

+ OFFICER EVALUATION REPORT For use of this form, see AR 623-3, the personnel service in DCS, G-1.										FOR OFFICIAL USE ONLY (FRODO) SEE PRIVACY ACT STATEMENT IN AR 623-3 +																															
PART I - ADMINISTRATIVE DATA																																									
1. NAME (Last, first, middle name) SOTO, ANGELO V.				2. SSN [REDACTED]		3. GRADE 1LT		4. DATE OF BIRTH (YYYYMMDD) 20091026		5. BRANCH IN																															
6. C. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND 1st Bn (TS) FA, 290th Regiment, Camp Atterbury, IN 46124				7. FORNSCOM		8. REASON FOR SUBMISSION 03 Change of Rater		9. RATER FOR SUBMISSION 03		10. A. RATER FOR SUBMISSION 03																															
11. PERIOD COVERED FROM (YYYYMMDD) 20100831		12. PERIOD COVERED THRU (YYYYMMDD) 20110615		13. RATED MONTHS 10		14. RATED OFFICERS AND ENAME ADDRESS angelo.soto@us.army.mil		15. UIC W15901		16. CMC CODE PC																															
PART II - AUTHENTICATION (Rated officer's signature; rater's signature; rater's signature; rater's signature; rater's signature; rater's signature; rater's signature; rater's signature; rater's signature; rater's signature; rater's signature; rater's signature)																																									
17. NAME OF RATER (Last, first, MI) [REDACTED]				18. GRADE MAJ		19. POSITION Chief of Plans		20. SIGNATURE [REDACTED]		21. DATE (YYYYMMDD) 20110615																															
22. NAME OF INTERMEDIARY RATER (Last, first, MI) [REDACTED]				23. GRADE MAJ		24. POSITION [REDACTED]		25. SIGNATURE [REDACTED]		26. DATE (YYYYMMDD) 20110615																															
27. NAME OF SENIOR RATER (Last, first, MI) [REDACTED]				28. GRADE MAJ		29. POSITION Battalion Commander		30. SIGNATURE [REDACTED]		31. DATE (YYYYMMDD) 20110615																															
32. SENIOR RATER'S ORGANIZATION 1st Bn (TS) (FA), 290th Regiment, Camp Atterbury, IN 46124				33. SENIOR RATER TELEPHONE NUMBER FA		34. SENIOR RATER ADDRESS (Last, first, MI) [REDACTED]		35. SENIOR RATER ADDRESS (Last, first, MI) [REDACTED]		36. SENIOR RATER ADDRESS (Last, first, MI) [REDACTED]																															
PART III - DUTY DESCRIPTION																																									
37. PRINCIPAL DUTY TITLE: Mission Essential List (MEL) Development OIC										38. POSITION ADDRESS: 11A/FA																															
39. SIGNIFICANT DUTIES AND RESPONSIBILITIES: REFER TO PART IV, DA FORM 67-9-1. Serves as Plans Team Mission Essential List (MEL) Development OIC assisting in the planning, resourcing, coordination, and execution of Culminating Training Events (CTE) for the Security Partnering (SYP), Kosovo Forces (KFOR), and Multinational Force and Observers (MFO) mission sets at Camp Atterbury Joint Mobilization Training Center (CAJMTC). Responsibilities include communication with deployed units to gather essential planning materials and current Tactics, Techniques, and Procedures (TTPs) for the creation of the Master Scenario Events List (MSEL); supervision of the execution of the MSEL during the CTE; and accountability of the management and training of three MEL Noncommissioned Officers (NCOs). Serves as team OIC in his absence.																																									
PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM (Rated)																																									
CHARACTER (Disposition of the leader; combination of values, attributes, and skills affecting leader actions)																																									
40. ARMY VALUES (Comments mandatory for all "NO" entries. Use PART Vb.)																																									
<table border="0" style="width:100%;"> <tr> <td style="width:50%;"> 1. HONOR: Adherence to the Army's publicly declared code of values. 2. INTEGRITY: Possesses high personal moral standards; honest in word and deed. 3. COURAGE: Manifests physical and moral bravery. 4. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the leader. </td> <td style="width:50%;"> 5. RESPECT: Promotes dignity, consideration, fairness, & EO. 6. SELFLESS SERVICE: Places Army priorities before self. 7. DUTY: Fulfills professional, legal, and moral obligations. </td> </tr> </table>												1. HONOR: Adherence to the Army's publicly declared code of values. 2. INTEGRITY: Possesses high personal moral standards; honest in word and deed. 3. COURAGE: Manifests physical and moral bravery. 4. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the leader.	5. RESPECT: Promotes dignity, consideration, fairness, & EO. 6. SELFLESS SERVICE: Places Army priorities before self. 7. DUTY: Fulfills professional, legal, and moral obligations.																												
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5. LEADER ATTRIBUTES / SKILLS / ACTIONS: (First, mark "YES" or "NO" for each block. Second, choose a letter of all that best describe the rated officer. Select one from ATTRIBUTES, two from SKILLS (Competencies), and three from ACTIONS (Leadership). Place an "X" in the appropriate numbered box with optional comments in PART Vb. Comments are mandatory in Part Vb for all "No" entries.																																									
