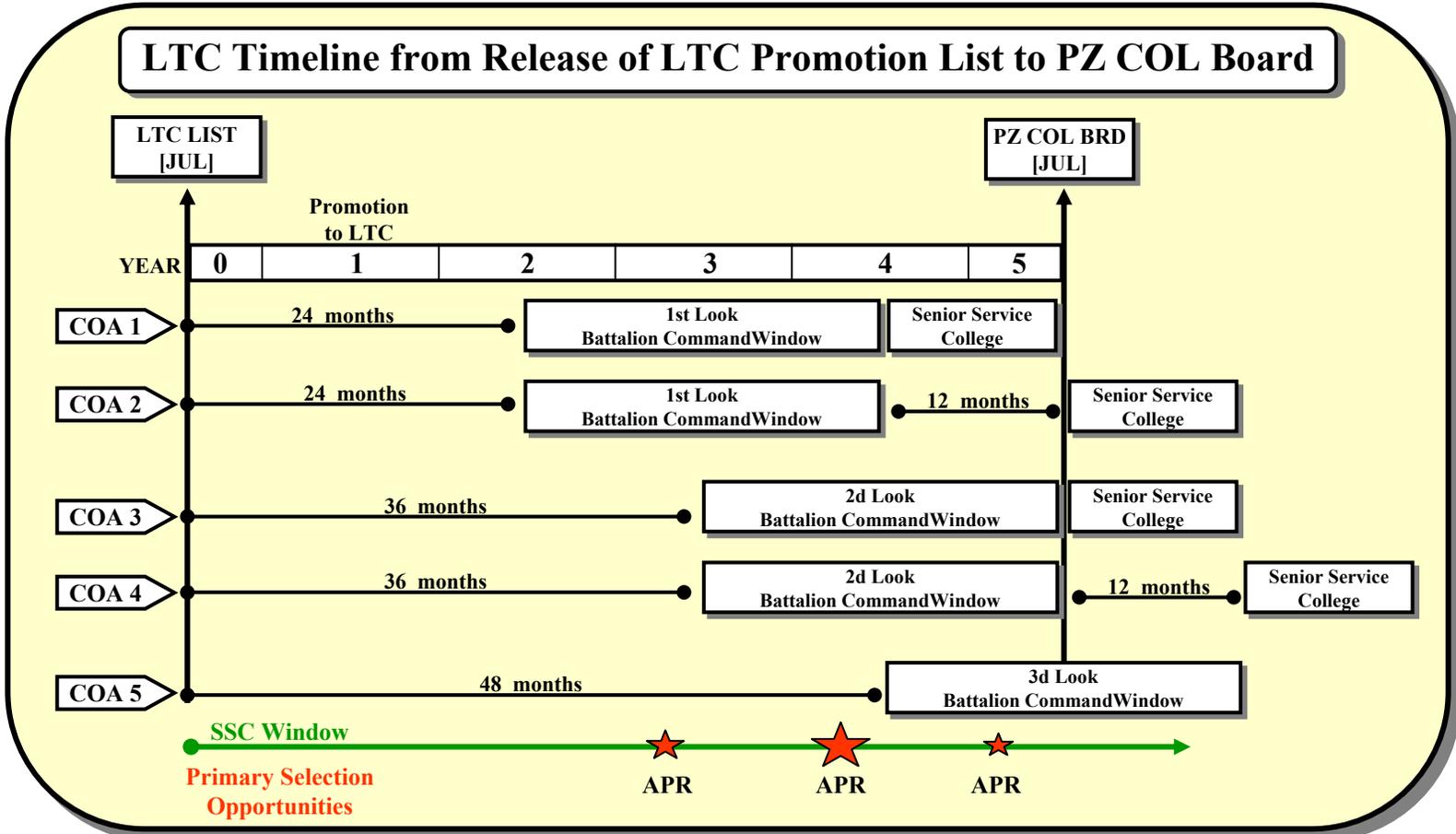


NOTE: CSC list released in DEC. OER cut off date for LTC Board - mid DEC.





# Lieutenant Colonel Timeline





# OER Update





# Evaluation Systems

## (Facts)

- Mission of the OER is to identify your best.
- OER is an assessment tool
  - OER is a Forced Distribution System (All services have one)
  - Top Box restricted to 49% (Our system is the most liberal)
- Promotion System is based on Army Requirements
  - Use the top box to identify your best officers
  - Can't predict selection board results on ACOM or COM labels (**Whole File Concept**)
  - Based on a series of reports (**Whole File Concept**)
- Commander is overall care-taker of the systems (All personnel system)
- Counseling is Key.





## Intent of 67-9 OER

- **Provide selection boards adequate information to make their decisions.**
- **Reestablish field impact on selection of future leaders.**
  - Opportunity to advance the “Best”
  - Confidence that others cannot inflate
- **Improve Counseling.**
  - Support Form (Pass Form Two Levels Down)
  - Junior Officer Developmental Support Form
    - Mandatory for LTs & WO1





# Bottom Line Up Front

- **System is working as it was designed to do.**
- **No Change to Senior Rater portion**
- **COM Report is not a Killer (COM report vs COM File)**
- **You need to Understand “How the System Works”**
- **Counseling is the Key**





# 67-9 OER Review / Field Sensing Sessions Conducted by G-1 (Jul 01 thru Mar 02)

## Conclusions:

- Current OER accomplishes what it was designed to do - assess performance and potential of officers. It also provides an effective tool which enables the Army to identify, assign and select the best qualified officers for promotion, education, and command.
- OER is settling - anxiety and uncertainty is diminishing as the system matures.
- Officers Corps prefers the current OER over other options and possible alternatives.





