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CHARACTER Disposition of the leader: combination of values, attributes, and skills affecting leader actions  a. ARMY VALUES (*Comments mandatory for all "NO" entries. Use PART Vo.)  1. HONOR: Adherence to the Army's publicly declared code of values  2. INTEGRITY: Possesses high personal moral standards, honest in word and deed  2. INTEGRITY: Possesses high personal moral standards, honest in word and deed  3. COURAGE: Manifest physical and moral brawery  4. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the soldier  4. LOYALTY: Bears true faith and allegiance to the U.S. Constitution. The Army, the unit, and the soldier  5. LEADER ATTRIBUTES / SKIILS / ACTIONS; First, mark "VES" or "NO" for each block. Second, choose a total of six that best describe the tated officer. Select one from ATTRIBUTES (*Gelect 1)  6. SELFLESS-SERVICE: Places Army prorities before self?  7. DUTY; Fulfills professional, legal, and moral obligations  4. LOYALTY: Bears true faith and allegiance to the U.S. Constitution. The Army, the unit, and the soldier  6. SELFLESS-SERVICE: Places Army prorities before self?  7. DUTY; Fulfills professional, legal, and moral obligations  7. DUTY; Fulfills professional, legal, and moral obligations  8. LOYALTY: Bears true faith and allegiance to the U.S. Constitution. The Army, the unit, and the soldier  9. LOYALTY: Bears true faith and allegiance to the U.S. Constitution. The Army is the appropriate numbered box with optional comments in PART Vb.  Comments are mandatory in Part Vb for all "No" entries.  9. PHYSICAL  9. PHYSICAL  9. No Sessesses the recessary expertise to Displays self-control; calm under pressure finites and military bearing.  1. ACTICAL Demonstrates sound judgment, criticalicreative binkins, mail reasoning and infliency has a military bearing.  2. INTERPERSONAL  3. MENTIONAL  9. No Sessesses the necessary expertise to action proving trains.  1. COMMUNICATING  1. COMMUNICATING  1. COMMUNICATING  2. DEVISION-MAKING  2. DEVISION-MAKING  3. BUIL	F							IONALIS	M (Rater)			
1. HONOR: Attherence to the Army's publicity 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 fath and allegiance to the U.S. Constitution, the Army, the unit, and the soldier  b. LEADER ATTRIBUTES / SKILLS / ACTIONS; First, mark "YES" or "NO" for each block. Second, choose a total of six that best describe the rated officer. Select one from ATTRIBUTES, two from SKILLS (Competence), 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.  b. 1. ATTRIBUTES (Select 1)  Fundamental qualities and characteristics  b. 2. SKILLS (Competence)  (Select 2)  Skill development is part of self-development; prerequisite to action  4. TACTICAL Demonstrates proficiency in required professional knowledge, judgment, and warfighting  b. 3. ACTIONS (LEADERSHIP) (Select 3)  Influencing  Influencing  OPERATING  4. PLANNING  Displays good oral, written, and istening skills for individuals / groups  Invests adequate time and effort to develop individual subcrimitations  Improving  Invests adequate time and effort to develop individual subcrimitations as leaders proficiency in prequired professional knowledge, judgment, logical reasoning and uses resources wisely  Inspires, medivates, and guides others toward mission accomplishment  Develops detailed, executable plans that are feasible, acceptable, and suitable  Invests adequate time and effort to develop individual subcrimitations as leaders  DAEE 20100519  HEIGHT: 72  WEIGHT: 248  YES  1. COPERED EVELOPMENT - MANDATORY VES OR NO ENTRY FOR RATERS OF CPTs, LTs, CW2s, AND WO1s.									, ,	actions		