<table border="0" style="width:100%;"> <tr> <td style="width:33%;"> 6.1. ATTRIBUTES (Select 1) Fundamental qualities and characteristics ☒ 1. MENTAL: Possesses desire, will, initiative, and discipline. </td> <td style="width:33%;"> ☐ 2. PHYSICAL: Maintains appropriate level of physical fitness and military bearing. </td> <td style="width:33%;"> ☐ 3. EMOTIONAL: Displays self-control, calm under pressure. </td> </tr> <tr> <td> 6.2. SKILLS (Competencies) (Select 2) Skill development in part of self-development, appropriate to action. </td> <td> ☒ 1. CONCEPTUAL: Demonstrates sound judgment, critical/creative thinking, moral reasoning. </td> <td> ☐ 2. INTERPERSONAL: Shows skill with people; coaching, mentoring, counseling, motivating, and empowering. </td> </tr> <tr> <td> ☐ 4. TACTICAL: Demonstrates proficiency in required professional knowledge, judgment, and reasoning. </td> <td colspan="2"> ☒ 3. TECHNICAL: Possesses the necessary expertise to accomplish all tasks and functions. </td> </tr> <tr> <td colspan="3"> 6.3. ACTIONS (Leadership) (Select 3) Major activities leaders perform, influencing, operating, and improving. </td> </tr> <tr> <td> INFLUENCING Method of reaching goals while operating/improving. </td> <td> ☒ 1. COMMUNICATING: Displays good oral, written, and listening skills for individuals / groups. </td> <td> ☐ 2. DECISION-MAKING: Employs sound judgment, logical reasoning and uses resources wisely. </td> </tr> <tr> <td> OPERATING Short term action accomplishment. </td> <td> ☐ 4. PLANNING: Develops detailed, executable plans that are feasible, acceptable, and suitable. </td> <td> ☒ 3. EXECUTING: Shows tactical proficiency, meets mission demands, and takes care of personnel resources. </td> </tr> <tr> <td> IMPROVING Long-term improvement in the Army to people and organizations. </td> <td> ☐ 7. DEVELOPING: Shows adequate time and effort to develop individual subordinates as leaders. </td> <td> ☐ 8. BUILDING: Spends time and resources improving morale, groups and units, fosters ethical climate. </td> </tr> <tr> <td colspan="3"> ☐ 5. MOTIVATING: Inspires, motivates, and guides others toward mission accomplishment. </td> </tr> <tr> <td colspan="3"> ☐ 6. ASSESSING: Uses after-action and evaluation tools to facilitate consistent improvement. </td> </tr> <tr> <td colspan="3"> ☒ 9. LEARNING: Seeks self-improvement and organizational growth; mentoring, adapting and leading change. </td> </tr> </table>												6.1. ATTRIBUTES (Select 1) Fundamental qualities and characteristics ☒ 1. MENTAL: Possesses desire, will, initiative, and discipline.	☐ 2. PHYSICAL: Maintains appropriate level of physical fitness and military bearing.	☐ 3. EMOTIONAL: Displays self-control, calm under pressure.	6.2. SKILLS (Competencies) (Select 2) Skill development in part of self-development, appropriate to action.	☒ 1. CONCEPTUAL: Demonstrates sound judgment, critical/creative thinking, moral reasoning.	☐ 2. INTERPERSONAL: Shows skill with people; coaching, mentoring, counseling, motivating, and empowering.	☐ 4. TACTICAL: Demonstrates proficiency in required professional knowledge, judgment, and reasoning.	☒ 3. TECHNICAL: Possesses the necessary expertise to accomplish all tasks and functions.		6.3. ACTIONS (Leadership) (Select 3) Major activities leaders perform, influencing, operating, and improving.			INFLUENCING Method of reaching goals while operating/improving.	☒ 1. COMMUNICATING: Displays good oral, written, and listening skills for individuals / groups.	☐ 2. DECISION-MAKING: Employs sound judgment, logical reasoning and uses resources wisely.	OPERATING Short term action accomplishment.	☐ 4. PLANNING: Develops detailed, executable plans that are feasible, acceptable, and suitable.	☒ 3. EXECUTING: Shows tactical proficiency, meets mission demands, and takes care of personnel resources.	IMPROVING Long-term improvement in the Army to people and organizations.	☐ 7. DEVELOPING: Shows adequate time and effort to develop individual subordinates as leaders.	☐ 8. BUILDING: Spends time and resources improving morale, groups and units, fosters ethical climate.	☐ 5. MOTIVATING: Inspires, motivates, and guides others toward mission accomplishment.			☐ 6. ASSESSING: Uses after-action and evaluation tools to facilitate consistent improvement.			☒ 9. LEARNING: Seeks self-improvement and organizational growth; mentoring, adapting and leading change.		
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6. APP: PASS DATE: 20110509 HEIGHT: 69 WEIGHT: 175 YES																																									
7. OFFICER DEVELOPMENT - MANDATORY YES OR NO ENTRY FOR ALL FORMS OF CPYs, LPA, CPYs, AND RPTs. WERE DEVELOPMENTAL TASKS RECORDED ON DA FORM 67-9-1a AND QUARTERLY FOLLOW-UP COUNSELINGS CONDUCTED?																																									
☒ YES ☐ NO ☐ NA																																									