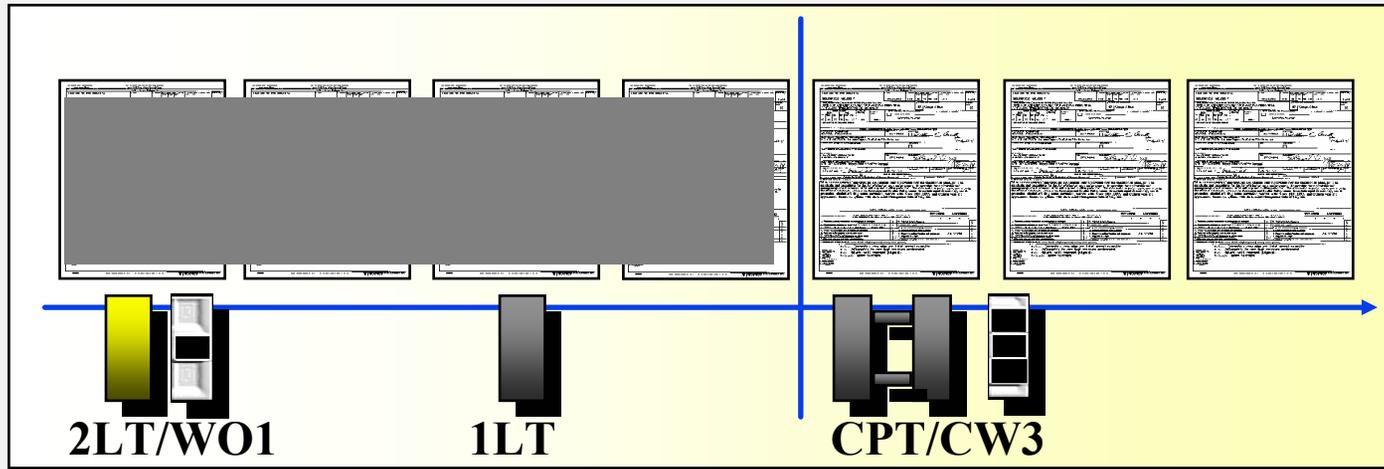
# Review/Field Sensing Sessions of 67-9 OER Conducted by G-1 (Jul 01 thru Mar 02)

## **Chief of Staff, Army approved the following six recommendations:**

- No change to the Senior Rater portion; keep current percentage constraints in place. No more than 49% ACOM.
- Revise rater's portion of the OER to separate the performance and potential portions to correct a source of confusion in the narrative.
- Mask all LT OERs upon promotion to CPT.
- Emphasize (by all leaders) counseling and mentoring.
- Review masking CW2 OERs on selection to CW3.
- Conduct annual assessment of the system.



# *Masking Early OERS*



## POLICY

- WO1 reports “masked” after selection to CW3
- LT reports masked after promotion to CPT
  - Initial Requirement - YG 87 and later (e.g. YG 88/89)
  - Ongoing Requirement - Upon promotion to CPT
  - ORB lists duty positions even when OERS are “masked”
  - **When you see a BQ (command) or key staff job on ORB with no OER on fiche; OER was a LT report and therefore “masked”**

**Remember all  
LT OERS are seen  
by CPT Board.**



# OER System Update

- **Board feedback continues to be extremely positive**
- **Three field issues remain:**
  - *Counseling*
  - *Concern over fear of Center of Mass; Dissipating based on:*
    - *Board Results*
    - *Field feedback from ARI, PERSCOM, IG*
  - *Senior raters need to develop a “Rating Philosophy” and consider communicating it to rated officers.*





# OER Trends

## 67-9

	<b>ACOM</b>	<b>COM</b>	<b>BCOM-R</b>	<b>BCOM-DNR</b>	<b>Not Eval</b>	<b>Total</b>	<b>% ACOM</b>
<b>BG</b>	317	420	0	0	26	763	43.0%
<b>COL</b>	6181	10012	22	16	308	16539	38.1%
<b>LTC</b>	16427	24902	79	33	582	42023	39.6%
<b>MAJ</b>	25172	39102	137	82	591	65084	39.0%
<b>CPT</b>	39641	66561	387	342	895	107826	37.1%
<b>1LT</b>	21408	36949	315	256	184	59112	36.3%
<b>2LT</b>	4008	13147	161	132	5	17453	23.0%
<b>CW4</b>	2472	4805	8	2	101	7388	33.9%
<b>CW3</b>	5640	10309	27	17	154	16147	35.3%
<b>CW2</b>	9878	17023	96	89	162	27248	36.5%
<b>WO1</b>	1074	3179	9	22	0	4284	25.1%
<b>TOTAL</b>	132218	226409	1241	991	3008	363867	36.6%

**“Vast Majority of OERs arriving at DA are Center of Mass”**





## Board Feedback

- **Selection boards strongly endorse OER.**
  - *Overwhelming majority believe OER provides necessary information to select future leaders.*
- **Boards can distinguish between a COM report and a COM File.**
  - *Nearing an average number of five 67-9s in files.*
  - *Selected populations include a majority of officers with COM reports in their file.*
- **Boards use Senior Rater narrative:**
  - *To weight the report.*
  - *To identify “the best.”*
  - *Senior Raters risk losing their vote when all rated officers are “the best.”*





# **General Observation**

## **What's Important to Board Members**

- **Senior Rater Narrative**
- **Senior Rater Label**
- **Duty Description**





# Board Feedback

- Center of Mass File is different from a Center of Mass Report (many ACOM officers have COM reports). However, having all COM reports places an officer at risk.
- Most officers have received at least one COM (Over 92% of all CPTs; 88% of all MAJs; 86% of all LTCs, 80% of all COLs). These figures continue to rise.
- A COM OER, by itself, is not a killer; all boards select officers with at least one COM report; over 18,000 selected so far (many of those had multiple COMs).
- Most of those who are successful will have a mix of ACOM and COM OERs, but some ACOMs in key jobs (BQ) are a must. Spikes in file are essential.
- Receiving all COM OERs will place you at risk beyond promotion to Major (COM file vs COM report).
- Board results indicate officers with a mix of ACOMs and COMs are competitive to LTC.
- Enthusiastic, but not overexaggerated, narrative often differentiates among COM reports.





