Section Overview

Introduction

This section will help you to locate the policies and procedures for completing an administrative remark entry, guide you through the procedures for reporting medals and awards, and aid you in completing and reviewing an Enlisted Employee Review Worksheet (EERW).

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Administrative Remarks (CG-3307)

Introduction

The CG-3307 provides a means of recording miscellaneous entries, which are not recorded elsewhere in a Personnel Data Record (PDR). Administrative Remarks entries are made, to document counseling, or to record any other information required by current directives, or considered to be of historical value.

Reference

COMDTINST 1000.14 (series), Preparation and Submission of Administrative Remarks (CG-3307)

Policies and procedures

The policies and procedures governing the use and preparation of the CG-3307 can be found in COMDTINST 1000.14 (series), Preparation and Submission of Administrative Remarks (CG-3307), which should be filed as Enclosure (6) to this manual.

Example entries

The only CG-3307 entries authorized are those listed in Enclosure (1) to COMDTINST 1000.14 (series), Preparation and Submission of Administrative Remarks (CG-3307).

Reporting Medals and Awards

Introduction

All medals and awards that have been presented to the member must be reported to the PERSRU for entry into CGHRMS.

Reporting awards

When a member receives a medal or award, forward a copy of the certificate or other documentation to the PERSRU.

Processing Good Conduct Awards

Process table for active duty and reserve Good Conduct Awards.

Stage	Who does it	What happens
1	PERSRU	Forwards a list to the unit of members who are eligible for awards between the 15th of the current month to the 14th of the next month
2	Unit/PERSRU (See note)	Prepares Good Conduct Award Certificate for the unit commanding officer's signature
3	Unit	Forwards a copy of the signed award certificate or documentation to the PERSRU
4	PERSRU	Completes CGHRMS transactions

Note: If unit has no administrative support attached, the PERSRU will complete the Good Conduct Award Certificate and forward to the unit.

How to Complete Enlisted Employee Review Worksheet for Units Without Access to CGHRMS

Purpose

The objective of this section is to provide a concise, user-friendly job aid for completing Enlisted Employee Review Worksheet (EERW).

Refer to Chapter 10-B of the Coast Guard Personnel Manual (COMDTINST M1000.6 (series)), for information about the Enlisted Employee Review System.

Discussion

The EERW should only be used for personnel assigned at commands not having access to CGHRMS. Some examples of affected commands are:

- CG Recruiting Offices
- CG personnel assigned at MEPS
- Underway vessels (to be input upon return to homeport)
- Detached duty.

Process

This is the process used for submission of Enlisted Employee Review Worksheets.

Stage	Who does it	What Happens
1	Unit	• Determines members that need to be evaluated. • Obtains the EERW from parent command, Enclosure 1 of this manual, or the internet (if applicable). Vessels anticipating underway periods during a period ending date should have sufficient copies prior to sailing. • Ensures member signs EERW within 21 days of period ending date. • Mails completed EERW to parent command for data entry into EERS.
2	Parent Command	• Enters information from EERW into CGHRMS. • Prints counseling sheet from CGHRMS • Returns counseling sheet to Unit.
3	Unit	• Counsels member, gets signature, and files counseling sheet in member's record.

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How to Complete Enlisted Employee Review Worksheet for Units Without Access to CGHRMS, Continued

Before you begin

EERW's must be used for all Enlisted Employee Reviews (EER) submitted with a period end date later than 1AUG02 when applicable. All EER's must be submitted online.

A properly completed EERW is required for entry by parent command. Incorrect forms will be sent back to the unit for corrections.

Keep these important rules in mind while completing EERW's.

- Use a pen or pencil
- Darken the ovals completely, as in this example:

Continued on Next Page

How to Complete Enlisted Employee Review Worksheet for Units Without Access to CGHRMS, Continued

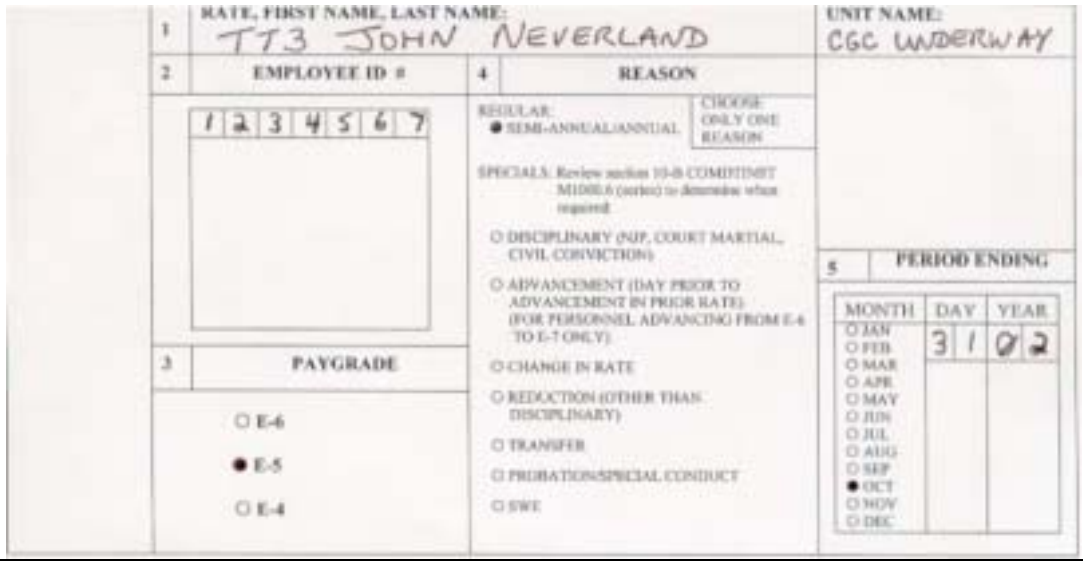
Completing the EERW

Follow these steps and examples to complete the EERW.

Note: If you have any questions after reading these directions, please contact HRSIC (ADV) at 785-339-3400 for assistance, before attempting to complete the form.

Step	Action
1	Determine the reason for evaluation.
2	Please darken the correct ovals in blocks 1-5.

Block	Enter
1	Print member's full name/rate and unit
2	Enter member's Employee Id
3	Darken the oval for the appropriate pay grade
4	Enter the correct reason code for the evaluation
5	Enter the correct period ending date



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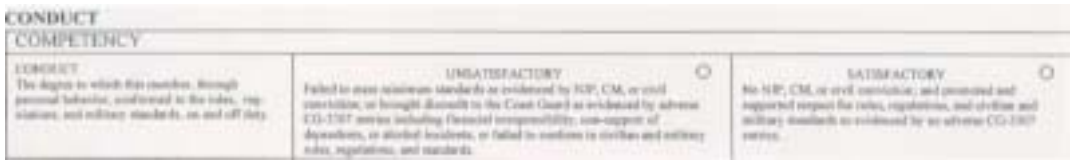
How to Complete Enlisted Employee Review Worksheet for Units Without Access to CGHRMS, Continued

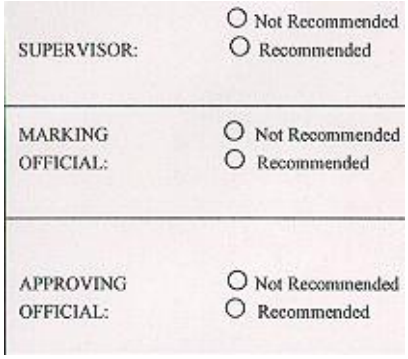
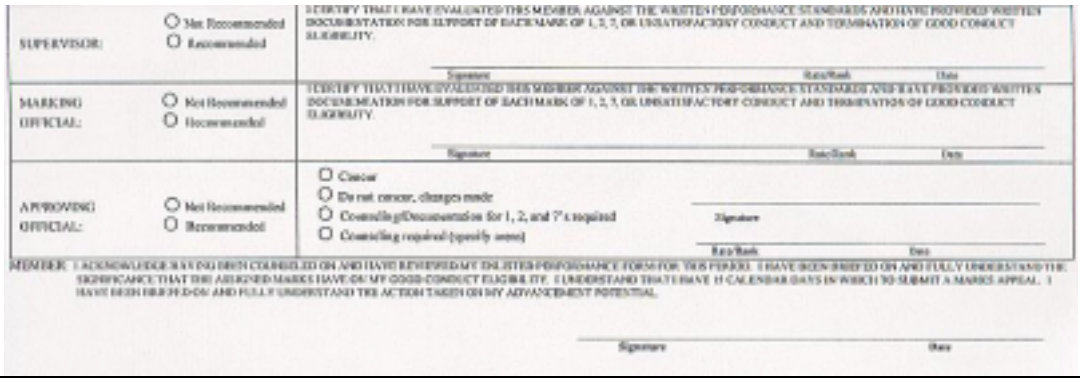
Completing the EERW (cont'd)

Step	Action
3	Darken the ovals that properly evaluate the member. • Use only one mark per field. • The supervisor and marking official should use a pencil and enter a mark in the oval, which can be erased if necessary. • The approving official agrees/disagrees and darkens the appropriate oval.
4	All marks of: • 1; • 2; • 7; • Not Recommended; or • Unsatisfactory in Conduct **must** have supporting documentation attached to the EERW.
5	LEADERSHIP POTENTIAL Provide written documentation for all personnel E-6 and above describing in detail their potential for future leadership responsibilities.
6	Darken the correct Conduct oval.  A mark of unsatisfactory requires adverse supporting documentation.

