U.S. DEPARTMENT OF HOMELAND SECURITY U.S. COAST GUARD CG-5310A (Rev. 10-06)		OFFICER EV	Ά	LUATION REPORT	0)	ER)	on:		
1. ADMINISTRATIVE DAT	4	1				(YYYY/MM/DD)	(YYYY/MI	M/DD)	
a. NAME (Last)		(Initia	als)	b. SSN c.	GRADE	d. DATE OF RANK	e. DATE REPOR	TED	
						1 1	1	1	
f. UNIT						g. ATU - OPFAC	h. DAYS NOT O		Ð
	~			<u></u>			LV O	THER	
i. PERIOD OF REPORT (YYYY/MM/DI) '	j. OCCASION FOR REPORT (Mark or Annual/ Detachm	nent/C	hange of O Detachment of O Pron	notion	k. EXCEPTION REPORT		/	
		List primary duty and summarize all c		cer 💛 Ullicer 💛			Juirein	1	1
PRIMARY DUTY:	L3.	List primary duty and summarize and	lulie	s and responsibilities (provide Reserv					
ATTACHMENTS:									
		S: Measures an officer's ability to m				I-		1 7	N/O
a. PLANNING AND PREPAREDNESS:	1	Got caught by the unexpected; appeared to be controlled by events. Set vague or unrealistic goals. Used unreasonable criteria to set	3	Consistently prepared. Set high but realist goals. Used sound criteria to set priorities an deadlines. Used quality tools and processes	nd s	Exceptional preparation. Alway immediate events or problem balanced competing demann strategies with contingency plan aspects of problems, including to	s looked beyond ems. Skillfully		N/O
Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a		priorities and deadlines. Rarely had plan of		develop action plans. Identified ke	ev	strategies with contingency plan	s. Assessed all		
priorities and deadlines, and create a shared vision of the unit's and Coast		action. Failed to focus on relevant information.		information. Kept supervisors and stak holders informed.		and impact.	indenying issues		\sim
Guard's future.	0		O					$\left O \right $	0
b. USING RESOURCES:		Concentrated on unproductive activities or often overlooked critical demands. Failed to use people productively. Did not follow up. Mismanaged information, money or time. Used ineffective tools or left subordinates		Effectively managed a variety of activities wi available resources. Delegated, empowere	d,	Unusually skilled at bringing s to bear on the most critical domands. Optimized products	al of competing		
Ability to manage time, materials, information, money, and people (i.e.		Mismanaged information, money or time.		and followed up. Skilled time manage budgeted own and subordinates' tim productively. Ensured subordinates ha adequate tools, materials, time and directio	ne	to bear on the most critica demands. Optimized produ effective delegation, empo follow-up control. Foun	werment, and		
all CG componénts as well as external publics).		without means to accomplish tasks.		adequate tools, materials, time and direction	n.	systematically reduce cost,	eliminate waste,		
	0	Employed wasteful methods.	0	Cost conscious, sought ways to cut waste.	0	and improve efficiency.		0	0
c. RESULTS/EFFECTIVENESS:	<u> </u>	Routine tasks accomplished with difficulty.	ľ	Got the job done in all routine situations and i many unusual ones. Work was timely and c		Maintained optimal balance	among quality,		
Quality quantity timeliness and		Routine tasks accomplished with difficulty. Results often late or of poor quality. Work had a negative impact on department or unit. Maintained the status quo despite generativities to isonessi		high quality; required same of subordinates	n i.	and subordinates' work surpas	sed expectations.		
Quality, quantity, timeliness and impact of work.		opportunities to improve.		high quality; required same of subordinates Results had a positive impact on department c unit. Continuously, improved services an	d	Maintained optimal balance quantity, and timeliness of worf and subordinates' work surpas: Results had a significant positi or Coast Guard. Established auctome of continues improve	clearly effective		
	0		0	organizational effectiveness.	0	systems of continuous improve	ment.	0	0
d. ADAPTABILITY:	0	Unable to gauge effectiveness of work,	\vdash	Receptive to change, new information, an	-	Rapidly assessed and adjust	ed to changing	\vdash)
Ability to modify work methods and		Unable to gauge effectiveness of work, recognize political realities, or make adjustments when needed. Overlooked or		Receptive to change, new information, an technology. Effectively used benchmarks to improve performance and service. Monitore	o d	Rapidly assessed and adjust conditions, political realities, and technology. Very skilled responding to measureme Championed organizational	new information at using and		
Ability to modify work methods and priorities in response to new information changing conditions		screened out new information. Overreacted or		progress and changed course as required Effectively dealt with pressure and ambiguity	l.	responding to measureme Championed organizational	nt indicators. improvements.		
information, changing conditions, political realities, or unexpected obstacles.		responded slowly to change in direction or environment. Ineffective in ambiguous, complex, or pressured situations.		Facilitated smooth transitions. Adjusted direction to accommodate societal trends of	d	Effectively dealt with extre situations. Turned pressure an	emely complex d ambiguity into		
UDSIDUES.	0	\bigcirc		political realities.		constructive forces for change.	<u>.</u>	0	0
e. PROFESSIONAL COMPETENCE:	\cup	Questionable competence and credibility.	Р	Competent and credible authority on specialt	, <u> </u>	Superior expertise; advice and	actions showed	\vdash	\cup
		operational or specialty experiise inadequate or lacking in key areas. Made little effort to grow professionally. Used knowledge as power against others or bluffed rather than		or operational issues Acquired and applied	a 1	I aroint broddth and donth	of knowlodgo		
Ability to acquire, apply and share technical and administrative		grow professionally. Used knowledge as power against others or bluffed rather than		assigned duties. Showed professional growt through education, training and professional	h al	and situations. Rapidly develo	pped professional ns. Vigorously		
knowledge and skills associated with description of duties. (Includes		reduced due to limited knowledge of own		or operational or specially expertise for excellent operational or specially expertise for assigned duties. Showed professional growt through education, training and professionar reading. Shared knowledge and informatio with others clearly and simply. Understoo own organizational role and customer needs.	n d	Remarkable grasp of complex and situations. Rapidly devel growth beyond expectatio conveyed knowledge, direct increased workplace produc knowledge of own role, custo	ly resulting in tivity. Insightful		
operational aspects such as marine safety, seamanship, airmanship, SAR, etc., as appropriate.)		organizational role and customer needs.				knowledge of own role; custo value of work.	omer needs, and		
	O	0	0	0	10	0		0	0
COMMENTS:									