**First Board under  
OPMS 3**

# *LTC, Army Board Feedback*

**Recessed 22 March 02**

## **Operations**

(Avg. 3.9 per file) (Selected 836 w/ 67-9)

- 74% Selects had at least one 67-9 COM
- BQ Position - 42% Selects had at least one COM
- 49% Selects had two or more 67-9 COM
  - **117 Selects had 3 COM**
  - **68 Selects had 4 COM**
  - **11 Selects had 5 or more COM**

## **Institutional Support**

(Avg. 4.2 per file) (Selected 117 w/ 67-9)

- 80% Selects had at least one 67-9 COM
- 50% Selects had two or more 67-9 COM
  - **21 Selects had 3 COM**
  - **5 Selects had 4 COM**
  - **2 Selects had 5 or more COM**

## **Operational Support**

(Avg. 3.7 per file) (Selected 158 w/ 67-9)

- 78% Selects had at least one 67-9 COM
- 44% Selects had two or more 67-9 COM
  - **18 Selects had 3 COM**
  - **4 Selects had 4 COM**

## **Information Operations**

(Avg. 4.2 per file) (Selected 93 w/ 67-9)

- 84% Selects had at least one 67-9 COM
- 58% Selects had two or more 67-9 COM
  - **16 Selects had 3 COM**
  - **10 Selects had 4 COM**
  - **4 Selects had 5 COM**





# *COL, Army Board Feedback*

**Recessed 15 AUG 02**

**2d Board under  
OPMS 3**

## **Operations**

(Avg. 5.2 per file) (Selected 317 w/ 67-9)

- 73% Selects had at least one COM
- 35% Selects had two or more COM
- **33 Selects had 3 COM**
- **11 Selects had 4 or more COM**

## **Operational Support**

(Avg. 5.1 per file) (Selected 59 w/ 67-9)

- 83% Selects had at least one COM
- 42% Selects had two or more COM
- **40 Selects had 1 or 2 COM**
- **9 Selects had at least 3 COM**

## **Institutional Support**

(Avg. 4.8 per file) (Selected 47 w/ 67-9)

- 77% Selects had at least one COM
- 47% Selects had two or more COM
- **22 Selects had 1 or 2 COM**
- **14 Selects had 3 or more COM**

## **Information Operations**

(Avg. 4.6 per file) (Selected 27 w/ 67-9)

- 89% Selects had at least one COM
- 44% Selects had two or more COM
- **12 Selects had 1 or 2 COM**
- **12 Selects had 3 or more COM**





# SSC FY 03 Board

## SSC Select Rate - 7.8%

Bn Cmd Sel Rate - 18%  
COL Sel Rate - 55.9%  
Bde Cmd Sel Rate - 21%

### Considered Population was 4553 Officers:

- 75% (3393) had a mixed of ACOM & COM 67-9 reports
- 15% (688) had pure ACOM 67-9 reports
- 10% (472) had pure COM 67-9 reports

### Operations (OPs) - 303 Principals/Deferred were selected: ———> Of the 303 selected, 301 were Battalion Commanders:

- 66% (197) had a mixed of ACOM & COM 67-9 reports
- 33% (101) had pure ACOM 67-9 reports
- 1% (1) had pure COM 67-9 reports

- 260 Bn Cdr
- 30 TRADOC
- 7 USAREC
- 4 Garrison Cdr
- 2 CM & AV



### Of 301 Bn Cdr, 253 had at least one BN Cdr Report:

- 66% (166) had pure ACOM 67-9 reports
- 27% (69) had a mixed of ACOM & COM 67-9 reports
- 7% (18) had pure COM 67-9 reports

### Operations - 716 Alternates were selected:

- 71% (503) had a mixed of ACOM & COM 67-9 reports
- 25% (179) had pure ACOM 67-9 reports
- 4% (23) had pure COM 67-9 reports





# SSC FY 03 Board

## SSC Select Rate - 7.8%

Bn Cmd Sel Rate - 18%  
COL Sel Rate - 55.9%  
Bde Cmd Sel Rate - 21%

### Considered Population was 4553 Officers:

- 75% (3393) had a mixed of ACOM & COM 67-9 reports
- 15% (688) had pure ACOM 67-9 reports
- 10% (472) had pure COM 67-9 reports

### Operational Support (OS) - 49 Principals/Deferred were selected:

- 44% (21) had a mixed of ACOM & COM 67-9 reports
- 54% (26) had pure ACOM 67-9 reports
- 2% (1) had pure COM 67-9 reports

### Operational Support (OS)- 131 Alternates were selected:

- 83% (108) had a mixed of ACOM & COM 67-9 reports
- 17% (22) had pure ACOM 67-9 reports

### Information Operation (IO) - 26 Principals/Deferred were selected:

- 69% (18) had a mixed of ACOM & COM 67-9 reports
- 31% (8) had pure ACOM 67-9 reports

### Information Operation (IO)- 66 Alternates were selected:

- 85% (56) had a mixed of ACOM & COM 67-9 reports
- 15% (10) had pure ACOM 67-9 reports

### Institutional Support (IS)- 34 Principals/Deferred were selected:

- 76% (26) had a mixed of ACOM & COM 67-9 reports
- 24% (8) had pure ACOM 67-9 reports

### Institutional Support (IS)- 87 Alternates were selected:

- 94% (79) had a mixed of ACOM & COM 67-9 reports
- 6% (8) had pure ACOM 67-9 reports





# ***COL BDE CMD (FY 03) Board Feedback***

**Select rate around 21%**

- **COL CA BDE CMD**
  - **206 Selected Primary & Alternate List with 67-9 reports**
    - 68% had at least one 67-9 COM
    - BN CDR - 41% had at least one 67-9 COM
    - 31% had two or more 67-9 COM
    - 12 had 3 COM
    - 5 had 4 COM
    - 1 had 7 COM
  
- **COL CSA BDE CMD**
  - **110 Selected Primary & Alternate List with 67-9 reports**
    - 73% had at least one 67-9 COM
    - BN CDR - 49% had at least 1 67-9 COM
    - 25% had two or more 67-9 COM
    - 5 had 3 COM
    - 2 had 4 COM
  