Continued on Next Page

How to Complete Enlisted Employee Review Worksheet for Units Without Access to CGHRMS, Continued

Completing the EERW (cont'd)

Step	Action
7	The supervisor, marking official and approving official must darken in one oval for a mark of not recommended or recommended.  SUPERVISOR: ○ Not Recommended ○ Recommended MARKING OFFICIAL: ○ Not Recommended ○ Recommended APPROVING OFFICIAL: ○ Not Recommended ○ Recommended • All members marked not recommended will not receive a SWE nor be allowed placement on a supplemental advancement or striker list. • All evaluations completed in the spring are for the November SWE cycle. • Evaluations completed in the fall are for the May SWE cycle. • Reservists are evaluated one time per year in May for the October RSWE cycle.
8	The EERW **must** have four signatures for processing. 1. The supervisor 2. Marking official 3. Approving official 4. Member  SUPERVISOR: ○ Not Recommended ○ Recommended MARKING OFFICIAL: ○ Not Recommended ○ Recommended APPROVING OFFICIAL: ○ Not Recommended ○ Recommended ○ Concur ○ Do not concur, changes made ○ Counseling/Documentation for 1, 2, and 7's required ○ Counseling required (specify area)

Continued on Next Page

Administrative Review of the Enlisted Employee Review Worksheet

Introduction

Everyone involved in the enlisted evaluation process has a responsibility to ensure the form is properly completed. An audit of the worksheet will ensure it is processed properly the first time.

Remember the critical nature of the EERW demands that members, commands, parent commands, and processing points adhere strictly to these guidelines to provide the best service to the member being evaluated.

Reasons the EERW rejects

Listed below are several reasons the EERW will be rejected by your parent command. Pay special attention to these areas during your review of each worksheet.

1. Wrong period ending date/wrong evaluation reason.
2. Too many marks in field -- Occurs when the rating chain properly changes a factor mark but fails to erase the original mark completely.
3. No marks in field -- One oval per factor must be darkened.
4. Need supporting documentation.
5. Pay grade does not match -- The unit marks the member for semi-annual evaluation when in fact the member advanced at an earlier date.
6. No signature -- The supervisor, marking official, approving official, and the member **must** sign the worksheet.

   Note: If for some reason the member will be unavailable at the end of the marking period, ensure enough lead-time in EERW preparation to obtain the signature by mail if necessary. This guidance applies to the evaluation of Reserve personnel in particular.

Unit Responsibility

Any worksheet that is improperly completed will be returned to the unit for correction.

Note: If the member has transferred; it is the unit's responsibility to forward the EERW to the new command.

For more information or assistance

Any questions concerning the Enlisted Employee Review Worksheet should be referred to HRSIC (ADV) at 785-339-3400. You can also e-mail Advancements at HRSIC-ADV@hrsic.uscg.mil.

DEPARTMENT OF TRANSPORTATION
U.S. COAST GUARD

CG-3788A (REV. 4/09/02)

ENLISTED EMPLOYEE REVIEW WORKSHEET

NON-RATED

INSTRUCTIONS

- **Use a pen or pencil.**
- **Darken in the oval completely.**
- **Do not make any stray marks on this form.**

RIGHT MARK ●

WRONG MARKS ○⊙

MEMBER: Provide written documentation that is objective, accurate, and timely noting significant accomplishments or aspects of performance that occurred during this marking period.

RATING CHAIN: Review the Enlisted Qualifications Manual, COMDTINST M1414.8 (series) to determine the current professional and military job performance requirements for the specific rating. Review the performance qualifications to determine to what degree a member should be able to apply such knowledge. Review Section 10-B, Personnel Manual, COMDINST M1000.6 (series) and other pertinent directives establishing policy and procedures for completing enlisted employee reviews. Evaluate the member against the written performance standards only. When a member has consistently met all the written performance standards for a 2, 4, or 6 and no others, assign that mark. All performance dimensions must be evaluated. Provide written comments with specific examples of performance and behavior to support each mark of 1, 2, 7, or unsatisfactory conduct.

SUPERVISOR: After observing and gathering input on member's performance and behavior, evaluate member's performance against the written performance standards and place an "X" within the appropriate oval. Give form with recommended marks and written comments to the Marking Official within the time frames specified in the CG Personnel Manual.

MARKING OFFICIAL: Review the marks recommended by the Supervisor and, considering other information on the member's performance and behavior, recommend marks by darkening in the appropriate ovals and entering the numerical equivalent in the "Mark" column. Give form with recommended marks and written comments to the Approving Official within the timeframes specified in the CG Personnel Manual.

APPROVING OFFICIAL: Review the marks recommended by the Marking Official and complete the Approving Official's section. Marks not concurred with must be discussed with the Marking Official. To change a mark, line through and initial the incorrect mark, assign a new mark and change the Mark column. Ensure that required written comments are provided. Also ensure that the member is counseled and signs the worksheet and the marks are entered into the Coast Guard Human Resource Management System, within the time frames specified in the CG Personnel Manual.

1 RATE, FIRST NAME, LAST NAME:

UNIT NAME:

2 EMPLOYEE ID #

3 PAYGRADE

○ **E-3**

○ **E-2**

○ **E-1**

4 REASON

CHOOSE ONLY ONE REASON

REGULAR:
○ SEMI-ANNUAL/ANNUAL

SPECIALS: Review section 10-B COMDTINST M1000.6 (series) to determine when required:

○ DISCIPLINARY (NJP, COURT MARTIAL, CIVIL CONVICTION)

○ REDUCTION (OTHER THAN DISCIPLINARY)

○ TRANSFER

○ PROBATION/SPECIAL CONDUCT

○ SWE

5 PERIOD ENDING

MONTH	DAY	YEAR
○ JAN		
○ FEB		
○ MAR		
○ APR		
○ MAY		
○ JUN		
○ JUL		
○ AUG		
○ SEP		
○ OCT		
○ NOV		
○ DEC		

MILITARY: Measures a member's ability to bring credit to the Coast Guard through personal demeanor and professional actions.

COMPETENCIES		2		4		6		MARK
1. UNIFORM The extent to which this member appeared neat and smart in uniform.	○	Unable or unwilling to consistently appear neat and smart. Failed to maintain uniform standards. ○	○	Presented a physically trim appearance. Uniform neat, clean, and properly worn; non-regulation items never worn. Brass, ribbons, footwear, hat, and devices polished or clean. ○	○	Sharp military appearance. Uniform and all accessories typically flawless. Uniform served as a model to others. ○	○	
2. GROOMING The extent to which this member appeared neat and well groomed.	○	Occasionally had to be reminded to cut or groom hair. If worn, beard or moustache did not meet grooming standards. ○	○	Consistently met grooming standards by having hair cut and groomed. If worn, beard or moustache was neat and properly trimmed. ○	○	Typically looked sharp. Grooming clearly exceeded standards. Set example for others. ○	○	
3. CUSTOMS AND COURTESIES The extent to which this member conformed to military traditions, customs, and courtesies; and set standards for subordinates' performance and behavior.	○	Occasionally failed to conform to military traditions, or customs and courtesies. Performance of subordinates was marginal or unacceptable. ○	○	Practiced and accepted military customs and courtesies. Showed respect to rank and privilege ○	○	Consistently adhered to military customs, courtesies, and protocol in all situations. Inspired similar standards in others. ○	○	

PERFORMANCE: Measures a member's ability to acquire knowledge and the ability to use knowledge, skill, and direction to accomplish work.