A. COMUNICATION SICLE. Measures an efficient ability to communicate in a positive, fault, and converging numeration and the second of the sec	Page 2 of CG-5310A (Rev. 10-06)				/				
ADDING		LLS:	Measures an officer's ability to con	nmu	nicate in a positive, clear, and convin	icing		7	N/O
ADDING	Ability to speak effectively and listen		Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. Used inappropriate language or rambled. Nervous or distracting mannerisms detracted from	3	Effectively expressed ideas and facts in individual and group situations; non-verbal actions consistent with spoken message. Communicated to people at all levels to ensure	5	Clearly articulated and promoted ideas before a wide range of audiences; accomplished speaker in both formal and extemporaneous situations. Adept at presenting complex or sensitive issues.	,	N/O
COMMENTS		0	message." Failed to listen carefully or was too argumentative.		understanding. Listeried carefully for intended message as well as spoken words.	0	Active listener; remarkable ability to listen with open mind and identify key issues.	0	0
COMMENTS	b. <u>WRITING:</u>		Written material frequently unclear, verbose, or poorly, organized. Seldom proofread. Often		Written material clear, concise, and logically organized. Proofread conscientiously.		Clearly and persuasively expressed complex or controversial material, directly contributing to		
CAMPUTE: A. LEADERSHIP SKILLS: Measures an officer's ability to support, develop, direct, and iffuence officers in performing work. A. LOBERSHIP SKILLS: Measures an officer's ability to support. B. LOBERSHIP SKILLS: Measures an officer's ability to support. B. LOBERSHIP SKILLS: Measures an officer's ability to support. Market Science Stress and Science Stress a	Ability to express facts and ideas clearly and convincingly.		submitted correspondence which was grammatically incorrect, tailored to wrong audience, or delivered by an inappropriate medium		Correspondence grammatically correct, tailored to audience, and delivered by an appropriate medium. Subordinates' material reflected same high standards		stated objectives. Written or published material brought credit to the Coast Guard. Actively educated subordinates in effective writing.	0	
 LICELLING.CULT.EX. Linear example in each reserved in reserved in a second in the reserved in the reserv	COMMENTS:			\mathbb{D}	<u> </u>	\mathbf{U}		0	0
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State and the second				_	elop, direct, and influence others in p	ertor	Ming work.	7	N/O
Allik	Ability to consider and respond to		people, left outside resources untapped despite apparent need. Ignorance of individuals' capabilities increased chance of failure. Seldom		their needs; referred to outside resources as appropriate. Considered individuals' capabilities to maximize opportunities for success.		life. Actively contributed to achieving balance among unit requirements, professional and personal responsibilities. Strong advocate for		
Altily to user metang, carried and statistical decision of the lattice of the la	and achievements; support for and application of work-life concepts and	0	C		subordinates.		recognition, both formal and informal.	0	0
Altily to user metang, carried and statistical decision of the lattice of the la	b. DEVELOPING OTHERS:		Unreasonably restricted opportunities for professional growth; kept others in narrow		professional growth. Encouraged others to		professional development and maximized		
C DIRECTINGCITIEES C DIRECTINGCITIES C DIRECTINGC	and training to provide opportunities for		roles and discouraged the level of risk-taking necessary for learning. Lack of timely		learn by doing. Allowed the appropriate level of risk-taking necessary for learning and mission		encouraged others to reach new levels of performance. Adeptly counseled others; identified		
Control of the second of		0	0	0	constructive feedback.	0		0	0
Control of the second of			Showed difficulty in directing or influencing others. Low or unclear work standards reduced productivity. Failed to hold subordinates		A leader who earned others' support and commitment. Set high work standards; clearly articulated ich requirements expectations and		An inspirational leader who motivated others to achieve results not normally attainable. Won people over rather than imposing will. Clearly		