- **COL CSS BDE CMD**
  - **143 Selected Primary & Alternate List with 67-9 reports**
    - 76% had at least one 67-9 COM
    - BN CDR - 56% had at least one 67-9 COM
    - 41% had two or more 67-9 COM
    - 13 had 3 COM
    - 7 had 4 COM
    - 3 had 5 COM





# Senior Rater Tips

- **Watch JODSF, approve tasks/monitor: Is there counseling?**
- **Pass Support Form 2 levels down; lead by example.**
- **Require Support Forms from subordinates.**
- **Guide the rater if necessary.**
- **Focus on potential (3 to 5 years; command, assignment, schooling and promotion).**
- **Develop/consider discussing your OER philosophy with your officers.**
- **Counsel; performance, growth (OPMS), leader development responsibilities.**
- **Remember rated officer signs the report last; be prepared to explain/justify your rating.**
- **Remember LT/WO1 reports are masked after promotion to CPT/selection to CW3.**





# SENIOR RATER TIPS

- **Know your Population, e.g. How they perform, When they go before boards, When reports will be due.....**
- **Look Ahead, *Establish a Plan*, Develop rating philosophy based on “Center of Mass” norm -- Goal is 1/3 in Top Box, ensure Top Box is always less than 1/2**
- **Review rating chains; Who you rate/senior rate, combine small populations into larger groups where possible, allowing for a Broader View and a Better Comparison.**
- **Consider Start-up Costs (1st 4 reports in each grade, only 1 ACOM)**
- **Cannot Hold OERs Past 90 Days -- Time used to manage your profile**
- **Remember -- Lieutenants are Profiled Separately (SR will have one Profile for 2LTs, & another for 1LTs)**
- **Depart TDY OER - TDY/TCS/SD for 90 or more days under different rater( Need to do one).**

**KNOW YOUR PROFILE AT ALL TIMES, Call PERSCOM to Verify,  
DSN 221-9660; CML(703) 325-9660.**





# Senior Rater “Rating Philosophy”

- **Mission: Identify your best.**
- **Develop “Rating Philosophy” and consider communicating it to rated officers.**
- **Decide how to give ACOM’s based on performance and potential (not position).**
  - *Give at least one to officers you believe to be a must select for promotion/command/school.*
  - and/or**
  - *Maximize ACOM’s on only the very best in your population.*
- **Plan ahead, think series of reports** (number of times you will senior rate an officer);  
**Use ACOMs sparingly.**
  - **Trends occurring:**
    - *Many are giving COM’s to most rated officers’ on first rating followed by ACOM if deserved (exception: 1st OER on one of the best going before a board ).*
    - *Most appear to be aiming at 1/3 ACOMs + or - depending on population (Remember, leave a cushion for unexpected rating situations).*

**Possible  
Approaches**





# What's a Misfire

**Definition:** An OER with an ACOM box check that receives a COM DA Label because the senior rater's profile (50% or greater) does not support the ACOM rating.

- Mechanism to prevent - Senior Rater Contact Program. Once OERs are processed, a daily Potential Misfire roster ID's problems. The SR is contacted and given options:
  - Submit COM OER/(s) to support ACOM/ resequence.
  - Withdraw/return potential misfire OER.
  - Give authorization to change box check to COM (SR should notify rated officer).
  - Officially misfire the report - What happens?
    - Rated officer receives a COM DA Label.
    - ACOM counts on senior rater profile, further limiting SR ability to give future ACOMs.
    - SR receives a Discipline MEMO thru their rating chain.

Bottom line:

- Know/manage your profile.
- We will help and work with you.





# Important Rules

- **Silver bullet -- First single top box at a given grade will generate **ACOM** label at DA, regardless of profile**
- **Can't mention box check in the narrative**





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- **Silver bullet -- First single top box at a given grade will generate **ACOM** label at DA, regardless of profile**
- **Can't mention box check in the narrative**





# RATING LEVEL CONSISTENCY

## Recommendations:

- **Senior raters need to amplify their Potential box checks by using the narrative to clearly send the appropriate message to selection boards.** The following classification of types of narratives may serve as a guide and assist in sending a clear message:

- **Exclusive narratives.** Those which clearly describe superior performance/potential above that of the vast majority, associated with early promotion and are restrictive in nature (e.g. top 1%, 3%, 5%, etc. of all officers, the best among a select grade or group, promote below the zone). Should only be utilized for the best ACOM reports within a mature profile, or on COM reports that follow an ACOM for same rated officer and at times for the very best officers with COM reports in small population/immature profile situations.

- **Strong narratives.** Those which describe significant performance accomplishments and enthusiastically recommend promotion, assignment to key duty positions linked to upward mobility and appropriate military schooling (e.g. among the best, easily in the top third of the officer corps, definitely promote this officer, below the zone potential, one of my best officers). **Should be used for ACOM reports and for the very best officers receiving COM reports.**

- **Avoid Disconnect with Box check** (exception: small profiles, back to back reports)

- **“ Be careful with your Narrative”**





# Selection Board Instructions on: Small Population/ Immature profile

- (1) Check Box in VIIa - same grade in population **(3 OR LESS = Small Population)**
- (2) Check DA label: “Total Ratings”&“Ratings this Officer”  
**(5 or less = Immature Profile)**
- (3) Focus on “Narrative”- VIIc
- (4) **\*\*Remember: Norm will be “Center of Mass”**

