



***Noncommissioned Officer
Evaluation Report (NCOER)***



Agenda

- Evaluation Reporting System
- Key Points
- Rating Officials
- Writing Style and Bullet Guidelines
- Common Errors
- Interactive Web Response System (IWRS)
- Redress Program
- Information Sources
- Contact Information



Evaluation Reporting System (ERS)

Purpose

- Used to mentor and develop subordinates.
- Identify Soldiers for promotion and positions of greater responsibility.
- Combine elements of counseling, assessment, documentation, and integration with other personnel functions to meet the needs of the Army.

Functions

- Provide information to HQDA for use in making personnel management decisions (e.g., promotion, assignments, schools).
- Encourage leader professional development and enhance mission accomplishment.



Key Points

- Rating chain is established by the organizational leader (e.g., Commander) and maintained by rating officials.
- Rating scheme will be published and made accessible; should correspond as nearly as practicable to the chain of command or supervision within a unit.
- A Soldier's signature validates that the administrative data is correct and any disagreements in the ratings should be addressed through the rating officials, a commander's inquiry, and/or appeal procedures.
- NCOERs must be submitted and received by USAHRC NLT 90 days after THRU date.



Rating Officials

- It is essential that rating officials meet and maintain the required eligibility criteria throughout the rating period.
- Timely and effective counseling is critical in establishing standards, discussing expectations, and monitoring performance during the rating period.
- When a rater/ratee relationship is established and then broken, an evaluation report is rendered.



Writing Style and Bullet Guidelines

- Be short, concise, and to-the-point; tailor the report to the rated individual.
- Start with action words (verbs) or possessive pronouns (“his” or “her”); personal pronouns (“he” or “she”) may be used; use past tense when addressing how the NCO performed and his or her contributions made during the rating period.
- Lead with the strongest bullet first.
- Senior Raters should reserve bullet comments, such as “Promote now”, “Promote immediately”, or “Promote today” for the best qualified leaders.



Writing Style and Bullet Guidelines (cont.)

- Bullet comments are mandatory regardless of the ratings given. (Minimum of one per value/responsibility.)
- Bullet comments will not be longer than two lines; no more than one bullet to a line; double-spaced between bullets.
- Specific bullet comments are mandatory for the following:
 - “NO” entries in Part IVa;
 - “EXCELLENCE” or “NEEDS IMPROVEMENT” entries in Parts IVb-f;
 - “FAIL/PROFILE/ NO APFT” entries in Part IVc;
 - “NO” entry in Part IVc HT/WT block.



Part IV - Army Values/Attributes/Skills/Actions

PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)			
a. ARMY VALUES. Check either "YES" or "NO". (Bullet Comments are mandatory. Substantive bullet comments are required for "NO" entries.)		YES	NO
V A L U E S Loyalty Duty Respect Selfless-Service Honor Integrity Personal Courage	1. LOYALTY: Bears true faith and allegiance to the U. S. Constitution, the Army, the unit, and other Soldiers.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	2. DUTY: Fulfills their obligations.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	3. RESPECT/EO/EEO: Treats people as they should be treated.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	5. HONOR: Lives up to all the Army values.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	6. INTEGRITY: Does what is right - legally and morally.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Bullet comments Substantive bullet comments are required regardless of the ratings given. Mandatory specific bullet comments are required for all "NO" entries. Bullets will not be longer than two lines and double-spaced.		

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PREVIOUS EDITIONS ARE OBSOLETE.