Guide To Writing Officer Evaluation Reports

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Guide To Writing Officer Evaluation Reports:

Learning the Ropes James Dupureur, Lushan Hannah, 2021-05-11 The relationship between officers and enlisted is very complex. Most junior members, officers and enlisted, do not know the influence each has upon the other and how each can affect the other's career. This book gives much needed guidance and new tools that can help both and is something I wish I had available when I served. Master Chief Jay Calkins, USCG retired. With over 40 years of experience combined, James M. Dupureur, USCGR ret, and Lushan Hannah, active duty CG member, thought it would be beneficial to officers, enlisted, and civilian personnel to create a reference or guidebook that covers the Officer Evaluation Report, the assignment process, the promotion process, the Enlisted Evaluation Report, and career tips and advice. Information on these topics is scattered among numerous instructions, manuals, web pages, and websites. These are written from a one source point of view and rarely show how each affects the other. For example, does the Leadership Development Framework instruction relate to the Officer Evaluation Report? How does the Commandant's Guidance to Boards and Panels, which describes traits and characteristics, relate to your OER and your military record? Written from years of personal experience and years of personal notes taken during discussions facilitated by rear admirals in wardrooms, commanding officers during JO development sessions, and discussions with mentors, the ideas and opinions in this book are based on personal experiences from both an active duty and a Reserve officer's point of view. In 2020, the USCG launched a website titled MyCG. This website is loaded with great information valuable to a successful career. Readers are encouraged to visit MyCG on a regular basis and download the app as well. When Dupureur and Hannah started their careers, there was no clearinghouse of advice. A lot of the guidance in this book was obtained through actual experience and conversations with successful officers over the years. This book can be used as a reference to generate career discussions among supervisors, subordinates, mentors, assignment officers, shipmates, and family members.