Control of the second of	Ability to influence of direct others in accomplishing tasks or missions.		accountable for shoddy work or irresponsible actions. Unwilling to delegate authority to increase efficiency of task accomplishment.		authority to those directly responsible for the		articulated vision; empowered subordinates to set goals and objectives to accomplish tasks. Modified leadership styles to best meet		-
in teams, encodings: Cooperation, and gevelop spit de Cons. Schulde cam networks for furth and containt, productively. Inhibitat of cons. Initiation cooperation to the definence of unit or service. Initiation definences support of broader multiplication by the definences. Encouraged performance of the construction and respect. Control of the construction and respect.	d. TEAMWORK:		0	$\left O \right $	Skillfully used teams to increase unit		Insightful use of teams raised unit productivity	0	0
COMERCIACE CLIMATE: Diddleadon to the definition to during differences, exhibited degrading environment during differences degrading environment during differences degrading degra	Ability to manage, lead and participate		Conflicts mismanaged or often left unresolved, resulting in decreased team effectiveness. Excluded team members from vital information.		effectiveness, quality, and service. Resolved or managed group conflict, enhanced cooperation, and involved team members in decision process.	-	beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Major		
COMMENTS: Comparison of the second	develop esprit de corps.		Stifled group discussions or did not contribute productively. Inhibited cross functional		Valued team participant. Effectively negotiated work across functional boundaries to enhance support of broader mutual goals.		relationships and networks across a broad range		
Ability to value individual differences and promote an environment commutation and respect.		0	goals.	0	Sonsitivo to individual differences Encouraged		0	0	0
involvement, innovation, incorpent communication and respect. integration, incorpent endoted by the owner of the section and the	Ability to value individual differences		discriminatory tendencies toward others. Tolerated or contributed to an uncomfortable or		open communication and respect. Promoted an environment which values fairness, dignity.	1	candor and respect among individuals of diverse		
COMMENTS: COMMENTS: COMMENTS: COMMENTICATION COMM	involvement, innovation, open		responsibility for own words and actions and their impact on others. Failed to support or		responsibility for own words and actions and their impact on others. Fully supported and enforced	-	Guard human resources policies, or which		
personnel. O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O <tho< td=""><td></td><td>0</td><td>O '</td><td>0</td><td></td><td>-</td><td></td><td>0</td><td>0</td></tho<>		0	O '	0		-		0	0
personnel. O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O <tho< td=""><td>The extent to which an officer as</td><td></td><td>reports were frequently rate. Narratives inaccurate or of poor quality. Failed to uphold service performance standards by assigning accurate marks. Departer convictor acticities of</td><td></td><td>Narratives were fair, concise, and contained specific observations of action and impact.</td><td></td><td>insightful, of the highest quality, and always supported assigned marks. Subordinates'</td><td></td><td></td></tho<>	The extent to which an officer as		reports were frequently rate. Narratives inaccurate or of poor quality. Failed to uphold service performance standards by assigning accurate marks. Departer convictor acticities of		Narratives were fair, concise, and contained specific observations of action and impact.		insightful, of the highest quality, and always supported assigned marks. Subordinates'		
personnel. O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O O <tho< td=""><td>conducted or required others to conduct accurate, timely evaluations for enlisted, civilian and officer</td><td></td><td>OES responsibilities as Reported-on Officer.</td><td></td><td></td><td></td><td>reports returned for revision. Returned reports to subordinates when appropriate.</td><td></td><td>~</td></tho<>	conducted or required others to conduct accurate, timely evaluations for enlisted, civilian and officer		OES responsibilities as Reported-on Officer.				reports returned for revision. Returned reports to subordinates when appropriate.		~
	personnei.	0	0	IO	0	0	0	0	0
a. NAME AND SIGNATURE D. GRADE C. EMPLID d. TITLE OF POSITION E. DATE		ITIC						mm/di	D)
	a. NAME AND SIGNATURE		D. GRADE C. EMPL	ID	d. TITLE OF POSITION		e. DATE		
	<u> </u>							/	1