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 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 soldier  b. LEADER ATTRIBUTES / SKILLS / ACTIONS: First, mark "YES" or "NO" for each block. Second, choose a total of six that best describe the rated officer. Select one from ATTRIBUTES, wor from SKILLS (Competence), 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.  b. 1. ATTRIBUTES (Select 1) Fundamental qualities and characteristics  b. 2. SKILLS (Competence) (Select 2)  Skill development is part of self-development precipulate to action (Select 2)  Skill development is part of self-development, precipulate to action  b. 3. ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform: influencing, operating, and improving  INFLUENCING  Method of reaching goals while or individual's / groups  Method of reaching goals while Operating / improving  Develops detailed, executable plans that are feasible, acceptable, and suitable  Develops detailed, executable plans that are feasible, acceptable, and suitable  Improvement in the Army is people and organizations  IMPROVING  Long-term improvement in the Army is people and organizations  DATE: 20100519 HIGHT: 72  WEIGHT: 248  YES  SERVECT: Promotes dignity, consideration, falmess Approfessional, leaders  S. SELFLESS-SERVICE: Places Army priorities before self  S. LEAPERS SERVICE: Places Army priorities before self  S. SELFLESS-SERVICE: Places Army priorities before self  S. SELFLES-	a ARMY VALUES (	Comments mandatory for all "	'NO" entries. (	Jse PART Vb.)	Yes	No						Yes No
2. INTEGRITY: Possesses high personal moral standards, honest in word and deed 3. COURAGE: Manifests physical and moral bravery 4. LOYALTY: Bears true thath and allegiance to the U.S. Constitution, the Army, the unit, and the solder b. LEADER ATTRIBUTES / SKILLS / ACTIONS; First, mark "YES" or "NO" for each block. Second, choose a total of six that best describe the rated officer. Select one from ATTRIBUTES, two from SKILLS (Competence), 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.  b. 1. ATTRIBUTES (Select 1) Fundamental qualities and characteristics  b. 2. SKILLS (Competence) (Select 2) Skill development is part of self-development; prerequisite to all of six that best describe the rated officer. Select one 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.  b. 1. ATTRIBUTES (Select 1) Fundamental qualities and characteristics  b. 2. SKILLS (Competence) (Select 2) Skill development is part of self-development; prerequisite to all thinking, moral reasoning  Demonstrates sound judgment, criticalicreative thinking, moral reasoning  Demonstrates sound judgment, criticalicreative thinking, moral reasoning  A. TACTICAL Demonstrates proficiency in required professional knowledge, judgment, and warrighting  INFLUENCING  Method of reaching goals while operating / improving  A. PLANNING  Displays good oral, written, and istening skills for individual's lyroups  Displays good oral, written, and istening skills for individual's lyroups  IMPROVING  Long-term improvement in the Army its people and organizations  IMPROVING  Long-term improvement in the Army its people and organizations  DATE: 20100519 HEIGHT: 72  WEIGHT: 248  WEIGHT: 248  A. DEVELOPMENT - MANDATORY YES OR NO ENTRY FOR RATERS OF CPTS, LTS, CVZS, AND WO15.		e to the Army's publicly decl	ared code of v	alues	X							X
4. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the soldier  b. LEADER ATTRIBUTES / SKILLS / ACTIONS: First, mark "YES" or "NO" for each block. Second, choose a total of six that best describe the rated officer. Select one 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.  b.1. ATTRIBUTES (Select 1) Fundamental qualities and characteristics  b.2. SKILLS (Competence) (Select 2) Skill development is part of self-development, prerequisite to action  A. ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform: influencing, operating, and improving  INFLUENCING  Displays good orat, written, and distining skills for feasible, acceptable, and suitable research plans that are feasible, acceptable, and suitable is people and organizations  DATE: 20100519 HEIGHT: 72  WEIGHT: 24.8 YES  d. OFFICER DEVELOPMENT - MANDATORY YES OR NO ENTRY FOR RATERS OF CPTs, LTs, CW2s, AND WO1s.										rmy priorities before self		