COMPETENCIES		2		4		6		MARK
1. PROFESSIONAL/SPECIALTY KNOWLEDGE The degree to which this member demonstrated competency and proficiency for assignment.	○	Experienced difficulty in demonstrating proficiency. Failed to maintain qualifications. Did not demonstrate knowledge of policies and procedures. ○	○	Demonstrated good knowledge of policies and procedures. Had total understanding of routine concepts of assignment. ○	○	Consistently demonstrated outstanding knowledge and skills; performed all tasks beyond expectations. ○	○	
2. QUALITY OF WORK The degree to which this member completed quality work and required guidance.	○	Work often of poor quality and needed upgrading or redoing to be acceptable. Stood poor watches; often failed to comply with standing rules and orders. Required more guidance for paygrade and experience. ○	○	Demonstrated good application of skills and experience to produce finished work of good quality. Stood good, responsible watches. Worked well on own; needed minimum guidance for new or complex tasks. ○	○	Consistently produced work of highest quality; exceeded expectations and/or standards for tasks. Work typically done right the first time. Needed minimum supervision for tasks. ○	○	
3. MONITORING WORK The degree to which this member identified what needed to be done, set priorities, and kept supervisor informed.	○	Sometimes needed help in prioritizing routine tasks. Usually unprepared. Did not follow policies or standard procedures. Occasionally late informing supervisor of changing situations or completion of tasks. ○	○	Made good use of allotted time and properly used materials. Provided factual and accurate reports to supervisor on all aspects of work. ○	○	Consistently completed work ahead of schedule. Extremely reliable; kept supervisor informed of problems, progress, or unusual events. ○	○	
4. SAFETY The degree to which this member adhered to safety procedures.	○	Safety not a high priority; sometimes disregarded safety procedures or worked without safety equipment. ○	○	Adhered to safe operating procedures for all aspects of work. Properly used required safety equipment. ○	○	Consistently followed and stressed safety procedures. ○	○	
5. STAMINA The degree to which this member thought and acted effectively under conditions that were stressful and mentally or physically fatiguing.	○	Physically/mentally tired under stress or during periods of extended work. Resisted putting in necessary overtime. Productivity or safety dropped in stressful situations. ○	○	Handled stressful situations well. Worked extra hours as required to get the job done. Productivity and safety were adequate. ○	○	Willingly worked overtime when necessary to get the job done. No loss of productivity or safety during stressful situations or extended work hours. ○	○	

PERFORMANCE (Continued)

COMPETENCIES		2		4		6		MARK
6. COMMUNICATING The degree to which this member listened, spoke, and expressed thoughts clearly and logically.	○	Used inappropriate language or mannerisms. Failed to listen carefully. Expressed thoughts lacked clarity. Disorganized in verbal presentations. ○	○	Able to get point across. Demonstrated ability to communicate contributed to overall performance. Listened attentively. ○	○	Consistently displayed an outstanding ability in verbal expressions. Presentations were well organized. ○	○	

PROFESSIONAL QUALITIES: Measures a member's ability to acquire knowledge and the ability to use knowledge, skill, and direction to accomplish work.

COMPETENCIES		2		4		6		MARK
1. HEALTH AND WELL-BEING The degree to which this member exercised moderation in the use of alcohol. The degree to which this member maintained weight standards.	○	Failed to meet minimum standards of sobriety or weight control. ○	○	Maintained weight standards. Used alcohol discriminately or not at all; job performance not affected. Held self and subordinates accountable in meeting minimum standards, on and off duty. ○	○	Consistently demonstrated a significant commitment, beyond setting an example, on and off duty, to the well being of self and subordinates. ○	○	
2. INTEGRITY The degree to which this member demonstrated the qualities of honesty and fair-mindedness in personal relationships and actions, on and off duty.	○	Untrustworthy; shaded the truth. Took advantage of situations for personal gain. ○	○	Honest and truthful. Demonstrated strong moral character. Was fair-minded and trustworthy. ○	○	Consistently adhered to highest standards of honesty, truthfulness, and integrity. Required same of others. Strong moral principles and convictions as demonstrated by personal actions. ○	○	
3. LOYALTY The degree to which this member was committed to the Coast Guard, unit, supervisor, and shipmates.	○	Sometimes complained or otherwise outwardly showed lack of commitment to Coast Guard and its missions, unit, or well-being of others. ○	○	Exhibited pride in being part of the Coast Guard. Supported decisions of command. Loyal to seniors, shipmates, and subordinates. Backed subordinates. Was committed in doing the best job possible. ○	○	Personal actions consistently demonstrated a strong dedication to duty, Coast Guard, and unit. Extremely loyal and supportive of seniors, shipmates, and subordinates. ○	○	
4. RESPECTING OTHERS The degree to which this member cooperated with other people or units to achieve common goals.	○	Showed disregard for feelings of others through inappropriate comments or actions. Did not promote a team effort. ○	○	Treated others in a courteous, thoughtful, and respectful manner. Worked comfortably with others of all ranks and positions. ○	○	Worked to achieve a high state of mutual respect with all. Actively encouraged sensitivity to and understanding of the attitudes, perceptions, and ideas of others. Outstanding cooperation with others. ○	○	
5. HUMAN RELATIONS The degree to which this member fulfilled the letter and spirit of the Coast Guard's Human Relations/Sexual Harassment policy in personal relationships and actions.	○	Displayed discriminatory tendencies toward others based on their religion, age, sex, race, marital status, or ethnic background. Allowed bias to influence appraisals or the treatment of others. Was disrespectful or used position to harass others. Did not hold self or subordinates accountable for their human relations/sexual harassment responsibilities. ○	○	Held self and subordinates accountable for living up to the spirit of the Coast Guard's Human Relations/ Sexual Harassment statements. Treated others fairly and with dignity without regard to religion, age, sex, race, marital status, or ethnic background. No bias in work or appraisal actions. Personal actions contributed to unit morale. ○	○	Demonstrated through leadership a strong personal commitment to fair and equal treatment of others in all situations, without regard to religion, age, sex, race, marital status, or ethnic background. Actively campaigned against prejudicial actions or behavior by others. Made noteworthy contributions to prevent and eliminate prejudicial actions in the work place. ○	○	
6. ADAPTABILITY The degree to which this member adjusted and managed change.	○	Occasionally had difficulty in adjusting to changes in job, policies, procedures, and environment. Effectiveness impaired by changes to routine. ○	○	Took change in stride. Adapted quickly to changes. Maintained effectiveness despite disruptions to work routine. ○	○	Managed change and adjusted easily to major or last minute changes in job, policies, procedures, and environment. Very flexible. Maintained a high degree of effectiveness. ○	○	

LEADERSHIP: Measures a member's ability to direct, guide, develop, influence, and support others in the performance of work.
(E-3 Personnel Only)

COMPETENCIES		2		4		6		MARK
1. WORKING WITH OTHERS The degree to which this member promoted a team effort in accomplishing goals.	○	Disregarded the ideas of others. Not a team player; burden on group. ○	○	Demonstrated CAN DO attitude. Contributed ideas; carried own share of workload. ○	○	Outstanding team member; took on extra duties. Ideas and recommendations sought by others. ○	○	
2. RESPONSIBILITY This member's ability and willingness to enforce standards on self, subordinates, and others; to support policies and decisions; and to hold one's self accountable for own and subordinate's actions.	○	Provided little or no support for policies and decisions. Unwilling to hold self or subordinates accountable for actions. Lax at enforcing military rules and regulations. ○	○	Required self, subordinates, and others to conform to military rules and regulations. Fully supported policies and decisions of seniors. Enforced standards uniformly. ○	○	Consistently held self, subordinates, and others accountable for performance and behavior. Actively persuaded others to support policies and decisions even if unpopular. Outstanding leader that aggressively worked to ensure that standards were uniformly enforced. ○	○	
3. MOTIVATION TOWARDS ADVANCEMENT The degree to which this member pursued completion of courses and training.	○	Lackadaisical, made little effort in seeking training; slow to complete courses and performance qualifications. Lacked desire to advance. ○	○	Demonstrated strong desire to advance. Consistently pursued completion of requirements necessary for advancement. ○	○	Determined to advance; completed all requirements ahead of required time frames. Sought additional training to enhance and improve opportunity to advance. ○	○	
4. SETTING AN EXAMPLE This member's ability and willingness to seek responsibility and display positive judgment in making decisions.	○	Projected an apathetic attitude towards assigned work, the Coast Guard, unit policies, or decisions of seniors. Sometimes indecisive or unwilling to make necessary decisions for areas of responsibility. Set poor example by lack of action. Frequently made bad decisions. ○	○	Self-starter; influenced others by projecting a positive and enthusiastic attitude. Demonstrated good judgment in making decisions. ○	○	Outstanding role model; sought additional responsibility. Made excellent decisions and recommendations. Actively promoted acceptance of all work including unpleasant assignments. ○	○	

CONDUCT

COMPETENCY		
CONDUCT The degree to which this member, through personal behavior, conformed to the rules, regulations, and military standards, on and off duty.	UNSATISFACTORY ○ Failed to meet minimum standards as evidenced by NJP, CM, or civil conviction; or brought discredit to the Coast Guard as evidenced by adverse CG-3307 entries including financial irresponsibility, non-support of dependents, or alcohol incidents; or failed to conform to civilian and military rules, regulations, and standards.	SATISFACTORY ○ No NJP, CM, or civil conviction; and promoted and supported respect for rules, regulations, and civilian and military standards as evidenced by no adverse CG-3307 entries.

RECOMMENDATION FOR ADVANCEMENT

NOT RECOMMENDED: Check this block if, in the view of the rating official, the individual is not capable of satisfactorily performing the duties and responsibilities of the next higher paygrade and is not making progress toward that end.

RECOMMENDED: Check this block if, in the view of the rating official, the individual is fully capable of satisfactorily performing the duties and responsibilities of the next higher paygrade. This block may be checked irrespective of the individual's qualification of eligibility for advancement.