PART VII - SENIOR RATER	
<p>a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE</p> <p> <input checked="" type="checkbox"/> BEST QUALIFIED               <input type="checkbox"/> FULLY QUALIFIED               <input type="checkbox"/> DO NOT PROMOTE               <input type="checkbox"/> OTHER (Explain below)         </p> <p style="text-align: right;">           I currently senior rate <u>1</u> officer(s) in this grade  <small>A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review</small> <input checked="" type="checkbox"/> YES     <input type="checkbox"/> NO (Explain in C)         </p>	
<p>HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED</p> <hr/> <p style="text-align: center;"><b>CENTER OF MASS</b></p> <hr/> <p>RO: CW3 BUCK, GEORGE 999999999</p> <p>SR: LTC SMITH 666666666</p> <p>DATE: 98 07 18</p> <hr/> <p>TOTAL RATINGS: 1</p> <hr/> <p>RATINGS THIS OFFICER: 1</p>	<p>c. NARRATIVE COMMENTS ON PERFORMANCE / POTENTIAL</p> <p>CW3 Buck is the most outstanding warrant officer I have ever served with. He has earned the respect and trust of every commander in the brigade. Particularly noteworthy was his contribution to the warfighting ability of the battalion and brigade by keeping the M2 Bradley Fighting Vehicles operationally ready. His fellow technicians acknowledge him as the best technician in the division. He is a soldier and leader first, and maintains those skills at a level that equals his technical acumen. CW3 Buck has the ability to meet any challenge. Promote below the zone to CW4. A future CW5.</p> <hr/> <p>d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.</p> <p>DIV Maintenance Officer, TRADOC Instructor, CASCOM Doctrine writer</p>





# Selection Board Instructions on:

## Label Never Shows Down-Turn in Performance

PART VII - SENIOR RATER	
a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE <input checked="" type="checkbox"/> BEST QUALIFIED <input type="checkbox"/> FULLY QUALIFIED <input type="checkbox"/> DO NOT PROMOTE <input type="checkbox"/> OTHER (Explain below)	
I currently senior rate _____ officer(s) in this grade <small>A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review (Explain in C)</small> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED  <b>ABOVE CENTER OF MASS</b>	c. BULLET COMMENTS ON PERFORMANCE / POTENTIAL CW3 Buck is the most outstanding warrant officer I have ever served with. He has earned the respect and trust of every commander in the brigade. Particularly noteworthy was his contribution to the warfighting ability of the battalion and brigade by keeping the M2 Bradley Fighting Vehicles operationally ready. His fellow technicians acknowledge him as the best technician in the division. He is a soldier and leader first, and maintains those skills at a level that equals his technical acumen. CW3 Buck has the ability to meet any challenge. Promote below the zone to CW4. A future CW5.
RO: CW3 BUCK, GEORGE 999999999 SR: LTC SMITH 666666666 DATE: 98 07 18 TOTAL RATINGS: 1 RATINGS THIS OFFICER : 1	d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED, FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE. DIV Maintenance Officer, TRADOC Instructor, CASCOM Doctrine writer

**Small Population**  
**example - 1 of 1**  
**e.g. Aide/ Maintenance Warrant**

PART VII - SENIOR RATER	
a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE <input checked="" type="checkbox"/> BEST QUALIFIED <input type="checkbox"/> FULLY QUALIFIED <input type="checkbox"/> DO NOT PROMOTE <input type="checkbox"/> OTHER (Explain below)	
I currently senior rate _____ officer(s) in this grade <small>A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review (Explain in C)</small> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED  <b>CENTER OF MASS</b>	c. BULLET COMMENTS ON PERFORMANCE / POTENTIAL CW3 Buck is the most outstanding warrant officer I have ever served with. He has earned the respect and trust of every commander in the brigade. Particularly noteworthy was his contribution to the warfighting ability of the battalion and brigade by keeping the M2 Bradley Fighting Vehicles operationally ready. His fellow technicians acknowledge him as the best technician in the division. He is a soldier and leader first, and maintains those skills at a level that equals his technical acumen. CW3 Buck has the ability to meet any challenge. Promote below the zone to CW4. A future CW5.
RO: CW3 BUCK, GEORGE 999999999 SR: LTC SMITH 666666666 DATE: 98 07 18 TOTAL RATINGS: 2 RATINGS THIS OFFICER : 2	d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED, FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE. DIV Maintenance Officer, TRADOC Instructor, CASCOM Doctrine writer

**Event Driven**  
**Example - Board/Numbers Problem**

# Use Narrative

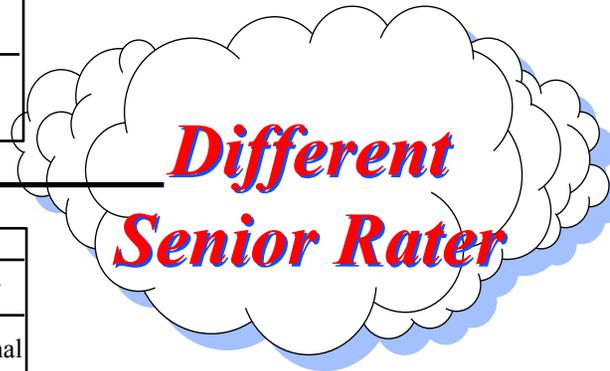




# Selection Board Instructions on:

## Label Never Shows Down-Turn in Performance

PART VII - SENIOR RATER	
a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE <input checked="" type="checkbox"/> BEST QUALIFIED <input type="checkbox"/> FULLY QUALIFIED <input type="checkbox"/> DO NOT PROMOTE <input type="checkbox"/> OTHER (Explain below)	
I currently senior rate <u>38</u> officer(s) in this grade <small>A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review</small> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED  <b>ABOVE CENTER OF MASS</b>	c. BULLET COMMENTS ON PERFORMANCE / POTENTIAL  LTC Deer's performance continues to be outstanding. Absolutely the right person for a tough, demanding and diverse job. He excels everyday. I have given him a full plate throughout his command and he always delivers in an outstanding fashion. I know I can depend on him. LTC Deer has set the standard, from training to material management, and he has dramatically improved the Division warfighting capability. LTC Deer is a rare talent; use it to the Army's benefit. Promote him to Colonel now, send him to Senior Service College and give him a brigade to command. Absolutely general officer material.
RO: LTC DEER, GEORGE 999999999 SR: MG JONES 666666663 DATE: 98 07 18 TOTAL RATINGS: 20 RATINGS THIS OFFICER : 2	d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE. DISCOM Commander, Corps Support Group Commander, Division G-4; Would serve Army best in OPCF/92