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7. REPORTING OFFICER	CON	IMENTS: Supplen	nent or amp	olify Su	perv	isor's evaluatio	n OCon	ncur	Od	00 not concur ORO is Sup	pervisor		
	Eee		S. Mooour		otor	audition which	h illustrata tha i	individua		borootor			
8. PERSONAL AND PROF a. INITIATIVE:	<u>- 53</u>					Championed impro	ovement through n	naiviaua new ideas,	5	Aggressively sought out additional resp	onsibility.	7	N/O
Ability to originate and act on new		Postponed needed ac supported improvements do so. Showed littl development. Feasibl methods, services,	only when dir e interest in	career		problems and practice problems and too	vement through n tices; self-starter. A k prompt action to ght opportunities for o Pursued productivity performance by app	Anticipated avoid or		Aggressively sought out additional resp. A self-learner. Made worthwhile id practices work when others might have Extremely innovative. Optimized use of r and methods to improve work p decision-making, and service delivery.	eas and given up.		
ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.		methods, services, unexplored.	or products	went		eer development.	Pursued productivity	gains and		and methods to improve work p	ocesses,		
without guidance and supervision.	0)		0				0	0		0	0
b. <u>JUDGMENT:</u>		Decisions often displaye to make necessary de	ecisions or iu	imped to		Demonstrated ana sense in making	lytical thought and decisions. Used far nd considered the plitical realities. We considerations. Mai	common icts, data,		Combined keen analytical thought, an uning of political processes, and insight	to make		
Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk		conclusions without alternatives, and impac weigh risk, cost, and ti	considering ct. Did not e	effectively		and experience, a alternatives and po	nd considered the plitical realities. Weight	ighed risk,		appropriate decisions. Focused on the k and the most relevant information. Did	the right		
acumen, common sense, risk assessment, and analytical thought.		concerned with political of	rivers on organ	ization.		decisions prompti information.	y with the best	available		thing at the right time. Actions indicated a of impact of decisions on others. Not take reasonable risks to achieve positive	afraid to esults.		
	0	C)		0		0		0	0		0	0
c. RESPONSIBILITY:		Actions demonstrated qu of commitment. Tolera	lestionable ethic ted indifference	es or lack		Held self and self and self and self	subordinates persor ountable. Spoke when expressing ed organizational po ay have been count to the successful acl ac	nally and up when		Integrity and ethics beyond reproach. Ali self and subordinates to highest standar sonal and professional accountability. Dir thing even when it was difficult. Suc making even unpopular policies or decisi Actions demonstrated unwavering comm achievement of organizational goals.	ds of per-		
Ability to act ethically, courageously, and dependably and inspire the same in others; accountability for own and		to hold subordinates organization to absorb ther than confronting the not to speak up or get imal support for decision	personnel prol	blems ra-		positions. Support	ed organizational po	plicies and		thing even when it was difficult. Such making even unpopular policies or decisi	ceeded in		
subordinates' actions.		not to speak up or get imal support for decision	involved. Prov s counter to ow	/ided min- n ideas.		ideas. Committed of organizational go	to the successful acl als.	hievement		Actions demonstrated unwavering comm achievement of organizational goals.	nitment to		
	0)		0		0		0	0		0	0