SUPERVISOR:	○ Not Recommended ○ Recommended	I CERTIFY THAT I HAVE EVALUATED THIS MEMBER AGAINST THE WRITTEN PERFORMANCE STANDARDS AND HAVE PROVIDED WRITTEN DOCUMENTATION FOR SUPPORT OF EACH MARK OF 1, 2, 7, OR UNSATISFACTORY CONDUCT AND TERMINATION OF GOOD CONDUCT ELIGIBILITY. Signature Rate/Rank Date
MARKING OFFICIAL:	○ Not Recommended ○ Recommended	I CERTIFY THAT I HAVE EVALUATED THIS MEMBER AGAINST THE WRITTEN PERFORMANCE STANDARDS AND HAVE PROVIDED WRITTEN DOCUMENTATION FOR SUPPORT OF EACH MARK OF 1, 2, 7, OR UNSATISFACTORY CONDUCT AND TERMINATION OF GOOD CONDUCT ELIGIBILITY. Signature Rate/Rank Date
APPROVING OFFICIAL:	○ Not Recommended ○ Recommended	○ Concur ○ Do not concur, changes made ○ Counseling/ Documentation for 1, 2, and 7's required ○ Counseling required (specify areas) Signature Rate/Rank Date

MEMBER: I ACKNOWLEDGE HAVING BEEN COUNSELED ON AND HAVE REVIEWED MY ENLISTED PERFORMANCE FORM FOR THIS PERIOD. I HAVE BEEN BRIEFED ON AND FULLY UNDERSTAND THE SIGNIFICANCE THAT THE ASSIGNED MARKS HAVE ON MY GOOD CONDUCT ELIGIBILITY. I UNDERSTAND THAT I HAVE 15 CALENDAR DAYS IN WHICH TO SUBMIT A MARKS APPEAL. I HAVE BEEN BRIEFED ON AND FULLY UNDERSTAND THE ACTION TAKEN ON MY ADVANCEMENT POTENTIAL.

Signature **Date**

DEPARTMENT OF TRANSPORTATION
U.S. COAST GUARD

CG-3788B (REV. 4/09/02)

ENLISTED EMPLOYEE REVIEW WORKSHEET

PETTY OFFICER

INSTRUCTIONS

- **Use a pen or pencil.**
- **Darken in the oval completely.**
- **Do not make any stray marks on this form.**

RIGHT MARK ●

WRONG MARKS ○⊙

MEMBER: Provide written documentation that is objective, accurate, and timely noting significant accomplishments or aspects of performance that occurred during this marking period.

RATING CHAIN: Review the Enlisted Qualifications Manual, COMDTINST M1414.8 (series) to determine the current professional and military job performance requirements for the specific rating. Review the performance qualifications to determine to what degree a member should be able to apply such knowledge. Review Section 10-B, Personnel Manual, COMDINST M1000.6 (series) and other pertinent directives establishing policy and procedures for completing enlisted employee reviews. Evaluate the member against the written performance standards only. When a member has consistently met all the written performance standards for a 2, 4, or 6 and no others, assign that mark. All performance dimensions must be evaluated. Provide written comments to describe the member's leadership potential **(E-6 evaluations only)**. Written comments are also required to support each mark of 1, 2, 7 or unsatisfactory conduct. Written comments should provide specific examples of performance and behavior.

LEADERSHIP POTENTIAL: Provide written documentation for all E-6 personnel describing in detail their potential for future leadership responsibilities.

SUPERVISOR: After observing and gathering input on member's performance and behavior, evaluate member's performance against the written performance standards and place an "X" within the appropriate oval. Give form with recommended marks and written comments to the Marking Official within the time frames specified in the CG Personnel Manual.

MARKING OFFICIAL: Review the marks recommended by the Supervisor and, considering other information on the member's performance and behavior, recommend marks by darkening in the appropriate ovals and entering the numerical equivalent in the "Mark" column. Give form with recommended marks and written comments to the Approving Official within the timeframes specified in the CG Personnel Manual.

APPROVING OFFICIAL: Review the marks recommended by the Marking Official and complete the Approving Official's section. Marks not concurred with must be discussed with the Marking Official. To change a mark, line through and initial the incorrect mark, assign a new mark and change the Mark column. Ensure that required written comments are provided. Also ensure that the member is counseled and signs the worksheet and the marks are entered into the Coast Guard Human Resource Management System, within the time frames specified in the CG Personnel Manual.

1 RATE, FIRST NAME, LAST NAME:

UNIT NAME:

2 EMPLOYEE ID #

3 PAYGRADE

○ **E-6**

○ **E-5**

○ **E-4**

4 REASON

CHOOSE ONLY ONE REASON

REGULAR:
○ SEMI-ANNUAL/ANNUAL

SPECIALS: Review section 10-B COMDTINST M1000.6 (series) to determine when required:

○ DISCIPLINARY (NJP, COURT MARTIAL, CIVIL CONVICTION)

○ ADVANCEMENT (DAY PRIOR TO ADVANCEMENT IN PRIOR RATE) (FOR PERSONNEL ADVANCING FROM E-6 TO E-7 ONLY)

○ CHANGE IN RATE

○ REDUCTION (OTHER THAN DISCIPLINARY)

○ TRANSFER

○ PROBATION/SPECIAL CONDUCT

○ SWE

5 PERIOD ENDING

MONTH	DAY	YEAR
○ JAN		
○ FEB		
○ MAR		
○ APR		
○ MAY		
○ JUN		
○ JUL		
○ AUG		
○ SEP		
○ OCT		
○ NOV		
○ DEC		

PERFORMANCE: Measures a member's ability to acquire knowledge and the ability to use knowledge, skill, and direction to accomplish work.

COMPETENCIES		2		4		6		MARK
1. PROFESSIONAL/SPECIALTY KNOWLEDGE The degree to which this member demonstrated technical competency and proficiency for rating or special assignment.	○	Marginal knowledge of rating or special assignment. Experienced difficulty in demonstrating proficiency. Failed to maintain qualifications. Did not demonstrate knowledge of policies and procedures. ○	○	Demonstrated good knowledge of policies and procedures. Had total understanding of routine concepts of rating or special assignment. Solved everyday problems encountered in completing most assigned tasks. ○	○	Consistently demonstrated outstanding knowledge and skills; performed all tasks. Developed and analyzed alternatives needed to solve difficult problems. ○	○	
2. QUALITY OF WORK The degree to which this member completed quality work and required guidance.	○	Work often of poor quality and needed upgrading or redoing to be acceptable. Stood poor watches; often failed to comply with standing rules and orders. Required more guidance for paygrade and experience. ○	○	Used training, experience, and proper procedures to produce finished work of good quality. Stood good, responsible watches. Worked well on own; needed minimum guidance for new or complex tasks. ○	○	Consistently produced work of highest quality; exceeded expectations and/or standards for tasks. Used knowledge and experience to resolve unusual problems/situations while on watch. Needed no guidance other than initial direction to complete new or complex tasks. ○	○	
3. MONITORING WORK The degree to which this member identified what needed to be done, set priorities, and kept supervisor informed.	○	Sometimes needed help in prioritizing routine tasks. Usually unprepared. Did not follow policies or standard procedures. Occasionally late informing supervisor of changing situations or completion of tasks. ○	○	Quickly recognized difference between routine and priority tasks and organized work accordingly. Carefully monitored progress of tasks to completion. Provided factual and accurate reports to supervisor on all aspects of work. ○	○	Accurately set priorities for all assigned tasks and consistently completed work ahead of schedule. Consistently kept supervisor informed of progress/problems, results, and new work efforts. ○	○	
4. USING RESOURCES The degree to which this member used personnel and material resources.	○	Occasionally wasted materials or unable to properly and effectively use tools, publications, and equipment. Sometimes wasted time. Did not delegate well. Often failed to follow up. ○	○	Made good use of available personnel and their skills. Materials, tools, equipment, and publications effectively used. ○	○	Used all personnel and their skills to capacity in a positive working environment. Sought out better ways to accomplish tasks. ○	○	
5. SAFETY The degree to which this member identified, evaluated, and managed risks to personnel.	○	Failed to adequately identify and protect personnel from hazards. Did not follow standard procedures in risk identification and assessment of hazards. Safety not a high priority; sometimes allowed personnel to disregard safety procedures or to work without safety equipment. ○	○	Ensured that safe operating procedures were followed for all aspects of work. Ensured that required safety equipment was available and used. Followed-up and ensured that identified hazards were removed. ○	○	Consistently stressed safety. Demonstrated a significant commitment towards the identification and removal of hazards to personnel. ○	○	
6. STAMINA The degree to which this member thought and acted effectively under conditions that were stressful and mentally or physically fatiguing.	○	Physically/mentally tired under stress or during periods of extended work. Resisted putting in necessary overtime. Productivity or safety dropped in stressful situations. ○	○	Handled stressful situations well. Worked extra hours as required to get the job done. Productivity and safety were adequate. ○	○	Willingly worked overtime when necessary to get the job done. No loss of productivity or safety during stressful situations or extended work hours. ○	○	
7. COMMUNICATING The degree to which this member listened, spoke, and expressed thoughts clearly and logically.	○	Used inappropriate language or mannerisms. Failed to listen carefully. Expressed thoughts lacked clarity. Disorganized in verbal presentations. ○	○	Used appropriate language; able to get point across. Demonstrated ability to communicate contributed to overall performance. Listened attentively. ○	○	Consistently displayed an outstanding ability in verbal expressions. Promoted open communications; put others at ease and drew out their suggestions/comments. Presentations were typically well organized. ○	○	

LEADERSHIP: Measures a member's ability to direct, guide, develop, influence, and support others in the performance of work.