PART VII - SENIOR RATER	
a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE <input checked="" type="checkbox"/> BEST QUALIFIED <input type="checkbox"/> FULLY QUALIFIED <input type="checkbox"/> DO NOT PROMOTE <input type="checkbox"/> OTHER (Explain below)	
I currently senior rate <u>38</u> officer(s) in this grade <small>A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review</small> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED  <b>CENTER OF MASS</b>	c. BULLET COMMENTS ON PERFORMANCE / POTENTIAL  Outstanding performance by a talented, caring leader, and masterful multi-functional logistician. Unlimited potential to serve at the highest levels within our Army. I could not have asked for a more capable and knowledgeable MSB Commander during our highly successful Division Warfighter. Under LTC Deer's solid leadership and very evident values based command environment, the battalion has excelled and soldiers are highly motivated, trained, disciplined, and mission focused. A total team player who knows how to balance mission accomplishment with true care for soldiers and families. He is a must select for SSC, promotion to Colonel, and DISCOM command.
RO: LTC DEER, GEORGE 999999999 SR: MG SMITH 666666666 DATE: 98 07 18 TOTAL RATINGS: 9 RATINGS THIS OFFICER : 1	d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE. DISCOM Commander, Corps Support Group Commander, Division G-4; Would serve Army best in OPCF/92

# Use Narrative





# Develop a Senior Rater Rating Plan

Name	Position	# of OERs previously received in current position (include previous SR's OERs)	Last OER/Type/Rating <u>Codes:</u> Change of Rater - CR Change of Duty - CD PCS - PCS Annual - AN Com the Record -CTR SR Option - SO Relief for Cause - RFC <u>Ratings:</u> ACOM/COM/BCOM	Projected OER  Date of next OER	Projected Type  Type of report (Use Codes)	Projected Rating  How I would rate this officer if I rated everyone today  <50% in ACOM (Adjust as events dictate)	OER to DA(90days)  Date report needs to be at DA (except board reports need to get to DA per board message)	Subsequent OER  Will the officer receive more reports from you after the proj OER, if so how many	Cohort YG	Next Board/Date  Next selection board the officer would be eligible for (Use chart profile management board dates)	Projected Departure/ Promotion
Black, A	Aco 1/35 Inf	1	JUN 98/CR/COM	Jun-99	AN	COM	Sep-99	Yes (1)	1991	BZ Major- Mar-00	Dec-99
Smith,D	Cdr Bco 1/35 Inf	1	Jun 98/CR/ACOM	Dec-98	PCS	ACOM	Mar-99	No	1991	BZ Major-Mar-00	Dec-98
Jones, T	Cdr Cco 1/35 Inf	0	Jun 98/CR/COM	Jun-99	AN	COM	Sep-99	Yes (1)	1992	BZ Major-Mar-01	Jun-00
Davis, R	Cdr Dco 1/35 Inf	0	Jun 98/CR/COM	May-99	CD	COM	Aug-99	No	1992	BZ Major-Mar-01	Jun-99
Pike, M	Cdr HHC 1/35Inf	0	Jun 98/CR/COM	Jun-99	AN	ACOM	Sep-99	Yes (1)	1991	BZ Major-Mar-00	May-00
Bass, S	Cdr Cco 2/35 Inf	2	July 98/CD/COM					No	1991	BZ Major-Mar-00	Aug-98
Doe, J	Bde S-1	1	Aug 98/PCS/ACOM					No	1993	BZ Major-Mar-02	Aug-98
Buck, J	Bde CM Off	0	Sep 98/CR/COM	Sep-99	AN	COM	Dec-99	Yes (1)	1991	BZ Major-Mar-00	Jun-00
Fawn, B	Bde Asst S-3	1	Sep 98/CR/ACOM	Apr-99	PCS	ACOM	Jul-99	No	1992	BZ Major-Mar-01	Apr-99
Rockfish, A	Cdr Aco 2/35 Inf	0	Sep 98/AN/COM	Jun-99	CD	COM	Sep-99	Yes (1)	1992	BZ Major-Mar-01	Jan-00

**Example**

Note: Promotable Officers serving in positions authorized the promotable grade will be profiled at the promotable grade if listed as (P) in the grade block of the OER.

**This is on the OER Home Page - Profile Management**





# SENIOR RATER PROFILE REPORT

## DA FORM 67-9-2

SENIOR RATER PROFILE REPORT OFFICER EVALUATION REPORTING SYSTEM FOR USE OF THIS FORM, SEE AR 623-105; PROPONENT AGENCY IS ODCSPER								
A. NAME		B. SSN		C. RANK		D. DATE OF REPORT		
CURRENT OER PROFILE					PROFILE HISTORY			
	ACOM COM	COM	BCOM RETAIN	BCOM DO NOT RETAIN	Total Ratings	Total Ratings	1st Block COM	% Total 1st Block
MG								
BG								
COL								
LTC								
MAJ								
CPT								
1LT								
2LT								
CW5								
CW4								
CW3								
CW2								
WO1								

**Available upon request anytime**

**You have 3 separate Profiles:  
(1)Active; (2)USAR; (3)NG**

**Active duty profile: PERSCOM  
(703) 325-9660; DSN 221-9610  
email: [tapcmse@hoffman.army.mil](mailto:tapcmse@hoffman.army.mil)**

**Reserves profile: AR-PERSCOM  
(314) 592-0679; DSN 892-0679**

**Guard profile: Guard Bureau  
(703) 607-9123; DSN 327-9123**





# Senior Rater Bottom Line

- **Understand “How the System Works”**
- **Make The Hard Calls**
- **Be Fair, Open and Counsel**