b. LEADER ATTRIBUTES / SKILLS / ACTIONS: First, mark "YES" or "NO" for each block. Second, choose a total of six that best describe the rated officer. Select one from ATTRIBUTES, two from SKILLS (Competence), 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.  b.1. ATTRIBUTES (Select 1) Fundamental qualities and characteristics  b.2. SKILLS (Competence) (Select 2) Skill development is part of self-development; prerequisite to action  4. TACTICAL Demonstrates sound judgment, criticalicreative thinking, moral reasoning  4. TACTICAL Demonstrates proficiency in required professional knowledge, judgment, and warfighting  b.3. ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform: influencing, operating, and improving  INFLUENCING  Which do for each block. Second, choose a total of six that best describe the rated officer. Select one from "X" in the appropriate level of physical fitness and military bearing  Displays self-control; calm under pressure  Displays self-control; calm u										nd moral obligations		X
ATTRIBUTES (Select 1)  b. 1. ATTRIBUTES (Select 1)  Fundamental qualities and characteristics  b. 2. SKILLS (Competence) (Select 2)  Skill development is part of self-development, prerequisite to action  b. 3. ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform: influencing, operating 1 improving  INFLUENCING  Method of reaching goals while operating 1 improving  OPERATING  OPERATING  OPERATING  OPERATING  IMPROVING  Long-term improvement in the Army is people and organizations is people and organizations  DATE: 20100519  HEIGHT: 72  WEIGHT: 248  YES  MAINTAL  Possesses desire, will, initiative, and discipline Maintains appropriate level of physical Maintains appro		-										$ \mathbf{X} $
b.1. ATTRIBUTES (Select 1) Fundamental qualities and characteristics  b.2 SKILLS (Competence) (Select 2) Skill development is part of self-development, prerequisite to action  b.3. ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform: influencing, operating / improving  INFLUENCING Method of reaching goals while operating / improving  OPERATING  OPERATIONS  DATE: 20100519  HEIGHT: 72  WEIGHT: 248  YES  DATE: 20100519  HEIGHT: 72  WEIGHT: 248  WEIGHT:	b. LEADER ATTRIBU ATTRIBUTES, two from SK	JTES / SKILLS / ACTI (ILLS (Competence), and thi	ONS: First, ree from ACTI	mark "YES" or "N ONS (LEADERS)	NO" for ea HIP). Plac	ch block. Sec e an "X" in th	ond, choose a e appropriate r	total of six numbered l	that best deso box with optio	cribe the rated officer. Sel nal comments in PART V	lect one from 'b.	
Fundamental qualities and characteristics  Displays self-controt, calm under pressure fitness and military bearing  Displays self-controt, calm under pressure fitness and military bearing  Displays self-controt, calm under pressure fitness and military bearing  Displays self-controt, calm under pressure fitness and military bearing  Displays self-controt, calm under pressure fitness and military bearing  Displays self-controt, calm under pressure fitness and military bearing  Displays self-controt, calm under pressure fitness and military bearing  Displays self-controt, calm under pressure fitness and military bearing  Displays self-controt, calm under pressure fitness and military bearing  Displays self-controt, calm under pressure fitness and military bearing  Displays self-controt, calm under pressure fitness and military bearing  Displays self-controt, calm under pressure fitness and military bearing  Displays self-controt, calm under pressure fitness and military bearing  Displays self-controt, calm under pressure  Shows skill with people: coaching, teaching, counseling, moral reasoning, and empowering  accomplish all tasks and functions  Displays good rail, written, and listening skills for individuals / groups  Displays good oral, written, and listening skills for individuals / groups  Displays good oral, written, and listening skills for individuals / groups  Displays good oral, written, and listening skills for individuals / groups  Displays good oral, written, and listening skills for individuals / groups  Displays good oral, written, and listening skills for individuals / groups  Displays good oral, written, and listening skills for individual subcribitation for individual sub	Comments are mand	datory in Part Vb for a	all "No" en	tries.								
