



DEPARTMENT OF THE ARMY
UNITED STATES ARMY COMBINED ARMS SUPPORT COMMAND
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MEMORANDUM FOR Combined Arms Support Command (CASCOM)

SUBJECT: Officer Evaluation Report (OER) Thoughts and Guidance

1. I take my responsibility as a rater and senior rater extremely seriously. My thoughts on OER's:

a. The Army expects me to cast a vote with each OER to identify our most talented leaders amongst a cohort of selfless, professional and extremely talented volunteer Soldiers.

b. In accordance with published guidance, I will rate officers based on performance; senior rate officers based on potential.

c. Don't worry about your OER. Humble and mentally tough professionals focus on mission and work hard to make their tiny portion of the Army the best possible place to serve and the most ready outfit for the task at hand: accomplishing the mission and winning the war.

d. I do not believe nor subscribe to the "one to grow on" approach. I will not give a Highly Qualified (HQ) officer a Most Qualified (MQ) at the expense of a deserving MQ officer. My goal is to identify to our Army all the best qualified officers.

e. I have participated in selection boards, and I monitor board and OER trends. I know things are different now than when I was a young officer. I strongly believe that officers who have no military personnel in their rating chain are potentially at a disadvantage with their peers when their evaluations are seen by selection boards. Therefore, officers assigned to CASCOM will have military members serve as either rater, senior rater or both on their officer evaluation reports whenever feasible. The intent is to have a least one military member in an officer's rating chain.

f. I will clearly quantify relative position and discuss leadership, schooling, promotion and command potential as required to distinguish MQ, HQ, Qualified (Q), Non-Qualified (NQ) performance and potential.

2. As a rater and senior rater, I consider multiple distinct factors and character attributes when assessing performance and more importantly, potential. For officers I senior rate, raters will provide me an assessment of the performance and potential of every officer they rate organized by rank using the enclosed matrix.

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This will provide me a picture of officers from both an individual as well as peer group perspective. Specific criteria I use to quantify performance and assess potential are described below.

a. Ready Now. This officer is mature enough and professionally proficient to the degree they could immediately assume duties of their immediate superior or serve successfully at the next level of command.

b. Leadership. Leads by example. Is a values and standards-based Warrior leader who actively lives the Army Warrior Ethos and the Soldiers Creed. Leads, inspires, and motivates as a positive and professional role model who Soldiers want to serve with and for. Is a humble, disciplined, purpose-based team builder. Organizes and leads any team to solve any problem. Doesn't let his or her emotions get the better of them. Realizes having a positive attitude is a combat multiplier. Accepts change or negative conditions as part of the situation; doesn't internalize negative conditions by taking it personally. Remains calm as stress levels increase. Is passionate about our Army, Soldiers and Families. Takes an active role developing junior leaders both in and outside their unit.

c. Decision-Making. Employs sound judgment, logical reasoning and uses resources wisely. Demonstrates clear ability to think, communicate and make decisions under pressure.

d. Team Focused. Has a vision of success and mission accomplishment for the entire team across the spectrum of higher, adjacent, subordinate, supporting and individual Soldier and Family levels. Can develop and/or choose solutions that maximize what is best for the team, even if it means a less than optimal solution for their own unit or self at a particular point in time. Understands how to build consensus oriented on team success. Is a great partner.

e. Effective Communicator. Excellent speaker, writer and briefer able to issue orders effectively. Can argue a position objectively, yet persuasively and without alienating those who disagree. Effectively demonstrates ownership of their staff work and can defend their work professionally in a vibrant, give and take dialogue with senior leaders. Can establish and clearly articulate priorities and focus his or her unit to act as a team. Able to distill complex issues into concise written or oral assessments or recommendations. Able to articulate the "running estimate" under tight time constraints. Thinks before speaking, does not "shoot from the hip."

f. Critical and Creative Thinking. Can see the big picture. Demonstrates superior understanding of the environment. Adept at visualization and able to rapidly identify and clearly define problems. Able to think critically and independently and present novel and innovative solutions. Looks beyond immediate impact, can step back and see 2nd, 3rd, 4th order effects. Can clearly articulate mission risks.

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g. Takes the Shot. Maturely accepts criticism for both the team and self. Not defensive when behavior, attitude, judgment, or area of responsibility is critiqued or singled out for correction. Moves on after the AAR.

h. Answers the Mail. Accomplishes every mission. Always executes at or above standard or seeks clarification and then delivers. Always seeks closure of issues. Never selective in task compliance or accomplishment. Supervises and coordinates well beyond the range of his or her desk and e-mail.

i. Balance. The officer has a well-developed and adhered to set of personal and professional priorities.


j. Potential. Assess potential for promotion and increased responsibility.

3. I will make every attempt to counsel every officer I rate or senior rate and am prepared to discuss in detail both my evaluation methodology and all evaluations I render.

4. Our Team: Professional, tough, disciplined Warriors committed to service and victory in combat. I am proud to serve with you.

Army Strong!

Encl



PAUL C. HURLEY, JR.
Major General, U.S. Army
Commanding