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Part IV – Values/NCO Responsibilities

RATED NCO'S NAME (Last, First, Middle Initial) DOE, JOHN		SSN 123-45-6789	THRU DATE 20130930
PART IV (Rater) - VALUES/NCO RESPONSIBILITIES <i>Bullet comments are mandatory. Substantive bullet comments are required for "EXCELLENCE" or "NEEDS IMPROVEMENT."</i>			
b. COMPETENCE <ul style="list-style-type: none"> o Duty proficiency; MOS competency o Technical & tactical; knowledge, skills, and abilities o Sound judgment o Seeking self-improvement; always learning o Accomplishing tasks to the fullest capacity; committed to excellence 		Specific bullet comments are mandatory for "EXCELLENCE" or "NEEDS IMPROVEMENT" entries.	
EXCELLENCE (Exceeds std) <input type="checkbox"/>	SUCCESS (Meets std) <input type="checkbox"/>	NEEDS IMPROVEMENT (Some) (Much) <input type="checkbox"/> <input type="checkbox"/>	
c. PHYSICAL FITNESS & MILITARY BEARING <ul style="list-style-type: none"> o Mental and physical toughness o Endurance and stamina to go the distance o Displaying confidence and enthusiasm; looks like a Soldier 		APFT FAIL 20130911	HEIGHT/WEIGHT 70 / 260 NO
EXCELLENCE (Exceeds std) <input type="checkbox"/>		SUCCESS (Meets std) <input type="checkbox"/>	
NEEDS IMPROVEMENT (Some) (Much) <input type="checkbox"/> <input type="checkbox"/>		Comments for "FAIL/PROFILE/NO APFT" entries are mandatory. Comments are mandatory and will indicate reason for noncompliance with AR 600-9. The progress or lack of progress will be indicated.	
d. LEADERSHIP <ul style="list-style-type: none"> o Mission first o Genuine concern for Soldiers o Instilling the spirit to achieve and win o Setting the example; Be, Know, Do 			
EXCELLENCE (Exceeds std) <input type="checkbox"/>	SUCCESS (Meets std) <input type="checkbox"/>	NEEDS IMPROVEMENT (Some) (Much) <input type="checkbox"/> <input type="checkbox"/>	
e. TRAINING <ul style="list-style-type: none"> o Individual and team o Mission focused; performance oriented o Teaching Soldiers how; common tasks, duty-related skills o Sharing knowledge and experience to fight, survive and win 			
EXCELLENCE (Exceeds std) <input type="checkbox"/>	SUCCESS (Meets std) <input type="checkbox"/>	NEEDS IMPROVEMENT (Some) (Much) <input type="checkbox"/> <input type="checkbox"/>	
f. RESPONSIBILITY & ACCOUNTABILITY <ul style="list-style-type: none"> o Care and maintenance of equipment/facilities o Soldier and equipment safety o Conservation of supplies and funds o Encouraging Soldiers to learn and grow o Responsible for good, bad, right & wrong 			
EXCELLENCE (Exceeds std) <input type="checkbox"/>	SUCCESS (Meets std) <input type="checkbox"/>	NEEDS IMPROVEMENT (Some) (Much) <input type="checkbox"/> <input type="checkbox"/>	



Part V – Overall Performance and Potential

PART V - OVERALL PERFORMANCE AND POTENTIAL									
<p>a. RATER. Overall potential for promotion and/or service in positions of greater responsibility.</p> <p>AMONG THE BEST FULLY CAPABLE MARGINAL</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>					<p>e. SENIOR RATER BULLET COMMENTS</p>				
<p>b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.</p> <p>_____</p> <p>_____</p> <p>_____</p>									
<p>c. SENIOR RATER. Overall performance</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>1 2 3 4 5</p> <p>Successful Fair Poor</p>					<p>d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>1 2 3 4 5</p> <p>Superior Fair Poor</p>				

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Rater completes Part Va & Vb

Among the Best – Demonstrated a very good, solid performance and a strong recommendation for promotion.

Fully Capable – Demonstrated a good performance and strong recommendation for promotion should sufficient allocations be available.

Marginal – Demonstrated a poor performance and should not be promoted at this time.



Part V – Overall Performance and Potential

PART V - OVERALL PERFORMANCE AND POTENTIAL	
<p>a. RATER. Overall potential for promotion and/or service in positions of greater responsibility.</p> <p>AMONG THE BEST FULLY CAPABLE MARGINAL</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>e. SENIOR RATER BULLET COMMENTS</p>
<p>b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.</p> <p>_____</p> <p>_____</p> <p>_____</p>	
<p>c. SENIOR RATER. Overall performance</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>1 2 3 4 5</p> <p>Successful Fair Poor</p>	<p>d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>1 2 3 4 5</p> <p>Superior Fair Poor</p>

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Senior Rater completes Part Vc, Vd, & Ve.