COMPETENCIES		2		4		6		MARK
1. DIRECTING OTHERS The effectiveness of this member in influencing and guiding others in the completion of tasks.	○	Had difficulty in directing and influencing others effectively. Did not instill confidence in subordinates and others. Did not manage difficult situations. Did not establish and maintain standards of quality or quantity for work produced. ○	○	Knew and used people's abilities to ensure that high work standards were maintained. Kept self and others motivated towards completion of work. Subordinates knew their role. ○	○	Achieved positive and prompt action from others, even in difficult situations. Ensured that each member knew their role in organization. A strong and respected leader. ○	○	

LEADERSHIP (Continued)

COMPETENCIES		2		4		6		MARK
2. WORKING WITH OTHERS The degree to which this member promoted a team effort in accomplishing goals.	○	Exerted little or no influence over group resulting in disorganized efforts. Allowed conflicts to go on between group members. Disregarded the ideas of others. Not a team player. ○	○	Demonstrated CAN DO attitude. Ensured workload equitably distributed. Encouraged other team members to contribute ideas. ○	○	Outstanding team leader that excelled in getting all to work together. Group consistently effective and productive in achieving team goals. ○	○	
3. DEVELOPING SUBORDINATES The extent this member used coaching, counseling, training, and education to increase the knowledge and performance of subordinates or others. The degree of this member's sensitivity and responsiveness to the goals and achievements of others.	○	Contributed little to training and educational programs to develop subordinates or others. Accepted marginal or unsatis-factory performance or behavior. Failed to provide timely or constructive feed-back. Rarely acknowledged or recognized subordinates' or others' accomplishments or achievements. ○	○	Participated in formal, informal, and on job training. Successful at coaching; encouraged others to improve. Performance feedback was timely and constructive. ○	○	Consistently shared knowledge with subordinates and others through training. Performance feedback was timely and constructive. Initiated appropriate and timely recognition of subordinates and others. ○	○	
4. RESPONSIBILITY This member's ability and willingness to enforce standards on self, subordinates, and others; to support policies and decisions; and to hold one's self accountable for own and subordinate's actions.	○	Provided little or no support for policies and decisions. Unwilling to hold self or subordinates accountable for actions. Lax at enforcing military rules and regulations. ○	○	Required self, subordinates, and others to conform to military rules and regulations. Fully supported policies and decisions of seniors. Enforced standards uniformly. ○	○	Consistently held self, subor-dinates, and others accountable for performance and behavior. Actively persuaded others to support policies and decisions even if unpopular. Outstanding leader that aggressively worked to ensure that standards were uniformly enforced. ○	○	
5. EVALUATIONS The extent to which this member conducted, or required others to conduct, evaluations that were objective, accurate, fair, timely, and consistent with actual performance. Evaluations treated as an ongoing process vice an event.	○	Written or oral reports on the performance of self, subordi-nates, or others were typically submitted late, incomplete, or inconsistent with actual perfor-mance. Provided little or no counseling to subordinates. ○	○	Provided complete and accurate reports, written or oral, on self, subordinates, or others. Performance and behavior properly evaluated against the written standards. Supporting documentation, when required, contained specific and descriptive observations. Subor-dinates and others received timely and constructive counseling. ○	○	Written or oral reports consistently timely and clearly measured perfor-mance against written standards. Written supporting documentation, if necessary, was complete, accu-rate, specific, and supported numer-ical evaluations. Did not accept inaccurate reports from others. ○	○	
6. WORK-LIFE SENSITIVITY/EXPERTISE The acquisition and use of both knowledge and skills to enhance the overall quality of life and general welfare of CG members and their families. This member's interest in and level of support for CG Work-Life and related programs regardless of billet.	○	Lacked basic understanding of Work-Life and related programs. Not responsive to the personal needs of CG members and their families. Demonstrated little or no concern for the needs of CG members and their families. Failed to provide adequate sup-port or assistance for people's problems. Avoided opportunities to develop expertise including acquisition of essential knowledge or skills. ○	○	Knowledgeable on Work-Life principles, issues, and resources. Conveyed that knowledge to CG members and their families. Provided support with personal or job-related problems and needs; if unable to provide support, ensured that appropriate counseling and assistance were available from other sources. ○	○	In-depth knowledge of Work-Life program. Responsive to the needs of CG members and their families; went the extra mile to help those in need. Consistently apprised CG members and their families of Work-Life related programs. ○	○	
7. SETTING AN EXAMPLE This member's ability and willingness to seek responsibility and display positive judgment in making decisions.	○	Projected an apathetic attitude towards assigned work, the Coast Guard, unit policies, or decisions of seniors. Sometimes indecisive or unwilling to make necessary decisions for areas of responsibility. Set poor example by lack of action. Frequently made bad decisions. ○	○	Self-starter; influenced others by projecting a positive and enthusiastic attitude. Demonstrated good judgment in making decisions. ○	○	Outstanding role model; sought additional responsibility. Made excellent decisions and recommendations. Actively promoted acceptance of all work including unpleasant assign-ments. ○	○	

MILITARY: Measures a member's ability to bring credit to the Coast Guard through personal demeanor and professional actions.

COMPETENCIES		2		4		6		MARK
1. MILITARY BEARING The extent to which this member appeared neat, smart, and well groomed in uniform; and set standards for subordinates.	○	Unable or unwilling to consistently appear neat, smart, and well groomed. Failed to maintain uniform or grooming standards. Performance of subordinates was marginal or unacceptable. ○	○	Demonstrated great care in maintaining and wearing uniform. Hair groomed to standards; if worn, beard or moustache also neat and properly trimmed. Presented a physically trim appearance. ○	○	Standards for uniform and grooming excellence served as model for others. Performance of subordinates was exceptional. ○	○	
2. CUSTOMS AND COURTESIES The extent to which this member conformed to military traditions, customs, and courtesies; and set standards for subordinates' performance and behavior.	○	Occasionally failed to conform to military traditions, or customs and courtesies. Performance of subordinates was marginal or unacceptable. ○	○	Maintained military formality, precedence, courtesies, and respect to rank and privilege; required same of subordinates. ○	○	Exemplified the finest traditions of military customs, courtesies, and protocol in all situations. Inspired similar standards in others. Performance of subordinates was exceptional. ○	○	

PROFESSIONAL QUALITIES: Measures a member's ability to acquire knowledge and the ability to use knowledge, skill, and direction to accomplish work.

COMPETENCIES		2		4		6		MARK
1. HEALTH AND WELL-BEING The degree to which this member exercised moderation in the use of alcohol. The degree to which this member maintained weight standards.	○	Failed to meet minimum standards of sobriety or weight control. ○	○	Maintained weight standards. Used alcohol discriminately or not at all; job performance not affected. Held self and subordinates accountable in meeting minimum standards, on and off duty. ○	○	Consistently demonstrated a significant commitment, beyond setting an example, on and off duty, to the well-being of self and subordinates. ○	○	
2. INTEGRITY The degree to which this member demonstrated the qualities of honesty and fair mindedness in personal relationships and actions, on and off duty.	○	Untrustworthy; shaded the truth. Took advantage of situations for personal gain. ○	○	Honest and truthful. Demonstrated strong moral character. Was fair-minded and trustworthy. ○	○	Consistently adhered to highest standards of honesty, truthfulness, and integrity. Required same of others. Strong moral principles and convictions as demonstrated by personal actions. ○	○	
3. LOYALTY The degree to which this member was committed to the Coast Guard, unit, supervisor, and shipmates.	○	Sometimes complained or otherwise outwardly showed lack of commitment to Coast Guard and its missions, unit, or well-being of others. ○	○	Exhibited pride in being part of the Coast Guard. Supported decisions of command. Loyal to seniors, ship-mates, and subordinates. Backed subordinates. Was committed in doing the best job possible. ○	○	Personal actions consistently demonstrated a strong dedication to duty, Coast Guard, and unit. Extremely loyal and supportive of seniors, shipmates, and subordinates. ○	○	
4. RESPECTING OTHERS The degree to which this member cooperated with other people or units to achieve common goals.	○	Showed disregard for feelings of others through inappropriate comments or actions. Did not promote a team effort. ○	○	Treated others in a courteous, thoughtful, and respectful manner. Worked comfortably with others of all ranks and positions. ○	○	Worked to achieve a high state of mutual respect with all. Actively encouraged sensitivity to and understanding of the attitudes, perceptions, and ideas of others. Outstanding cooperation with others. ○	○	
5. HUMAN RELATIONS The degree to which this member fulfilled the letter and spirit of the Coast Guard's Human Relations/ Sexual Harassment policy in personal relationships and actions.	○	Displayed discriminatory tendencies toward others based on their religion, age, sex, race, marital status, or ethnic background. Allowed bias to influence appraisals or the treatment of others. Did not hold self or subordinates accountable for their human relations/sexual harassment responsibilities. ○	○	Held self and subordinates accountable for living up to the spirit of the Coast Guard's Human Relations/ Sexual Harassment statements. Treated others fairly and with dignity without regard to religion, age, sex, race, marital status, or ethnic background. No bias in work or appraisal actions. Personal actions contributed to unit morale. ○	○	Demonstrated through leadership a strong personal commitment to fair and equal treatment of others in all situations, without regard to religion, age, sex, race, marital status, or ethnic background. Actively campaigned against prejudicial actions or behavior by others. Made noteworthy contributions to prevent and eliminate prejudicial actions in the work place. ○	○	
6. ADAPTABILITY The degree to which this member adjusted and managed change.	○	Occasionally had difficulty in adjusting to changes in job, policies, procedures, and environment. Effectiveness impaired by changes to routine. ○	○	Took change in stride. Adapted quickly to changes. Maintained effectiveness despite disruptions to work routine. ○	○	Managed change and adjusted easily to major or last minute changes in job, policies, procedures, and environment. Very flexible. Maintained a high degree of effectiveness. ○	○	