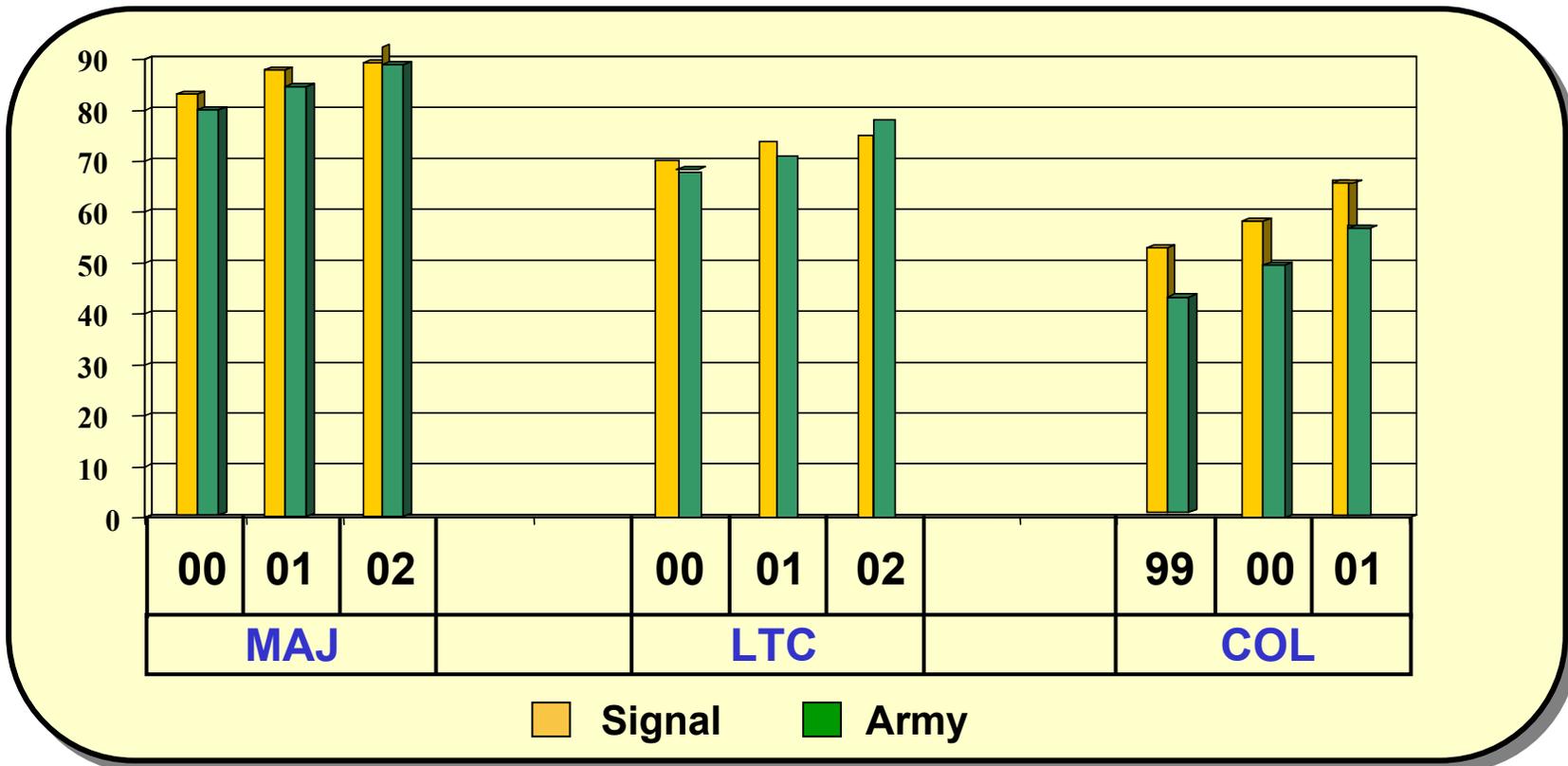
# Promotions





# Promotion Board Results

## (FY 99 - FY 02)



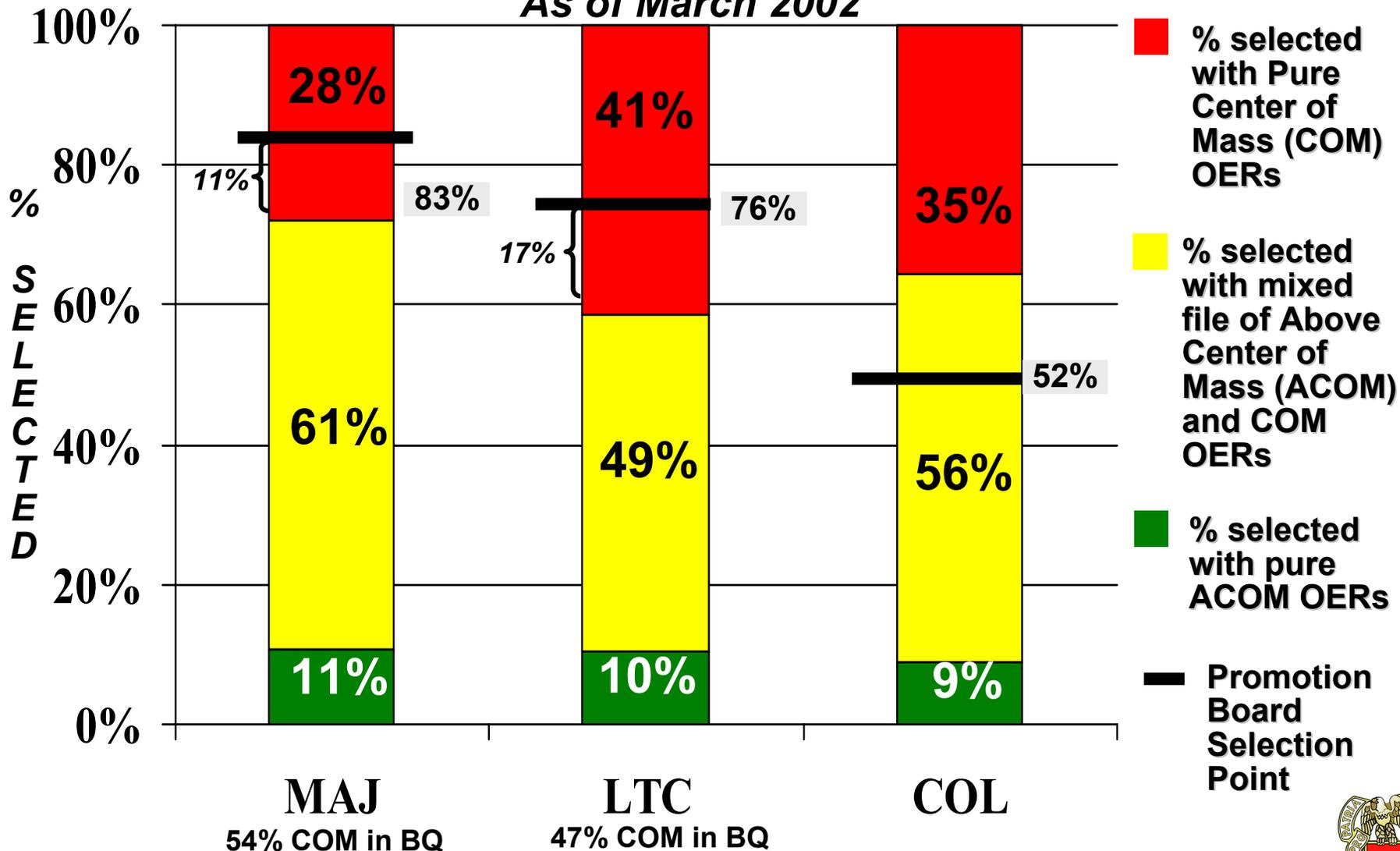
**Signal Selection Rates are  
Consistently above the Army Average**