Successful/superior. A “1” rating represents the cream of the crop and is a recommendation for immediate promotion. A “2” rating represents a very good, solid performance and is a strong recommendation for promotion. A “3” rating also represents a good performance and, should sufficient allocations be available, is a recommendation for promotion.

Fair. A “4” rating represents NCOs who may require additional training/observation and should not be promoted at this time.

Poor. A “5” rating represents NCOs who are weak or deficient and, in the opinion of the senior rater, need significant improvement or training in one or more areas. Do not promote and consider for DA-imposed bar to reenlistment under the Qualitative Management Program.



Part V – Inconsistent Rating Examples

PART V - OVERALL PERFORMANCE AND POTENTIAL	
a. RATER. Overall potential for promotion and/or service in positions of greater responsibility.	e. SENIOR RATER BULLET COMMENTS
AMONG THE BEST <input type="checkbox"/>	
FULLY CAPABLE <input type="checkbox"/>	
MARGINAL <input checked="" type="checkbox"/>	
b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.	
c. SENIOR RATER. Overall performance	d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.
<input checked="" type="checkbox"/> 1 Successful	<input checked="" type="checkbox"/> 1 Superior
<input type="checkbox"/> 2	<input type="checkbox"/> 2
<input type="checkbox"/> 3	<input type="checkbox"/> 3
<input type="checkbox"/> 4 Fair	<input type="checkbox"/> 4 Fair
<input type="checkbox"/> 5 Poor	<input type="checkbox"/> 5 Poor

Means do not promote

Means promote

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PART V - OVERALL PERFORMANCE AND POTENTIAL	
a. RATER. Overall potential for promotion and/or service in positions of greater responsibility.	e. SENIOR RATER BULLET COMMENTS
AMONG THE BEST <input type="checkbox"/>	
FULLY CAPABLE <input checked="" type="checkbox"/>	
MARGINAL <input type="checkbox"/>	
b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.	
c. SENIOR RATER. Overall performance	d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.
<input type="checkbox"/> 1 Successful	<input type="checkbox"/> 1 Superior
<input type="checkbox"/> 2	<input type="checkbox"/> 2
<input type="checkbox"/> 3	<input type="checkbox"/> 3
<input checked="" type="checkbox"/> 4 Fair	<input checked="" type="checkbox"/> 4 Fair
<input type="checkbox"/> 5 Poor	<input type="checkbox"/> 5 Poor

Means promote

Means do not promote

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Sample NCOER (Page 2)