b.2 SKILLS (Competence) (Select 2) Skill development is part of self-development; prerequisite to action  4. TACTICAL Demonstrates proficiency in required professional knowledge, judgment, and warfighting  b.3. ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform: influencing, operating, and improving  INFLUENCING Mothod of reaching goals while operating / improving  OPERATING OPERATING Short-term mission accomplishment  IMPROVING Long-term improvement in the Army is people and organizations  C. APFT: PASS DATE: 20100519 HEIGHT: 72  WEIGHT: 72  WEIGHT: 248  YES  INTERPERSONAL Shows skill with people: coaching, teaching, counsiling, motivating and empowering  3. TECHNICAL Possesses the necessary expertise to accomplish all tasks and functions accomplishing and improving  2. DECISION-MAKING Employs sound judgment, critical/creative showledge, judgment, and warfighting  3. MOTIVATING Inspires, motivates, and guides others toward mission accomplishment  Improvement Inspires, motivates, and guides others toward mission accomplishment  5. EXECUTING Shows tactical proficiency, meets mission standards, and takes care of people/resources  6. ASSESSING Shows actical proficiency, meets mission standards, and takes care of people/resources  9. LEARNING Seeks self-improvement and organizational growth; envisioning, adapting and leading change of the people of	l '	, I—			<u> </u>							
Demonstrates sound judgment, critical/creative thinking, moral reasoning   Demonstrates sound judgment, critical/creative thinking, moral reasoning   Counseling, motivating and empowering   Possesses the necessary expertise to accomplish all tasks and functions	•	Possesses de	sire, will, initia	itive, and discipli	ne				1	Displays self-control; c	alm under pres	sure
Demonstrates sound judgment, critical/creative thinking, moral reasoning   Demonstrates sound judgment, critical/creative thinking, moral reasoning   Counseling, motivating and empowering   Possesses the necessary expertise to accomplish all tasks and functions	b.2 SKILLS (Competer	nce) X 1. CONCE	PTUAL	Y <b>X</b> S NO	X	2. INTERF	PERSONAL	X	NO	3. TECHNICAL	X	NC
development; prerequisite to action  4. TACTICAL Demonstrates proficiency in required professional knowledge, judgment, and warfighting  b.3. ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform: influencing, operating, and improving  INFLUENCING  Method of reaching goals while operating / improving  OPERATING  OPERATING  A. PLANNING  Develops detailed, executable plans that are feasible, acceptable, and suitable  IMPROVING  Long-term improvement in the Army its people and organizations  DATE: 20100519  HEIGHT: 72  WEIGHT: 248  YES  Development, spart of self-development, and warfighting  A. TACTICAL Demonstrates proficiency in required professional knowledge, judgment, and warfighting  A. TACTICAL Demonstrates proficiency in required professional knowledge, judgment, and warfighting  A. TACTICAL Demonstrates proficiency in required professional knowledge, judgment, and warfighting  A. DEVELOPING  Displays good oral, written, and listening skills for individuals / groups  Develops detailed, executable plans that are feasible, acceptable, and suitable  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Seeks self-improvement and organizational growth; envisioning, adapting and leading change  C. APFT: PASS  DATE: 20100519  HEIGHT: 72  WEIGHT: 248  YES  DATE: 20100519  WEIGHT: 248  WEIGHT: ACCING  Inspires, motivates, and guides others toward mission and evaluation tools to facilitate consistent improvement and organizational growth; envisioning, adapting and leading change and units; fosters ethical climate  WEIGHT: ACCING  Inspires moti	(Select 2)			ent, critical/creat		Shows skill w	vith people: coa				, ,	
b.3. ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform: influencing, operating, and improving  INFLUENCING  Method of reaching goals while operating / improving  OPERATING  Short-term mission accomplishment  IMPROVING  Long-term improvement in the Army its people and organizations  DATE: 20100519  HEIGHT: 72  LONG MUNICATING Select 3) Major activities leaders perform: influencing, operating, and improving  1. COMMUNICATING Select 3) Major activities leaders perform: influencing, operating, and improving  1. COMMUNICATING Select 3) Major activities leaders perform: influencing, operating, and improving  2. DECISION-MAKING Select 3. MOTIVATING Inspires, motivates, and guides others toward mission accomplishment  5. EXECUTING Select 3. MOTIVATING Inspires, motivates, and guides others toward mission accomplishment  6. ASSESSING Select 3. MOTIVATING Inspires, motivates, and guides others toward mission accomplishment  6. ASSESSING Select 3. MOTIVATING Inspires, motivates, and guides others toward mission accomplishment  6. ASSESSING Select 3. MOTIVATING Inspires, motivates, and guides others toward mission accomplishment  6. ASSESSING Select 3. MOTIVATING Inspires, motivates, and guides others toward mission accomplishment  6. ASSESSING Select 3. MOTIVATING Inspires, motivates, and guides others toward mission accomplishment  6. ASSESSING Select 3. MOTIVATING Select 3. MOTIVATING Inspires, motivates, and guides others toward mission accomplishment  6. ASSESSING Select 3. MOTIVATING Select 3. MOTIVATION Sel		to action		strates proficienc	v in requi						1 100 100	NG