CONDUCT

COMPETENCY		
CONDUCT The degree to which this member, through personal behavior, conformed to the rules, regulations, and military standards, on and off duty.	UNSATISFACTORY ○ Failed to meet minimum standards as evidenced by NJP, CM, or civil conviction; or brought discredit to the Coast Guard as evidenced by adverse CG-3307 entries including financial irresponsibility, non-support of dependents, or alcohol incidents; or failed to conform to civilian and military rules, regulations, and standards.	SATISFACTORY ○ No NJP, CM, or civil conviction; and promoted and supported respect for rules, regulations, and civilian and military standards as evidenced by no adverse CG-3307 entries.

RECOMMENDATION FOR ADVANCEMENT

NOT RECOMMENDED: Check this block if, in the view of the rating official, the individual is not capable of satisfactorily performing the duties and responsibilities of the next higher paygrade and is not making progress toward that end.

RECOMMENDED: Check this block if, in the view of the rating official, the individual is fully capable of satisfactorily performing the duties and responsibilities of the next higher paygrade. This block may be checked irrespective of the individual's qualification of eligibility for advancement.

SUPERVISOR:	○ Not Recommended ○ Recommended	I CERTIFY THAT I HAVE EVALUATED THIS MEMBER AGAINST THE WRITTEN PERFORMANCE STANDARDS AND HAVE PROVIDED WRITTEN DOCUMENTATION FOR SUPPORT OF EACH MARK OF 1, 2, 7, OR UNSATISFACTORY CONDUCT AND TERMINATION OF GOOD CONDUCT ELIGIBILITY. Signature Rate/Rank Date
MARKING OFFICIAL:	○ Not Recommended ○ Recommended	I CERTIFY THAT I HAVE EVALUATED THIS MEMBER AGAINST THE WRITTEN PERFORMANCE STANDARDS AND HAVE PROVIDED WRITTEN DOCUMENTATION FOR SUPPORT OF EACH MARK OF 1, 2, 7, OR UNSATISFACTORY CONDUCT AND TERMINATION OF GOOD CONDUCT ELIGIBILITY. Signature Rate/Rank Date
APPROVING OFFICIAL:	○ Not Recommended ○ Recommended	○ Concur ○ Do not concur, changes made ○ Counseling/Documentation for 1, 2, and 7's required ○ Counseling required (specify areas) Signature Rate/Rank Date

MEMBER: I ACKNOWLEDGE HAVING BEEN COUNSELED ON AND HAVE REVIEWED MY ENLISTED PERFORMANCE FORM FOR THIS PERIOD. I HAVE BEEN BRIEFED ON AND FULLY UNDERSTAND THE SIGNIFICANCE THAT THE ASSIGNED MARKS HAVE ON MY GOOD CONDUCT ELIGIBILITY. I UNDERSTAND THAT I HAVE 15 CALENDAR DAYS IN WHICH TO SUBMIT A MARKS APPEAL. I HAVE BEEN BRIEFED ON AND FULLY UNDERSTAND THE ACTION TAKEN ON MY ADVANCEMENT POTENTIAL.

Signature **Date**

DEPARTMENT OF TRANSPORTATION
U.S. COAST GUARD

CG-3788C (REV. 4/09/02)

ENLISTED EMPLOYEE REVIEW WORKSHEET

MASTER, SENIOR, CHIEF PETTY OFFICER

INSTRUCTIONS

- **Use a pen or pencil.**
- **Darken in the oval completely.**
- **Do not make any stray marks on this form.**

RIGHT MARK ●

WRONG MARKS ○⊙

MEMBER: Provide written documentation that is objective, accurate, and timely noting significant accomplishments or aspects of performance that occurred during this marking period.

RATING CHAIN: Review the Enlisted Qualifications Manual, COMDTINST M1414.8 (series) to determine the current professional and military job performance requirements for the specific rating. Review the performance qualifications to determine to what degree a member should be able to apply such knowledge. Review Section 10-B, Personnel Manual, COMDINST M1000.6 (series) and other pertinent directives establishing policy and procedures for completing enlisted employee reviews. Evaluate the member against the written performance standards only. When a member has consistently met all the written performance standards for a 2, 4, or 6 and no others, assign that mark. All performance dimensions must be evaluated. Provide written comments to describe the member's leadership potential. Written comments are also required to support each mark of 1, 2, 7 or unsatisfactory conduct. Written comments should provide specific examples of performance and behavior.

LEADERSHIP POTENTIAL: Provide written documentation for all E-7, E-8, and E-9 personnel describing in detail their potential for future leadership responsibilities.

SUPERVISOR: After observing and gathering input on member's performance and behavior, evaluate member's performance against the written performance standards and place an "X" within the appropriate oval. Give form with recommended marks and written comments to the Marking Official within the time frames specified in the CG Personnel Manual.

MARKING OFFICIAL: Review the marks recommended by the Supervisor and, considering other information on the member's performance and behavior, recommend marks by darkening in the appropriate ovals and entering the numerical equivalent in the "Mark" column. Give form with recommended marks and written comments to the Approving Official within the timeframes specified in the CG Personnel Manual.

APPROVING OFFICIAL: Review the marks recommended by the Marking Official and complete the Approving Official's section. Marks not concurred with must be discussed with the Marking Official. To change a mark, line through and initial the incorrect mark, assign a new mark and change the Mark column. Ensure that required written comments are provided. Also ensure that the member is counseled and signs the worksheet and the marks are entered into the Coast Guard Human Resource Management System, within the time frames specified in the CG Personnel Manual.

1 RATE, FIRST NAME, LAST NAME:

UNIT NAME:

2 EMPLOYEE ID #

3 PAYGRADE

○ **E-9**

○ **E-8**

○ **E-7**

4 REASON

CHOOSE ONLY ONE REASON

REGULAR:
○ SEMI-ANNUAL/ANNUAL

SPECIALS: Review section 10-B COMDTINST M1000.6 (series) to determine when required:

○ DISCIPLINARY (NJP, COURT MARTIAL, CIVIL CONVICTION)

○ ADVANCEMENT (DAY PRIOR TO ADVANCEMENT IN PRIOR RATE)

○ CHANGE IN RATE

○ REDUCTION (OTHER THAN DISCIPLINARY)

○ TRANSFER

○ PROBATION/SPECIAL CONDUCT

○ SWE

5 PERIOD ENDING

MONTH	DAY	YEAR
○ JAN		
○ FEB		
○ MAR		
○ APR		
○ MAY		
○ JUN		
○ JUL		
○ AUG		
○ SEP		
○ OCT		
○ NOV		
○ DEC		

LEADERSHIP: Measures a member's ability to direct, guide, develop, influence, and support others in the performance of work.