RATED NCO'S NAME (Last, First, Middle Initial) DOE, JOHN		SSN 123-45-6789	THRU DATE 20130930
PART IV (Rater) - VALUES/NCO RESPONSIBILITIES <small>Bullet comments are mandatory. Substantive bullet comments are required for "EXCELLENCE" or "NEEDS IMPROVEMENT."</small>			
b. COMPETENCE <ul style="list-style-type: none">Duty proficiency; MOS competencyTechnical & tactical; knowledge, skills, and abilitiesSound judgmentSeeking self-improvement; always learningAccomplishing tasks to the fullest capacity; committed to excellence		<ul style="list-style-type: none">meticulous monitoring of NCOERs resulted in zero late reports and 99.6% accuracy rateexpertly handled and ensured prompt processing of 2400 personnel actions during this rating periodprovided superb personnel service support to over 1900 Soldiers assigned to the brigade	
EXCELLENCE (Exceeds std) <input checked="" type="checkbox"/> SUCCESS (Meets std) <input type="checkbox"/> NEEDS IMPROVEMENT (Some) <input type="checkbox"/> (Much) <input type="checkbox"/>		APFT PASS 20130911 HEIGHT/WEIGHT 70 / 165 YES	
c. PHYSICAL FITNESS & MILITARY BEARING <ul style="list-style-type: none">Mental and physical toughnessEndurance and stamina to go the distanceDisplaying confidence and enthusiasm; looks like a Soldier		<ul style="list-style-type: none">awarded the physical fitness badge for two consecutive APFTsroutinely worked in excess of 60 hours per week and maintained high morale and enthusiasm	
EXCELLENCE (Exceeds std) <input checked="" type="checkbox"/> SUCCESS (Meets std) <input type="checkbox"/> NEEDS IMPROVEMENT (Some) <input type="checkbox"/> (Much) <input type="checkbox"/>			
d. LEADERSHIP <ul style="list-style-type: none">Mission firstGenuine concern for SoldiersInstilling the spirit to achieve and winSetting the example; Be, Know, Do		<ul style="list-style-type: none">mentored and coached two Soldiers to win Brigade Soldier of the Quarter honorsmotivated a previously substandard Soldier to successfully pass the APFT and meet the height/weight standardsensured Soldiers were regularly counseled and earned their trust and confidence as a caring, compassionate leader	
EXCELLENCE (Exceeds std) <input checked="" type="checkbox"/> SUCCESS (Meets std) <input type="checkbox"/> NEEDS IMPROVEMENT (Some) <input type="checkbox"/> (Much) <input type="checkbox"/>			
e. TRAINING <ul style="list-style-type: none">Individual and teamMission focused; performance orientedTeaching Soldiers how; common tasks, duty-related skillsSharing knowledge and experience to fight, survive and win		<ul style="list-style-type: none">personally planned and executed annual training for all Soldiers assigned to the brigade headquartersconstantly trained Soldiers on daily tasks and responsibilities; refused to settle for mediocrity	
EXCELLENCE (Exceeds std) <input type="checkbox"/> SUCCESS (Meets std) <input checked="" type="checkbox"/> NEEDS IMPROVEMENT (Some) <input type="checkbox"/> (Much) <input type="checkbox"/>			
f. RESPONSIBILITY & ACCOUNTABILITY <ul style="list-style-type: none">Care and maintenance of equipment/facilitiesSoldier and equipment safetyConservation of supplies and fundsEncouraging Soldiers to learn and growResponsible for good, bad, right & wrong		<ul style="list-style-type: none">maintained accountability of office and automation equipment valued in excess of \$800,000 with zero loss or damagecompletely reorganized office area to better utilize allocated space; removed excess to create a more professional office atmosphere	
EXCELLENCE (Exceeds std) <input type="checkbox"/> SUCCESS (Meets std) <input checked="" type="checkbox"/> NEEDS IMPROVEMENT (Some) <input type="checkbox"/> (Much) <input type="checkbox"/>			
PART V - OVERALL PERFORMANCE AND POTENTIAL			
a. RATER. Overall potential for promotion and/or service in positions of greater responsibility. AMONG THE BEST <input checked="" type="checkbox"/> FULLY CAPABLE <input type="checkbox"/> MARGINAL <input type="checkbox"/>		e. SENIOR RATER BULLET COMMENTS <ul style="list-style-type: none">select in the secondary zone for promotion to Master Sergeantout-performs most Master Sergeants and is ready for a First Sergeant assignmentassign to the most challenging positions; groom for Sergeant Majorunquestionably the best Sergeant First Class I have ever rated or senior rated	
b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade. FIRST SERGEANT SR HR SGT BDE S1 IG NCO			
c. SENIOR RATER. Overall performance		d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.	
1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> Successful Fair Poor		1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> Superior Fair Poor	

Lead with your strongest bullet

Focus on promotion, schools, assignments



Common Errors

- Inconsistent ratings in Parts Va and Vd; non-concurrence memo not attached to report
- Incorrect SSN (must check before signing)
- Signing more than 14 days prior to the THRU date
- Sending to HQDA before the THRU date
- No bullet comments
- Missing statement when Soldier is unavailable for signature or refuses to sign
- Missing comment for profile status
- FROM date overlaps with THRU date of previous report
- APFT date not in correct format (YYYYMMDD) or older than 12 months from the THRU date of the evaluation
- Missing counseling dates or statement in Part Ve