The Naval Institute Guide to Naval Writing, 4th Edition Christopher E. Crane, Estate of Robert E. Shenk, 2024-06-01 With updates to every chapter, this new fourth edition serves as the premier guide to professional writing for the naval services. Authored by a naval officer who taught English at two service academies, the book is widely used by officers, enlisted men and women, and civilians in both the Navy and Marine Corps. Shenk provides sound practical advice on all common naval writing assignments across digital and print platforms. Fully revised, the book reflects the changing landscape of professional communication in general and changes in naval culture in the last decade across the fleet, making it an essential guide.

Guide for USAF Reserve Individual Mobilization Augmentees and Their Supervisors, 1987

Enlisted Evaluation Writing Guide, 2000

Writing Guide for Naval Officers United States, Bureau of Naval

Personnel, 1964 *Petty Officer's Guide* Paul A. Kingsbury, Daniel M. Richard, 2022-03-15 The Petty Officer's Guide is written and edited by petty officers for petty officers. It is designed to ensure Navy Petty Officers are ready to fight and win wars at sea, under the sea, in the air, on land, and in outer space and cyberspace by exposing junior Petty Officers to innovative and

modern leadership methodologies Serving as the premiere leadership guide to junior Navy Petty Officers it enhances development processes and tools such as the Navy Leader Development Framework Education for Sea Power Sailor 360 and Enlisted Leader Development courses Furthermore it reinforces modern lines of effort identified in the Chief of Naval Operations Design for Maritime Superiority and promotes the development of innovative leaders and strategic thinkers This guide provides unique insights into the values beliefs attitudes and skills that enable the success of naval leaders how Petty Officers can use power bases influence tactics and managerial skills to achieve objectives and how to influence their peers in support of organizational objectives to achieve the mission accomplishment **The SAGE Guide to Writing in**

Corrections Steven Hougland, Jennifer M. Allen, 2019-12-02 The SAGE Guide to Writing in Corrections equips students with transferable writing skills that can be applied across the field of corrections both academically and professionally Authors Steven Hougland and Jennifer M Allen interweave professional and applied writing academic writing and information literacy with the result being a stronger more confident writer in their classes and in the field **Newsletter** United States.

Department of State, 1974 **The Forensic Psychologist's Report Writing Guide** Sarah Brown, Erica Bowen, David Prescott, 2017-05-08 The Forensic Psychologist's Reporting Writing Guide is the first book to provide both student trainees and practitioners with best practice guidance for one of the core skills of their role Written and edited by an international range of experts from the UK North America and Australasia it provides clear advice on a range of assessments from psychometric tests to personality functioning and includes real life examples to illustrate key points Uniquely the book also offers guidance on the range of different client groups that forensic psychologists work with across both civil and legal contexts including juveniles female clients couples and those with cognitive impairments From core principles to writing style to key issues each chapter also includes a checklist of advice and further reading Comprehensive and practical The Forensic Psychologist's Reporting Writing Guide is a user friendly companion to this critical and often overlooked skill and will be essential reading for both neophyte and experienced forensic psychologists alike **Department of State News**