COMPETENCIES		2		4		6		MARK
1. DIRECTING OTHERS The effectiveness of this member in influencing and guiding others in the completion of tasks.	○	Had difficulty in directing and influencing others effectively. Did not instill confidence in subordinates and others. Did not manage difficult situations. Did not establish and maintain standards of quality or quantity for work produced. ○	○	Guided and reviewed work of others to ensure that high work standards were maintained. Kept self and others motivated towards completion of work. A leader who influenced and earned the respect of others. ○	○	Achieved superior results in spite of unanticipated conditions or difficult situations. Demonstrated ability to define and carry out assignments or projects by achieving results not normally attainable. Ensured that each member knew their role in organization. A strong and respected leader. ○	○	
2. WORKING WITH OTHERS The degree to which this member promoted a team effort in accomplishing goals.	○	Exerted little or no influence over group resulting in disorganized efforts. Allowed conflicts to go on between group members. Disregarded the ideas of others. Not a team player. ○	○	Promoted cooperation between team members. Ensured work equitably distributed. Resolved conflicts quickly and stayed focused on team goals. Encouraged other team members to contribute ideas. ○	○	Outstanding team leader that excelled in getting all to work together. Group consistently effective and productive in achieving goals. Skillfully used knowledge of group dynamics to achieve maximum performance. ○	○	
3. DEVELOPING SUBORDINATES The extent this member used coaching, counseling, training, and education to increase the knowledge and performance of subordinates or others. The degree of this member's sensitivity and responsiveness to the goals and achievements of others.	○	Contributed little to training and educational programs to develop subordinates or others. Accepted marginal or unsatisfactory performance or behavior. Failed to provide timely or constructive feedback. Rarely acknowledged or recognized subordinates' or others' accomplishments or achievements. ○	○	Took active role in the development of subordinates and others. Provided opportunities for training and education which supported professional growth. Performance feedback was timely and constructive. ○	○	Actively promoted a commitment to learning and personal development. Consistently shared knowledge with subordinates and others by planning and conducting training. Initiated appropriate and timely recognition of subordinates and others. ○	○	
4. RESPONSIBILITY This member's ability and willingness to enforce standards on self, subordinates, and others; to support policies and decisions; and to hold one's self accountable for own and subordinate's actions.	○	Provided little or no support for policies and decisions. Unwilling to hold self or subordinates accountable for actions. Lax at enforcing military rules and regulations. ○	○	Required self, subordinates, and others to conform to military rules and regulations. Enthusiastically supported policies and decisions of seniors. Initiated appropriate administrative and disciplinary action when necessary. Enforced standards uniformly. ○	○	Consistently held self, subordinates and others accountable for performance and behavior. Actively persuaded others to support policies and decisions even if unpopular. Outstanding leader that aggressively worked to ensure standards were uniformly enforced. ○	○	
5. EVALUATIONS The extent to which this member conducted, or required others to conduct, evaluations that were objective, accurate, fair, timely, and consistent with actual performance. Evaluations treated as an ongoing process vice an event.	○	Written or oral reports on the performance of self, subordinates, or others were typically submitted late, incomplete, or inconsistent with actual performance. Provided little or no counseling to subordinates. ○	○	Provided complete and accurate reports, written or oral, on self, subordinates, or others. Performance and behavior properly evaluated against the written standards. Supporting documentation, when required, contained specific and descriptive observations. Subordinates and others received timely and constructive counseling. ○	○	Written or oral reports consistently timely and clearly measured performance against written standards. Written supporting documentation, if necessary, was complete, accurate, specific, and supported numerical evaluations. Did not accept inaccurate reports from others. ○	○	
6. WORK-LIFE SENSITIVITY/EXPERTISE The acquisition and use of both knowledge and skills to enhance the overall quality of life and general welfare of CG members and their families. This member's interest in and level of support for CG Work-Life and related programs regardless of billet.	○	Failed to recognize importance of Work-Life in executing responsibilities to CG and personnel. Contributed to imbalance. Does not incorporate concern for Work-Life issues into management practices. Avoided opportunities to develop expertise including acquisition of essential knowledge or skills. Lacked basic understanding of principles involved and/or knowledge of organization. ○	○	Knowledgeable on Work-Life principles, issues, and resources. Translated that knowledge into effective action for benefit of unit and personnel. Showed appreciation for significance of Work-Life to Coast Guard recruiting, retention, and productivity. ○	○	Superior in-depth knowledge of Work-Life program and its purpose. Took an active role in facilitating solutions to problems experienced by CG members and their families. Promoted flexibility in achieving balance between unit missions and the needs of CG members and their families. Actively pursued greater knowledge and understanding of Work-Life by self, CG members, and their families. ○	○	
7. SETTING AN EXAMPLE This member's ability and willingness to seek responsibility and display positive judgment in making decisions.	○	Projected an apathetic attitude towards assigned work, the Coast Guard, unit policies, or decisions of seniors. Sometimes indecisive or unwilling to make necessary decisions for areas of responsibility. Set poor example by lack of action. Frequently made bad decisions. ○	○	Self-starter. Sought opportunities to make decisions or recommendations for areas of responsibility. Influenced others by projecting a positive and enthusiastic attitude. Supported methods of improving performance of unit or Coast Guard. ○	○	Outstanding role model; Consistently sought additional responsibility. Made excellent decisions and recommendations based on experience and relevant information. Aggressively promoted acceptance of all work. Skillfully persuaded others that all work, including unpleasant assignments, contributed to achieving unit mission. ○	○	

PROFESSIONAL QUALITIES FACTOR: Measures those qualities which the Coast Guard values in its people.

COMPETENCIES		2		4		6		MARK
1. HEALTH AND WELL-BEING The degree to which this member exercised moderation in the use of alcohol. The degree to which this member maintained weight standards.	○	Failed to meet minimum standards of sobriety or weight control. ○	○	Maintained weight standards. Used alcohol discriminately or not at all; job performance not affected. Held self and subordinates accountable in meeting minimum standards, on and off duty. ○	○	Consistently demonstrated a significant commitment, beyond setting an example, on and off duty, to the well-being of self and subordinates. ○	○	

PROFESSIONAL QUALITIES (Continued)

COMPETENCIES		2		4		6		MARK
2. INTEGRITY The degree to which this member demonstrated the qualities of honesty and fair mindedness in personal relationships and actions, on and off duty.	○	Untrustworthy; shaded the truth. Took advantage of situations for personal gain. ○	○	Honest and truthful. Demonstrated strong moral character. Was fair-minded and trustworthy. ○	○	Consistently adhered to highest standards of honesty, truthfulness, and integrity. Required same of others. Strong moral principles and convictions as demonstrated by personal actions. ○	○	
3. LOYALTY The degree to which this member was committed to the Coast Guard, unit, supervisor, and shipmates.	○	Sometimes complained or otherwise outwardly showed lack of commitment to Coast Guard and its missions, unit, or well-being of others. ○	○	Exhibited pride in being part of the Coast Guard. Supported decisions of command. Loyal to seniors, shipmates, and subordinates. Backed subordinates. Was committed in doing the best job possible. ○	○	Personal actions consistently demonstrated a strong dedication to duty, Coast Guard, and unit. Extremely loyal and supportive of seniors, shipmates, and subordinates. ○	○	
4. RESPECTING OTHERS The degree to which this member cooperated with other people or units to achieve common goals.	○	Showed disregard for feelings of others through inappropriate comments or actions. Did not promote a team effort. ○	○	Treated others in a courteous, thoughtful, and respectful manner. Worked comfortably with others of all ranks and positions. ○	○	Worked to achieve a high state of mutual respect with all. Actively encouraged sensitivity to and understanding of the attitudes, perceptions, and ideas of others. Outstanding cooperation with others. ○	○	
5. HUMAN RELATIONS The degree to which this member fulfilled the letter and spirit of the Coast Guard's Human Relations/Sexual Harassment policy in personal relationships and actions.	○	Displayed discriminatory tendencies toward others based on their religion, age, sex, race, marital status, or ethnic background. Allowed bias to influence appraisals or the treatment of others. Was disrespectful or used position to harass. Did not hold self or subordinates accountable for their human relations/sexual harassment responsibilities. ○	○	Held self and subordinates accountable for living up to the spirit of the Coast Guard's Human Relations/ Sexual Harassment statements. Treated others fairly and with dignity without regard to religion, age, sex, race, marital status, or ethnic background. No bias in work or appraisal actions. Personal actions contributed to unit morale. ○	○	Demonstrated through leadership a strong personal commitment to fair and equal treatment of others in all situations, without regard to religion, age, sex, race, marital status, or ethnic background. Actively campaigned against prejudicial actions or behavior by others. Made noteworthy contributions to prevent and eliminate prejudicial actions in the work place. ○	○	
6. ADAPTABILITY The degree to which this member adjusted and managed change.	○	Occasionally had difficulty in adjusting to changes in job, policies, procedures, and environment. Effectiveness impaired by changes to routine. ○	○	Took change in stride. Adapted quickly to changes. Maintained effectiveness despite disruptions to work routine. ○	○	Managed change and adjusted easily to major or last minute changes in job, policies, procedures, and environment. Very flexible. Maintained a high degree of effectiveness. ○	○	

PERFORMANCE: Measures a member's willingness to acquire knowledge and the ability to use knowledge, skill, and direction to accomplish work.