d. <u>PROFESSIONAL PRESENCE:</u> Ability to bring credit to the Coast		Unaware of general CC ative or biased in interac in difficult situations. C self and CG. Ignorant mon military courtesies and grooming below stat	s objectives; u ctions. Lost co onveyed poor i	incooper- imposure		public; cooperative	now CG objectives and fair in all int all situations. Conve nd CG. Well versed or rendering and upho reat care in uniform. Abided by the core levotion to duty.	teractions.		Always self-assured, projected ideal C Poised in response to others' provocativ. Contributed leadership role in civilian/mili munity. Exemplified and held others ac for the core values and finest traditions of customs and protocol. Meticulous uniform area and argoming: inspirad similar sta	e actions.		
Ability to bring credit to the Coast Guard through one's actions, compe- tence, demeanor, and appearance. Extent to which an officer displayed the Coast Guard's core values of honor, record and device to duty.		self and CG. Ignorant mon military courtesies	of or sloppy w Uniform app	vith com-		tive image of self a etiquette; precise in	nd CG. Well versed rendering and upho	in military		munity. Exemplified and held others ac for the core values and finest traditions of	countable of military		
Coast Guard's core values of honor, respect, and devotion to duty.			ndard. Failed to r, respect, and	o display devotion		tary courtesies. G ance and grooming	reat care in uniform Abided by the core	m appear- e values of		customs and protocol. Meticulous uniform ance and grooming; inspired similar state others.	n appear- ndards in		
	0	to duty.)		0		0		IUI	\bigcirc		0	0
e. <u>HEALTH AND WELL-BEING</u> :		Did not adhere to the Co gram. Failed to meet	oast Guard Fitn minimum stan	ness Pro- dards of		Maintained weight Coast Guard Fitne	standards and adher ess Program. Com ing of self and sub performance through and emotional v managed stress e operating procedu	red to the mitted to		Remarkable vitality, enthusiasm, alerti energy. Consistently contributed at hi and actively followed a comprehensiv program. Optimized personal per through involvement in activities which is physical and emotional well-being. Moni helped others deal with stress, enhan and well-being. Demonstrated a commitment towards safety of personne	ness and gh_levels		
Ability to invest in the Coast Guard's future by caring for the physical health, safety, and emotional well-being of self		Did not adhere to the CC gram. Failed to meet weight control or sobri doned others' alcohol at ed subordinates' health ing or unable to recogn despite apparent need. identify and protect p bagadre	ety. Tolerated buse. Seldom (or con- consider-		health and well-be Enhanced personal	performance through	pordinates. h activities		and actively followed a comprehensiv program. Optimized personal per	é fitness formance		
and others.		ing or unable to recognition despite apparent need	ize and manag	e stress		Recognized and Ensured that safe	managed stress e operating procedu	effectively.		physical and emotional well-being. Moni beloed others deal with stress enhan	tored and		
		identify and protect p hazards.	personnel from	safety		followed.	, oporating procode			and well-being. Demonstrated a commitment towards safety of personne	signficant		
	0)		0		0		0	0		0	0
COMMENTS:													
		GRADES W2 TO ALIFIED	02): Com			ficer with other)F THE MANY CO		grade wh	nom	you have known in your career AN EXCEPTIONAL A	DISTING	UISH	ED
		FICER			OFE	SSIONALS WHO JORITY OF THIS	FORM THE			OFFICER	OFFI		
	(D	0			0	UNADL	0			0		
10. POTENTIAL: Describe	abili	ty to assume greate	er leadershi	p roles	and	responsibilities	s (e.g. comma	nd, spec	cial a	ssignment, promotion, and spe	cial skil	ls).	
11. REPORTING OFFICER a. NAME AND SIGNATURE	AUT	HENTICATION	b. GRADE	c. EMPL	LID		d. TITLE OF POS				(YYY e. DATE	Y/MM/I)D)
												/	/
12. REVIEWER AUTHENTI	CAT	ION a.	COMMENTS	ATTACH	ED (Required when the R	eporting Officer is no	ot a Coast C	Guard	Officer or Coast Guard SES.)			
b. NAME AND SIGNATURE			c. GRADE	d. EMPL	LID		e. TITLE OF POSI	TION			f. DATE		
											1	1	1