Interactive Web Response System (IWRS)

- An interactive tool that provides information to a variety of users (individuals, BN/BDE S1s, Human Resources Managers, and Commanders).
- Reflects administrative information on OERs (all officers, regardless of component) and NCOERs (Army active component and Army Reserve NCOs only).
- Creates a number of helpful prepared reports that draw information from the most current databases at HQDA to retrieve evaluation report information on your Soldiers.
- It's the responsibility of the rated Soldier and unit to monitor IWRS for any evaluation status updates (e.g., On Hold, Pending, Rejected, Completed).
- Once an evaluation is completed and placed in the Soldier's AMHRR, any requested changes to it become a matter for the Appeals Section (see AR 623-3, Ch 4).

Direct Internet Access: <https://knoxhrc16.hrc.army.mil/iwrs>.



Redress Program

- Redress Program (AR 623-3, Ch 4) includes:
 - Commander's Inquiry
 - Appeals System
 - Army Board of Correction of Military Records
- Preventive and corrective in nature
- Protects the Army's interests and ensures fairness to the rated Soldier
- First element – communication process
- Second element – various regulatory requirements



Commander's or Commandant's Inquiry

- Provide command involvement in preventing obvious injustices and in correcting errors before they become a matter of permanent record to include:
 - Improperly designated or unqualified rating officials
 - Inaccurate or untrue statements
 - Lack of objectivity or fairness by rating officials
- Not a prerequisite for submission of an appeal
- Not used to document differences of opinion amongst rating officials
- Commander will not pressure/force raters to change their evaluation.



Inquiry Process

- Must be in writing to a Commander above the designated rating chain.
- The Commander/Commandant takes the following actions:
 - If no error, violation of the regulation, or wrongdoing is found, advise the requester and take no further action.
 - If an error, violation of the regulation, or wrongdoing has occurred and the evaluation has not been forwarded to HQDA, the evaluation is returned with the inquiry results to be corrected.
 - Report is sent to HQDA with no reference to the inquiry.
 - The results of the inquiry remain with the commander.
 - If rating chain members cannot agree on the need for change in the report, the commander will forward the evaluation report and the results of the inquiry to the appropriate agency listed in Appendix F of AR 623-3.
 - Sufficient documentation, such as report and statements, will be attached to justify the conclusion.



Appeals Process

- The rated Soldier or another party can file an appeal of a report that he or she feels is unjust.
- The results of a commander's inquiry do not constitute an appeal – they may be used to support it.
- Substantiating evidence must support an appeal.
- Appeals based solely on the lack of counseling will not normally serve as a basis to invalidate a report.
- Three types: Administrative (no time limit), Substantive (3 year limit), Combination (Administrative/Substantive).



Information Sources

- Evaluation Systems Homepage
<http://www.hrc.army.mil/evaluations>
- AR 623-3 and DA PAM 623-3, <http://www.apd.army.mil/>
- AKO Forms Wizard and Portal:
<https://myforms.ecms.army.mil/wps/myportal>
- AKO Forms Portal Assistance
 - Email: APDFCMP@conus.army.mil
 - Phone: 703-692-1306



Contact Information

Mailing Address

US Army Human Resources Command

Attn: AHRC-PDV-E (for Policy); AHRC-PDV-ER (for Hard Copy Evals); or
AHRC-PDV-EA (for Appeals)

1600 Spearhead Division Avenue, Dept #470
Fort Knox, KY 40122-5407

Note: Only deployed units and Soldiers are authorized to email reports to USAHRC.

Email accounts

Policy – usarmy.knox.hrc.mbx.tagd-eval-policy@mail.mil

Appeals – usarmy.knox.hrc.mbx.tagd-eval-appeals@mail.mil

Deployed Units – usarmy.knox.hrc.mbx.tagd-eval-from-deployed@mail.mil

Phone Numbers:

Policy – COM 502-613-9019/DSN 983-9019

Appeals – COM 502-613-9022/DSN 983-9022