INFLUENCING  Method of reaching goals while operating / improving  OPERATING  Short-term mission accomplishment  IMPROVING  Long-term improvement in the Army its people and organizations  C. APFT: PASS  DATE: 20100519  HEIGHT: 72  Displays good oral, written, and listening skills for individuals y groups  2. DECISION-MAKING  Method of reaching goals while operating / improving individuals / groups  Displays good oral, written, and listening skills for individuals / groups  Displays good oral, written, and listening skills for individual judgment, logical reasoning and uses resources wisely  Inspires, motivates, and guides others toward mission accomplishment  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission s	b.3. ACTIONS (LEADE				· ·	<u> </u>			and warrighter	-9		
Method of reaching goals while operating / improving  Displays good oral, written, and listening skills for individuals / groups  A. PLANNING  Develops detailed, executable plans that are feasible, acceptable, and suitable  IMPROVING  Long-term improvement in the Army its people and organizations  Date: 20100519  HEIGHT: 72  Employs sound judgment, logical reasoning and uses resources wisely  Inspires, motivates, and guides others toward mission and uses resources wisely  Inspires, motivates, and guides others toward mission accomplishment  Inspires, motivates, and guides others toward mission accomplishment  Displays good oral, written, and listening skills for individuals / groups  5. EXECUTING  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Facilitate consistent improvement  9. LEARNING  Seeks self-improvement and organizational growth; envisioning, adapting and leading change  C. APFT: PASS  DATE: 20100519  HEIGHT: 72  WEIGHT: 248  WEIGHT: 248  WEIGHT: APROVING  MANDATORY YES OR NO ENTRY FOR RATERS OF CPTs, LTs, CW2s, AND WO1s.								Toward I	NG	3. MOTIVATING	)X	NO
OPERATING  Short-term mission accomplishment  IMPROVING  Long-term improvement in the Army its people and organizations  C. APFT: PASS  DATE: 20100519  HEIGHT: 72  MANDATORY YES OR NO ENTRY FOR RATERS OF CPTs, LTs, CW2s, AND W01s.  5. EXECUTING  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical profi		hile Displays good	oral, written,		s for	Employs sou	nd judgment, I		oning	Inspires, motivates, an	d guides other:	
Short-term mission accomplishment  Develops detailed, executable plans that are feasible, acceptable, and suitable  IMPROVING  Long-term improvement in the Army its people and organizations  DATE: 20100519  Develops detailed, executable plans that are feasible, acceptable, and suitable  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission standards, and takes care of people/resources  Shows tactical proficiency, meets mission  Spends from the Army individual subordinates as leaders  Shows tactical proficiency, meets mission  Spends from the Army individual subordinates as leaders  Shows tactical proficiency, meets mission  Spends from the Army individual subordinates as leaders  Shows tactical proficiency, meets mission  Spends from the Army individual subordinates as leaders  Shows tactical proficie			· ·	200 May 1 120 May 1				Constant	15235211		T	Laurel
accomplishment feasible, acceptable, and suitable standards, and takes care of people/resources facilitate consistent improvement  IMPROVING Long-term improvement in the Army its people and organizations  c. APFT: PASS  DATE: 20100519  HEIGHT: 72  WEIGHT: 248  WEIGHT: 248  WEIGHT: AMADATORY YES OR NO ENTRY FOR RATERS OF CPTs, LTs, CW2s, AND WO1s.					[   <u></u>			22,000,000		_		
Long-term improvement in the Army its people and organizations Individual subordinates as leaders    Invests adequate time and effort to develop individual subordinates as leaders   Spends time and resources improving teams, growth; envisioning, adapting and leading change	accomplishment	feasible, acce	ptable, and s	uitable		standards, ar	nd takes care o	f people/re				- ··
its people and organizations individual subordinates as leaders groups and units; fosters ethical climate growth; envisioning, adapting and leading change c. APFT: PASS DATE: 20100519 HEIGHT: 72 WEIGHT: 248 YES  d. OFFICER DEVELOPMENT - MANDATORY YES OR NO ENTRY FOR RATERS OF CPTs, LTs, CW2s, AND WO1s.				1000				11.00	*********			10000000
d. OFFICER DEVELOPMENT - MANDATORY YES OR NO ENTRY FOR RATERS OF CPTs, LTs, CW2s, AND WO1s.												