INSTRUCTIONS

PURPOSE: The Officer Evaluation Report (OER) primarily provides information for officer corps promotion, selection, and assignment determinations. Secondary purposes include: (1) prescribing common standards of expected performance; (2) reinforcing Coast Guard values; and (3) acting as one means of performance feedback for the Reported-on Officer.

Active Duty	IDPL
Apr	Apr
Mar	Mar
Apr	Apr
May	May
Jan and Jul	Jul
Jun	
Mar and Sep	Mar
Apr	Apr
Jul	Jul
Jun	Jun
	Apr Mar Apr May Jan and Jul Jun Mar and Sep Apr Jul

Notes:

(1) An OER period may be extended for up to 92 days (semiannual) or 182 days (annual) under certain conditions. Consult PERSMAN for further guidance.
(2) OERs for IDPL grades of CAPT, LTJG, and ENS are annual. All other IDPL OERs are biennial.

 $\ensuremath{(3)}$ Officers assigned to DUINS follow an annual/semiannual schedule according to school terms.

TIMELINE:

21 days before end of period: Reported-on Officer submits to Supervisor a list of significant accomplishments during the period, supporting documents (as required), administrative data required for OER Section 1, and a completed OER page 4.

10 days after the period: Supervisor sections of OER due to Reporting Officer.

<u>30 days</u> after the period: Supervisor and

Supervisor and Reporting Officer sections due to Reviewer. Reviewer sends completed OER to OER Administrator.

> after the period: OER due to CGPC for review and entry into official record.

RESTRICTIONS:

45 days

Raters shall not mention a Reported-on Officer's: (1) First name; (2) Non-selection for promotion, including allusions thereto; (3) Record appeals; (4) Psychological or medical conditions; (5) marital or family status (including pregnancy); or (6) Performance observed outside the reporting period. Raters also shall not: (1) Expressly evaluate or place emphasis on gender, religion, color, race, or ethnic background (applies to both member and third parties); or (2) Include information which is subject to a security classification. See PERSMAN for additional restrictions that apply to disciplinary proceedings.

GUIDING INSTRUCTION: Chapter 10-A of the CG Personnel Manual, COMDTINST M1000.6 (series), contains all official guidance on OES requirements.

RESPONSIBILITIES: All Coast Guard officers and raters of CG officers should be aware of their OES responsibilities as outlined in the CG Personnel Manual.

PREPARATION CHECKLIST (OPTIONAL):

Administrative Data and Description of Duties (Sections 1 and 2):

- ____ All fields completed (enter dates in YYYY/MM/DD format and enter only one occasion for report).
- Primary duty will be capitalized (no other text enhancements, such as underlining, bolding, or all capital letters, are allowed throughout the OER).
- Attachments listed (only personal award citations, punitive letters, or letter reports for senior service school allowed).

Performance Evaluation (Sections 3-5 and 7-8)

- Marks assigned according to standards which most closely describe Reported-on Officer's performance during the period.
- ____ Specific examples cited for each mark which deviated from "4". When applicable, comments on seamanship or airmanship ability are distinct.

Comparison or Rating Scale and Potential (Sections 9 and 10):

- Section 9 mark assigned according to the instructive clause on the form.
- Comments describe Reported-on Officer's overall potential for greater responsibility (include, as appropriate, recommendations for promotion, special assignment, and command).

TIPS FOR EFFECTIVE COMMENTS:

1. Be specific.

Concisely describe the performance by relating the action observed and its impact; quantify the action whenever possible and explain why it was important; avoid empty superlatives. Do not repeat the dimensions.

2. Save space.

Use information bullets; reduce the use of pronouns; use member's name sparingly, if at all; use action verbs and semicolons; and avoid excess words. Acronyms and abbreviations are effective only if they are common to all Coast Guard communities or are initially defined in the comments.

3. Be clear.

Don't lose the meaning; watch for cryptic comments.

13. RETURN ADDRESS. (Name and address to which a copy is sent after filing the original in the officer's record.)	14. OER ADMINISTRATOR REVIEW:				
	a. Initials:	b. Date:			
	PRIVACY ACT STATEMENT This information is requested under U.S.C. 833 to determine an of promotion or job assignment information is mandatory. Failure adversely affect promotion op assignments or lead to disciplinary	fficer's suitability for t. Submitting this to provide it could portunities and job			