COMPETENCIES		2		4		6		MARK
1. PROFESSIONAL/SPECIALTY KNOWLEDGE The degree to which this member demonstrated technical competency and proficiency for rating or special assignment.	○	Marginal knowledge of rating or special assignment. Experienced difficulty in demonstrating proficiency. Failed to maintain qualifications. Did not demonstrate knowledge of policies and procedures. ○	○	Competent member on technical issues. Had total understanding of routine concepts of rating or special assignment. Demonstrated in-depth knowledge of policies and procedures. ○	○	Consistently demonstrated outstanding knowledge and skills. Answers and recommendations typically flawless. Made significant contributions to unit's performance. ○	○	
2. PROFESSIONAL DEVELOPMENT The degree to which this member continued to professionally develop, acquire new skills, or improve current skills and knowledge.	○	Did not use opportunities to further develop or demonstrate rating or special assignment skills and knowledge. Lacked either motivation or aptitude in furthering knowledge. ○	○	Used available opportunities to increase knowledge and further develop skills. Sought increased responsibility. Showed professional growth through education and training. ○	○	Outstanding role model. Enthusiastically sought opportunities, on or off duty, for personal and professional development. Rapid professional growth. Significant achievements. ○	○	
3. ADMINISTRATIVE ABILITY The degree to which this member completed written work, including correspondence and reports.	○	Did not perform administrative functions of job adequately. Correspondence, reports, and other paperwork sometimes incomplete or improperly formatted. Own work, or that of subordinates, often needed correction. ○	○	Correspondence, reports, and other paperwork prepared in accordance with current Coast Guard directives. Good quality and properly formatted. Own work, and that of subordinates, rarely needed correction. ○	○	Expertly managed administrative functions of job. Completely familiar with directives and instructions. Consistently provided paperwork in a timely, complete, and accurate fashion. Work consistently without error or in need of correction. Work from subordinates met same high standards in quality and quantity. ○	○	
4. ORGANIZATION The degree to which this member identified what needed to be done, set priorities, and kept supervisor informed.	○	Sometimes needed help in prioritizing routine tasks. Usually unprepared. Did not follow policies or standard procedures. Occasionally late informing supervisor of changing situations or completion of tasks. ○	○	Quickly recognized difference between routine and time critical tasks; organized work accordingly. Adept in use of standard procedures. Took positive action to determine job priorities. Provided factual and accurate reports to supervisor on all aspects of work. ○	○	Anticipated and planned accordingly. Accurately set priorities for all assigned tasks and consistently completed work in order of importance. Consistently kept supervisor, informed of progress/ problems, results, and new work efforts. ○	○	
5. USING RESOURCES The degree to which this member used personnel and material resources.	○	Occasionally wasted materials or unable to properly and effectively use tools, publications, and equipment. Sometimes wasted time. Did not delegate well. Often failed to follow-up. ○	○	Successfully used available resources, personnel, and material. Delegated well. Made good use of available personnel and their skills. Materials, tools, equipment, and publications effectively used. Followed-up to ensure tasks properly completed. ○	○	Expertly used all resources. Personnel and their skills maximized to capacity. Sought out better ways to accomplish tasks. Used sound management practices and achieved optimum efficiency and effectiveness. ○	○	
6. MONITORING WORK The degree to which this member monitored status of work and met deadlines.	○	Occasionally late; sometimes needed prodding to finish tasks by deadlines. Missed deadlines without justification. Often lax in knowledge of status of assigned jobs. Did not monitor tasks. ○	○	Assigned tasks completed on time. Carefully monitored progress of assignments. Recognized when change was necessary and directed same. ○	○	Typically completed work ahead of schedule. Consistently aware of status of all tasks in progress. Consistently followed-up to ensure all details were completed. Quickly adapted work schedules to new conditions as necessary. ○	○	
7. SAFETY AND OCCUPATIONAL HEALTH The degree to which this member identified, evaluated, and managed risks to personnel.		Failed to adequately identify and protect personnel from hazards. Did not follow standard procedures in risk identification and assessment of hazards. Safety not a high priority; sometimes allowed personnel to disregard safety procedures or to work without safety equipment. ○		Pro-active in protecting personnel from hazardous conditions. Used appropriate support program resources to develop protective measures. Followed-up and ensured that identified hazards were removed. Ensured that safe operating procedures were followed for all aspects of work. Ensured that required safety equipment was available and used. ○		Contributed a leadership role in enforcement of safety and occupational health regulations. Demonstrated a significant commitment towards the identification and removal of hazards to personnel. Consistently stressed safety. Required others to be alert to, and correct, unsafe conditions and risks to personnel. ○	○	

PERFORMANCE (Continued)

COMPETENCIES		2		4		6		MARK
8. STAMINA The degree to which this member thought and acted effectively under conditions that were stressful and mentally or physically fatiguing.	○	Physically/mentally tired under stress or during periods of extended work. Resisted putting in necessary overtime. Productivity or safety dropped in stressful situations. ○	○	Handled stressful situations well. Worked extra hours as required to get the job done. Productivity and safety were adequate. ○	○	Excelled in stressful situations. Willingly worked overtime when necessary to get the job done. No loss of productivity or safety during stressful situations or extended work hours. ○	○	
9. COMMUNICATING The degree to which this member listened, spoke, and expressed thoughts clearly and logically.	○	Used inappropriate language or mannerisms. Failed to listen carefully. Expressed thoughts lacked clarity. Disorganized in verbal presentations. ○	○	Used appropriate language without distracting mannerisms. Verbal presentations were well organized. Listened attentively. ○	○	Consistently displayed an outstanding ability in verbal expressions. Spoke with clarity. Presentations were typically well organized and kept audience's attention. ○	○	

MILITARY: Measures a member's ability to bring credit to the Coast Guard through personal demeanor and professional actions.

COMPETENCIES		2		4		6		
1. MILITARY BEARING The extent to which this member appeared neat, smart, and well-groomed in uniform; and set standards for subordinates.	○	Unable or unwilling to consistently appear neat, smart and well-groomed. Failed to maintain uniform or grooming standards. Performance of subordinates was marginal or unacceptable. ○	○	Squared away member. Demonstrated great care in maintaining and wearing uniform. Excellent grooming; hair groomed to standards; if worn, beard or moustache also neat and properly trimmed. Presented a physically trim appearance. ○	○	Superlative member. Clearly set high standards for uniform and grooming excellence. Inspired similar standards in others. Performance of subordinates was exceptional. ○	○	
2. CUSTOMS AND COURTESIES The extent to which this member conformed to military traditions, customs, and courtesies; and set standards for subordinates' performance and behavior.	○	Occasionally failed to conform to military customs and courtesies. Performance of subordinates was marginal or unacceptable. ○	○	Maintained military formality, precedence, courtesies, and respect to rank and privilege; required same of subordinates. ○	○	Exemplified the finest traditions of military customs, courtesies, and protocol in all situations. Inspired similar standards in others. Performance of subordinates was exceptional. ○	○	

CONDUCT

COMPETENCY		
CONDUCT The degree to which this member, through personal behavior, conformed to the rules, regulations, and military standards, on and off duty.	UNSATISFACTORY ○ Failed to meet minimum standards as evidenced by NJP, CM, or civil conviction; or brought discredit to the Coast Guard as evidenced by adverse CG-3307 entries including financial irresponsibility, non-support of dependents, or alcohol incidents; or failed to conform to civilian and military rules, regulations, and standards.	SATISFACTORY ○ No NJP, CM, or civil conviction; and promoted and supported respect for rules, regulations, and civilian and military standards as evidenced by no adverse CG-3307 entries.

RECOMMENDATION FOR ADVANCEMENT (DO NOT COMPLETE FOR E-9s)

NOT RECOMMENDED: Check this block if, in the view of the rating official, the individual is not capable of satisfactorily performing the duties and responsibilities of the next higher paygrade and is not making progress toward that end.

RECOMMENDED: Check this block if, in the view of the rating official, the individual is fully capable of satisfactorily performing the duties and responsibilities of the next higher paygrade. This block may be checked irrespective of the individual's qualification of eligibility for advancement.

SUPERVISOR:	○ Not Recommended ○ Recommended	I CERTIFY THAT I HAVE EVALUATED THIS MEMBER AGAINST THE WRITTEN PERFORMANCE STANDARDS AND HAVE PROVIDED WRITTEN DOCUMENTATION FOR SUPPORT OF EACH MARK OF 1, 2, 7, OR UNSATISFACTORY CONDUCT AND TERMINATION OF GOOD CONDUCT ELIGIBILITY. Signature Rate/Rank Date
MARKING OFFICIAL:	○ Not Recommended ○ Recommended	I CERTIFY THAT I HAVE EVALUATED THIS MEMBER AGAINST THE WRITTEN PERFORMANCE STANDARDS AND HAVE PROVIDED WRITTEN DOCUMENTATION FOR SUPPORT OF EACH MARK OF 1, 2, 7, OR UNSATISFACTORY CONDUCT AND TERMINATION OF GOOD CONDUCT ELIGIBILITY. Signature Rate/Rank Date
APPROVING OFFICIAL:	○ Not Recommended ○ Recommended	○ Concur ○ Do not concur, changes made ○ Counseling/Documentation for 1, 2, and 7's required ○ Counseling required (specify areas) Signature Rate/Rank Date

MEMBER: I ACKNOWLEDGE HAVING BEEN COUNSELED ON AND HAVE REVIEWED MY ENLISTED PERFORMANCE FORM FOR THIS PERIOD. I HAVE BEEN BRIEFED ON AND FULLY UNDERSTAND THE SIGNIFICANCE THAT THE ASSIGNED MARKS HAVE ON MY GOOD CONDUCT ELIGIBILITY. I UNDERSTAND THAT I HAVE 15 CALENDAR DAYS IN WHICH TO SUBMIT A MARKS APPEAL. I HAVE BEEN BRIEFED ON AND FULLY UNDERSTAND THE ACTION TAKEN ON MY ADVANCEMENT POTENTIAL.

Signature **Date**