INFORMATION PAPER

SUBJECT: Officer Evaluation Report System Review

1. Purpose. To inform Army Senior Leaders of the Officer Evaluation Report (OER) System review initiative.

2. Background. A holistic review of Army Evaluation System commenced in fall 2010. The review initiative began in response to recognition that the current evaluation system was not reflective of current leadership doctrine outlined in FM 6-22, used a single method for assessing Soldiers regardless of grade, did not engender rater accountability, and could be shaped to better inform talent management and encourage leader development. The review included the OER and NCOER. While the NCOER system is still under reviewed, working closely with the Center for Army Leadership, a variety of assessment methods and concepts were explored which could enhance and improve the OER.   As those concepts were narrowed and further refined, they were socialized with numerous General Officers, multiple selection board members, and officers from a variety of units and organizations across the Army. Ultimately, multiple concepts designed to meet the objective of the OER review initiative were presented to Army leadership with several concepts (Phase I) approved for implementation in October 2011 and additional changes and enhancements (Phase II) receiving concurrence from the 38th CSA on 26 April 2012 and final approval from the Secretary of the Army on 29 May 2012.

3. Information.

    a. In partnership with the Center for Army Leadership and the Office of Economic and Manpower Analysis, the Army G1 explored a variety of assessment methods and concepts to better enable rating officials in assessing Soldiers based on the enduring Leader Attributes and Competencies in FM 6-22 (*What a leader is and What a leader does*).

    b. The following changes (Phase I) were approved and implement in October 2011 for OERs with THRU dates on or after 1 November 2011: Return of the Senior Rater box check for all grades (COL and below, except CW5), and masking of 2LT and 1LT upon promotion to CPT and WO1 upon selection to CW3; incorporation of mandatory "yes/no" comment on the OER indicating completion of a 360 degree assessment; reduction of multiple short term evaluations through "letter of input" methodology; optional use of the current OER Support Form, and Senior Rater recommendations for "successive" rather than "future" positions to ensure practical career guidance for the rated officer.

c. In April 2012, the 38th CSA supported the following changes and enhancements to the OER systems, on 14 May 2012 an informational briefing on his recommendations was provided to the ASA M&RA, and on 29 May 2012 the Secretary of the Army approved the recommended changes:

1) Use of three separate evaluation reports based on grade plates that will recognize that one size does not fit all and that different grades should be assessed based on various levels of experience. While the overall assessment for all grades will link an officer's performance to the attributes and competencies outlined in FM 6-22, the company grade report will be more prescriptive, allowing junior officers to develop strong leadership behaviors. The field and strategic level reports will provide more latitude in the assessment process by discussing in narrative comments the rated officers performance as it relates to those same attributes and competencies but at a level expected of their grade and years of experience

2) Implementation of a Rater Profile, similar to the Senior Rater Managed Profile Technique, for the Company and Field Grade Plate form, which will reinvigorate the importance of the Rater to the overall assessment process, stem inflation and reinforce rater accountability. The Secretary of the Army also directed a "Rater credit" that will enable Raters to utilize the top block selection regardless of small populations and eliminate issues often associated with immature profiles.

3) Rating chains will identify operational and broadening assignments to assist assignment managers in identification and management of talent.

4) Redefine the senior rater four-box check and label technique. Retain the current senior rater managed profile technique for MAJ and below at 49%. This percentage historically provides for opportunity and advancement thru the grade of LTC.

5) For LTC and COL, implement a five-box check and label technique with a top two-control box system where the top box cannot exceed 10% and cumulatively, the top two boxes cannot exceed 49%. The Senior Rater's indication (box checks) of TOP10% and Most Qualified will be managed by HQDA with a limitation of no more than 10% of the total ratings rendered may indicate a TOP10% and no more than 49% of the total ratings in the top two boxes (TOP10% and Most Qualified). If Senior Raters use more than 39% in the Most Qualified box, the number of available TOP10% ratings will decrease correspondingly. A "Senor Rater credit" will enable SR's to utilize top 10% box selection immediately and eliminates some of the issues associated with immature profiles. As the Army begins reshaping, further stratification of the Senior Rater profile for LTC and COL ranks will more clearly identify our very best senior leaders.

6) Discourage "pooling" via regulatory guidance to raise visibility in a public forum while still allowing commanders and senior leaders to be responsible for designating rating schemes.

d. Following this approval of changes and enhancements to the OER system, forms will be designed, new regulatory requirements published, and a training program deployed to ensure a seamless transition between the old evaluation system and the enhanced system. Projected implementation is anticipated NLT 1 DEC 2013. As we build, test, and implement the new evaluation system we will remain diligent in our adherence to FM 6-22; weighing *What a Leader Is and What a Leader Does* against how the rated Officer carries out his or her respective role within our Profession of Arms.

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