										ONDLICTED?	NO NO	NA

NAME HELIXON, WILLIAM M.	ssn						
+	PART V - PERFORMANCE AND POTENTIAL EVALUATION (Rater)						
	ORMANCE DURING THE RATING PERIOD AND HIS/HER POTENTIAL FOR PROMOTION						
OUTSTANDING PERFORMANCI MUST PROMOTE	PROMOTE DO NOT PROMOTE (Explain)						
	HE PERFORMANCE, REFER TO PART III, DA FORM 67-9 AND PART IVa, b, AND PART Vb, DA FORM 67-9-1.						
	est Chief of DCAP ever. MAJ Helixon was solely responsible for planning,						
	gal training for more than 300 AC and RC defense attorneys worldwide, and his						
I -	n five months, he planned, supported and instructed at ten conferences on three						
	articulate and knowledgeable teacher; his students are enthralled by his learning and only entertained by his teaching techniques. There is no better trainer in the JAG						
-	efense counsel are kept up-to-date between conferences as well. DCAP published 15						
-	otes and 19 DCAP Alerts to educate counsel on specific issues and notify them of						
· ·	on, MAJ Helixon planned two new sexual assault litigation training events that will be						
_	upervised the improvement of the DCAP Web Portal by organizing available legal						
_	by counsel in the field, and provided accurate and timely advice directly to defense						
	spired leader, innovative thinker, and enthusiastic trainer, MAJ Helixon is simply an						
outstanding officer and attorney							
COMMENT ON POTENTIAL FOR PROMOT							
c. COMMENT ON POTENTIAL FOR PROMOTION.							
Unlimited potential. Promote immediately. Select early for SSC.							
d. IDENTIFY ANY UNIQUE PROFESSIONAL S	KILLS OR AREAS OF EXPERTISE OF VALUE TO THE ARMY THAT THIS OFFICER POSSESSES. FOR ARMY COMPETITIVE						
CATEGORY CPT ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.							
Professional ethics; litigation.							
PART VI - INTERMEDIATE RATER							
PART VII -SENIOR RATER							
a. EVALUATE THE RATED OFFICER'S PROM	OTION POTENTIAL TO THE NEXT HIGHER GRADE						
BEST QUALIFIED							
b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED	c. COMMENT ON PERFORMANCE/POTENTIAL						
BY DA)	When the Corps' excellence in military justice is restored, MAJ Will Helixon's efforts						
HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT	as Chief of DCAP will be largely responsible for it. Acknowledged as one of the						
THE TIME THIS REPORT PROCESSED	Corps' best litigators, it's no surprise that MAJ Helixon is also the best trainer of						
4000/5 051/755 05 4440	litigators in the Corps'. This extraordinary officer is already performing well beyond						
ABOVE CENTER OF MASS	the rank of major. Challenged to create and energize the training paradigm for Army defense counsel, MAJ Helixon single-handedly transformed our training program and						
	established the credibility of DCAP. Blessed with a unique legal intellect; a creative,						
RO: MAJ HELIXON WILLIAM M	dynamic, and selfless personality; and flawless diligence, MAJ Helixon is the best						
	trial lawyer in TDS and a superior Soldier/lawyer, leader and manager. Promote						
SR: COL C	immediately. MAJ Helixon has unlimited potential and all the attributes of our most						
DATE: 2010 07 20	successful leaders. Send early to all resident schooling.						
TOTAL RATINGS: 74	d. LIST THREE FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED.						
RATINGS THIS OFFICER: 3	FOR ARMY COMPETITIVE CATEGORY CPT, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.						
TOTAL OF THE OFFICER, 3	Regional Defense Counsel; Military Judge; Chair, Criminal Law Department, TJAGLCS						