Letter United States. Department of State, 1973 *Newsletter*, 1973 **Planning, Writing and Reviewing Medical Device Clinical and Performance Evaluation Reports (CERs/PERs)** Joy Frestedt, 2024-09-19 A Practical Guide to Planning Writing and Reviewing Medical Device Clinical Evaluation Reports guides readers through clinical data evaluation of medical devices in compliance with the EU MDR requirements and other similar regulatory requirements throughout the world This book brings together knowledge learned as the author constructed hundreds of CERs and taught thousands of learners on how to conduct clinical data evaluations This book will support training for clinical engineers clinical evaluation scientists and experts reviewing medical device CERs and will help individual writers teams and companies to develop stronger more robust CERs Identifies and explains data analysis for clinical evaluation of medical devices Teaches readers how to understand and evaluate medical device performance and safety in the context of new regulations Provides analysis of

new clinical evaluation criteria in the context of medical device design as well as in hospital deployment and servicing

News Letter United States. Department of State,1973 Presentence Report Handbook Robert Melvin Carter,1978

Company Command John G. Meyer,1996 A Dutch Uncle approach to advising those who assume first command Written by an Army officer primarily for Army company commanders the book contains information suggestions inspires confidence to command with authority Includes chapters on military justice administrative law matters Comprehensive do s don ts of a winning command philosophy **Navy Counselors Handbook** Howard S. Lowry,1985 FDA Compliance Program

Guidance Manual United States. Food and Drug Administration,1998-12 **Handbook of Police Psychology** Jack Kitaeff,2011-03-17 The Handbook of Police Psychology represents the contributions of over thirty police psychologists all experts in their field on the core subject matters of police psychology Police psychology is broadly defined as the application of psychological principles and methods to law enforcement This growing area includes topics such as screening and hiring of police officers conducting screening for special squads e g SWAT fitness for duty evaluations investigations hostage negotiations training and consultation and stress counseling among others The book examines the beginnings of police psychology and early influences on the profession such as experimental investigations of psychological testing on police attitude and performance Influential figures in the field of police psychology are discussed including the nation s first full time police psychologist who served on the Los Angeles Police Department and the first full time police officer to earn a doctorate in psychology while still in uniform with the New York Police Department **Private Security and the**

Investigative Process, Fourth Edition Charles P. Nemeth,2019-08-30 Private Security and the Investigative Process Fourth Edition is fully updated and continues to provide complete coverage of the investigative process for private investigations by both individuals and in corporate security environments This edition covers emerging technology revised legal and practical considerations for conducting interviews and new information on case evaluation Written by a recognized expert in security criminal justice ethics and the law with over three decades of experience the updated edition of this popular text covers concepts and techniques that can be applied to a variety of investigations including fraud insurance private and criminal It details the collection and preservation of evidence the handling of witnesses surveillance techniques background investigations and report writing The book reflects best practices and includes tips for ensuring accurate and reliable private sector security investigations This new edition includes A new section on career opportunities in paths in the investigative field A rundown of the leading security Industry associations and professional standards being published Added discussion of observational interviews include current protocols analyzing data Details of the current legal implications for security surveillance and practices Advances in technology to thwart crime and fraud in retail and other business settings An entirely new section on e records from criminal and civil judgments Authoritative yet accessible this book is one of the only textbooks dedicated to the subject It also serves as an important reference for private investigators and security

professionals Complete with numerous forms checklists and web exercises it provides the tools and understanding required to conduct investigations that are professional ethical and effective *Encyclopedia of Military Science* G. Kurt Piehler,2013-07-24 The Encyclopedia of Military Science provides a comprehensive ready reference on the organization traditions training purpose and functions of today s military Entries in this four volume work include coverage of the duties responsibilities and authority of military personnel and an understanding of strategies and tactics of the modern military and how they interface with political social legal economic and technological factors A large component is devoted to issues of leadership group dynamics motivation problem solving and decision making in the military context Finally this work also covers recent American military history since the end of the Cold War with a special emphasis on peacekeeping and peacemaking operations the First Persian Gulf War the events surrounding 9 11 and the wars in Afghanistan and Iraq and how the military has been changing in relation to these events Click here to read an article on The Daily Beast by Encyclopedia editor G Kurt Piehler Why Don t We Build Statues For Our War Heroes Anymore

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