# Bottom Line Up Front: Promotion Selection Trends

As of March 2002



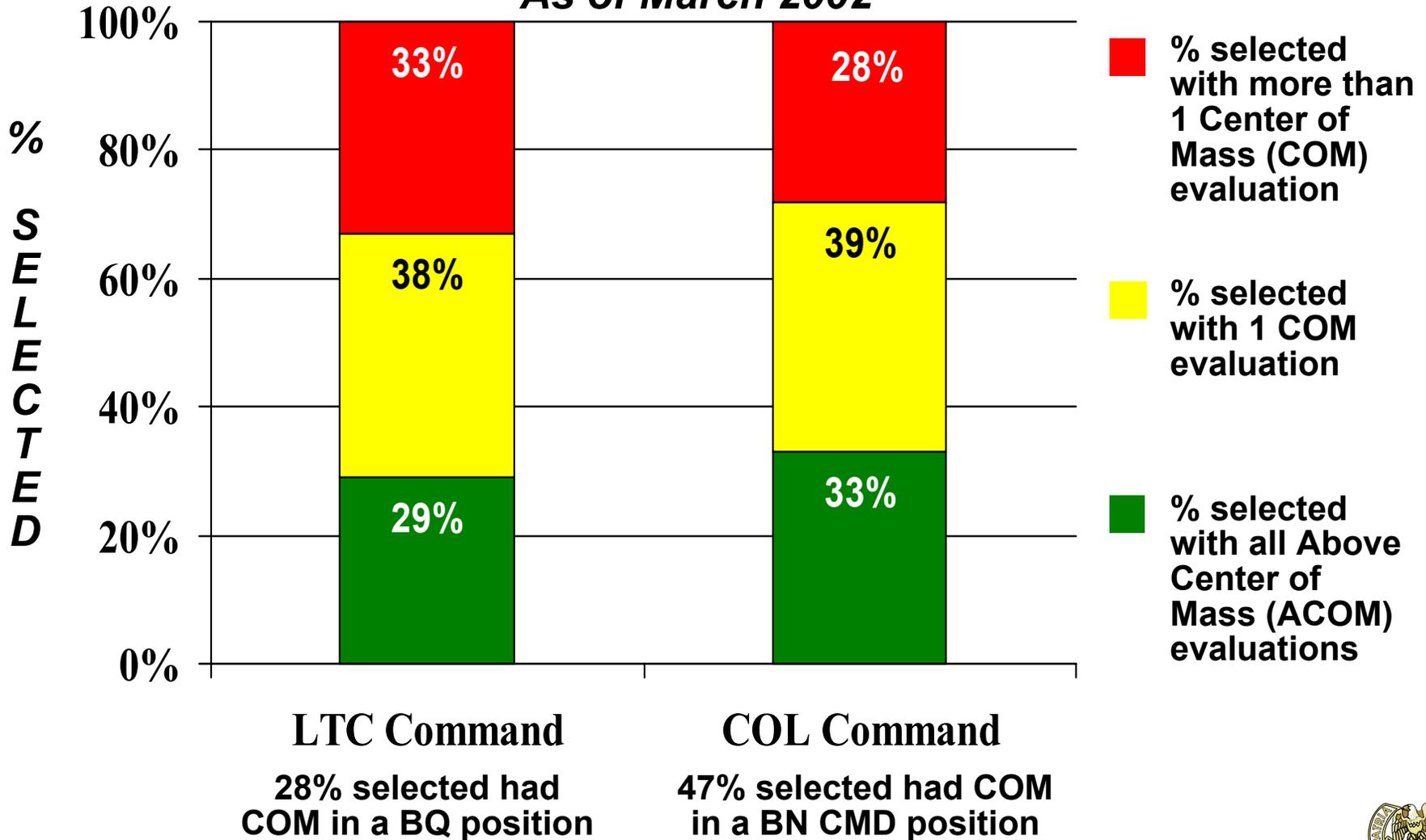
Note: Reflects FY01 Army Competitive Category Promotion Boards





# Bottom Line Up Front: Command Selection Trend

*As of March 2002*





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**HOT** *What's New on the Signal Branch Site?*

It is against security procedures for us to list any names with units on this Web Page. If you have specific officers you are trying to locate please give us a call and we'll assist in any way possible.

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- [Colonel's Assignment Desk -1 August 2002](#)

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# Summary Questions

