



DEPARTMENT OF THE ARMY
HEADQUARTERS, AST SQUADRON, XST CAVALRY REGIMENT
BRIGADE COMBAT TEAM, DIVISION
FORT XXXXXXX, STATE XXXXX

REPLY TO
ATTENTION OF:

XXXX-BCC-CDR

19 July 2019

MEMORANDUM FOR RECORD

SUBJECT: Policy Letter #2 – CALLSIGN 6 Rater/Senior Rater Evaluation Philosophy

1. **Purpose**. This memorandum articulates how I will utilize the evaluation reporting system to identify those officers, commissioned and non-commissioned, who are the best qualified for promotion and assignment to positions of greater responsibility, who will be kept on active duty, retained in grade, or eliminated from military service, and to ensure a fair, equitable, and accurate evaluation. This is not meant to be exhaustive; it is a starting point. However, evaluations remain the most important discriminatory tool for retention, promotion, schools, and command selection, and as such will be approached with due diligence for the betterment of the U.S. Army and the rated Soldier.

2. **Key Tasks**.

- a. Timely and quality initial counseling for all rated and senior rated personnel, to include identifying duties, responsibilities, tasks, and objectives for each rated officer.
- b. Articulate required and expected attributes, competencies, and requirements in accordance with U.S. Army doctrine, the Army Leadership Requirements Model, leader guidance, and individual developmental requirements.
- c. Routine feedback and assessment of individual performance and potential, to include strengths, weaknesses, individual developmental plan updates, and estimated ranking amongst peers.
- d. Submit all evaluations to Human Resources Command on time.

3. **End State**. Identify the most talented, the most capable, and those with the greatest potential in our Squadron and communicate that to selection boards and personnel managers. Ensure that those individuals have the best chance for advancement within the U.S. Army, guiding them toward key and developmental positions and command. Mentor and improve each officer and non-commissioned officer to meet their full potential.

4. **Approach to Rating/Senior Rating**. Nearly every Trooper believes they are among the best (Excels/Far Exceeded Standard/Most Qualified). The brutal truth is that the

vast majority of us are not. The vast majority of us are Exceeded Standard/Highly Qualified. As a result, I will use counseling to ensure officers understand where they stand and help lay out a path to success, while using evaluations to identify tomorrow's leaders today.

- a. **Rater.** As a rater, I will assess the rated officer's professionalism, performance, and adherence to the attributes and core leader competencies found in ADRP 6-22, Leadership. I will focus on specific, quantifiable performance actions about what each individual did and how well they did it during a given rating period.
 1. When assessing your performance, each will be evaluated based on my observations, input from the command group, the Army Leadership Requirements Model, and the detailed expectations by levels of responsibility enclosed in this memorandum.
 2. While each duty position will have specific responsibilities and priorities, as a leader in the Squadron, your first priority is embodying the aspects of a servant leader for your subordinates. Your second priority is to develop, implement, assess, and adjust rigorous programs that add to the combat effectiveness of the team within the Squadron's objectives, mission, and goals. Your third priority is professional self-development across all aspects of Comprehensive Trooper Fitness and the Army Leader Development Strategy. Taking care of our families is a constant priority.
 3. Regardless of grade-plate, the U.S. Army has controls in place to identify the top performers and maintain integrity in the Evaluation Reporting System. I will work within these controls to assess performance using the 4-box scale. Upon request, or within scheduled counseling, I will inform you where you stand. Further information on box scale assessments is located in individual grade-plate attachments.
- b. **Senior Rater.** As a senior rater I assess potential. It IS NOT my responsibility to ensure that every individual receives the greatest chance for advancement. Rather, the U.S. Army expects me to cast a vote with each evaluation as to who are the future leaders of the U.S. Army. It IS my responsibility to ensure that you receive a fair and equitable review of your qualifications, as reflected in a fair and accurate evaluation report, and to ensure the best-qualified Troopers (Leaders) get to their next career gate. Items (1) through (3) for Rater apply to my role as a Senior Rater as well.

5. **Counseling.** Counseling is the most important leadership and professional development responsibility for all leaders. It allows leaders to review with a subordinate their demonstrated performance and potential. It also enables leaders to help their subordinates become more capable, resilient, satisfied, and better prepared for current

and future responsibilities. Counseling is the keystone to our future and our legacy as the strength of our nation.

a. Initial Counseling. Within 14 days of arrival, or upon assuming a new duty position, I will counsel all Troopers I rate or senior rate. Prior to this counseling all leaders will ensure that they have updated their information within the Army Career Tracker Website. This counseling will address:

1. Background
2. Duties and Responsibilities
3. Tasks
4. Objectives
5. Specific Guidance
6. Leader Development Goals and Objectives

b. Subsequent Counseling.

1. All leaders that I rate will be counseled every 30 days.
2. All leaders that I senior rate will be counseled at a minimum every 90 days.
3. Subsequent counseling will address:
 - (a) Feedback and Assessment on performance/potential
 - (b) Current assessed rating and quantification
 - (c) Professional Development Feedback and Individual Development Action Plan Feedback/Update

c. Counseling Oversight. As part of a rater/senior rater subsequent counseling, rated officers will bring the counseling packets of those individuals they rate and/or senior rate. This will be done as part of our internal process to ensure that all Troopers within the Squadron are being properly counseled. This will be done in conjunction with a monthly review of a platoon or sections counseling packet by the CSM.

6. **Evaluation Tracking**. Tracking of our evaluations means more than just ensuring that they will arrive at the Department of the Army on time. Our evaluation tracking

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process will be managed by the S1 with oversight by myself for officers and the CSM for NCOs. We will project all known selection boards, promotion boards, and personnel movements two years out in order to ensure that we are properly preparing our leaders for key career milestones and managing our evaluations correctly. Every NCOER will be reviewed by the 1SG and CSM to ensure accountability of NCOERs and to oversee the performance of junior NCOs. Every OER will be reviewed by the S1 and Squadron Executive Officer to ensure a fair, equitable, and accurate evaluation.

7. **Final Thoughts**. All leaders act for the betterment of our subordinates while achieving our Squadron mission and objectives. In doing so, our actions serve as the living embodiment of our evaluations. We care for our people, missions and legacy. We remain COURAGEOUS and FAITHFUL.

3 Encls

1. Indicators of Potential LTC, AR
2. US Army Performance Eval Guide Commanding
3. Army Performance Objectives and Special Interest Items (AR 623-3, 3-5)

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