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Development of a Model of Soldier Effectiveness: Retranslation Materials and Results

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for

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Editor's Note

The material in this Research Note supplements ARI Technical Report 741,
Development of a Model of Soldier Effectiveness, by W.C. Borman, S.J.
Motowidlo, S.R. Rose, and L.M. Hanser. That report describes the development
of a preliminary conceptual model of soldier effectiveness, the series of
behavioral analysis workshops resulting in the collection of more than 1300
examples of effective and ineffective soldier behavior, the subsequent
retranslation of these examples and their sorting into performance dimen-
sions, and the final development of Army-wide rating scales for each
dimension. The scales will be among the criteria in the evaluation of
first-tour soldier performance during the validation phase of research on
Project A, Improving the Selection, Classification, and Utilization of Army
Enlisted Personnel.

This Research Note contains the introductory and supporting materials
supplied to the raters who performed the retranslation task, the lists of
behavioral examples in the five retranslation booklets, and the data from the
statistical analysis of the items.

Introductory and Supporting

Materials for the Retranslation Task

The following materials were administered to retranslation raters.
The retranslation process is described in detail in ARI Technical
Report 741 , Development of a Model of Soldier Effectiveness.

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INSTRUCTIONS FOR COMPLETING THE ARMY-WIDE
PERFORMANCE EXAMPLE RATINGS

In the accompanying booklet, the Army-Wide Performance Example Rating Booklet, are several examples of first-term soldier performance. After reading each example, you will be asked to determine the performance category the example belongs in and rate how well or effectively the soldier in the example performed.

Before you begin making your judgments, please review the booklet entitled Army-Wide Performance Categories. This booklet includes a list of the performance categories for first term soldiers and detailed definitions for each category. The definitions include descriptions of very effective and very ineffective performance in each of the categories. After you have become familiar with the performance categories, refer to the first page of the Army-Wide Performance Example Rating Booklet. Begin the task by carefully reading the first performance example. After reading this example, identify the performance category that most accurately matches or describes the behavior of the first-term soldier described in the example. Record the letter of the performance category (A-M) in the blank under the column marked Performance Category. For example, if the soldier's behavior in the example refers to cleaning a weapon, you would assign the example to performance category "Maintaining Own Equipment" (Category F). If the soldier's behavior relates to helping out other soldiers, you would assign the example to performance category "Supporting Other Unit Members" (Category M).

After you have determined the category for the example, then rate how well or effectively the person in the example performed. To rate the effectiveness level you will be using a scale which ranges from 1 (low or extremely ineffective to 9 (high or extremely effective). The scale you should use is shown on the bottom of each page of the Army-Wide Performance Categories booklet. To rate each example, determine how well the first-term soldier performed and then record the number (1 to 9) in the blank under the column marked Effectiveness Level. For example, if the person described in the example does only what is expected or performs at an average level, you might give the example an effectiveness rating of 4, 5 or 6. If, however, the person performed poorly, you might rate the example 1, 2, or 3; on the other hand, if the person described in the example performed extremely well, you might give the example a rating of 7, 8 or 9. Thus, you will rate how well or effectively the person in each example performs by writing the number in the blank. You should try to use the entire effectiveness scale range--1 (very low) to 5 (average) to 9 (very high)--to rate examples.

To summarize, begin this rating task by familiarizing yourself with the performance categories. Next, read each performance example carefully and then assign the person's behavior to one performance category (A-M). Then make an effectiveness rating by assigning one number (from 1 to 9) for that example.

Before you begin, please review the brief sample exercise on the next two pages to help you get on top of the task.

Here are four sample performance examples and the Performance Category and Effectiveness Level ratings made by one rater:

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
D	6	1. This soldier appeared at morning inspection wearing a clean, unwrinkled uniform and polished boots. He was also cleanly shaved and had a regulation haircut.
F	5	2. This soldier conducted the required maintenance checks on his assigned vehicle according to schedule and properly completed Form DA2404.
K	8	3. To increase his chances for promotion, this soldier enrolled in college level courses to improve his leadership skills.
E	2	4. During a five mile run, this soldier fell out of the formation after only 100 yards because he did not feel like running that day.

Example 1 describes a soldier who was properly groomed for inspection. The rater believed this example belongs in the performance Category D, "Maintaining Proper Military Appearance". Thus, a "D" was written in the blank in the Performance Category column. The rater believed that in this example the soldier's military appearance represented somewhat above average performance; thus, a "6" was written in the Effectiveness Level column.

The rater believed that Example 2 should be in Performance Category F, "Maintaining Own Equipment". Thus, "F" was filled in as the Performance Category. The performance represented in this example was believed to be about average; thus, a "5" was filled in for the Effectiveness Level.

For Example 3, the rater filled in "K" as the Performance Category, because he believed the example to be a part of the category "Developing Own Job and Soldiering Skills". The Effectiveness Level was rated as "8", implying that it represents very effective performance, although not extremely effective.

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Finally, the rater believed that Example 4 belongs in Performance Category E, "Maintaining Proper Physical Fitness". The Effectiveness Level was rated as "2", implying that it is an example of poor performance (although not extremely ineffective).

Before you begin, please familiarize yourself with the performance categories on the Army-Wide Performance Categories sheet. Then turn to the performance examples that begin on the next page. For each, assign the person's behavior to one performance category (A-M) and make an effectiveness rating (1-9). Refer to the Army-Wide Performance Categories booklet as often as you need to while you make your ratings.

Please remember to write in your name, rank and post on the front of your booklet. When you finish the rating booklet, place it in the stamped, self-addressed envelope and mail it promptly. Thanks in advance.

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Army-Wide Performance Categories

A. Controlling Own Behavior Related to Personal Finances, Drugs/Alcohol, and Aggressive Acts

B. Adhering to Regulations, Orders, and SOP and Displaying Respect for Authority

C. Displaying Honesty and Integrity

D. Maintaining Proper Military Appearance

E. Maintaining Proper Physical Fitness

F. Maintaining Own Equipment

G. Maintaining Living and Work Areas to Army/Unit Standards

H. Exhibiting Technical Knowledge and Skill

I. Showing Initiative and Extra Effort on the Job/Mission/Assignment

J. Attending to Detail on Jobs/Assignments/Equipment Checks

K. Developing Own Job and Soldiering Skills

L. Effectively Leading and Providing Instruction to Other Soldiers

M. Supporting Other Unit Members

(see next pages for more detailed category descriptions)

1	2	3	4	5	6	7	8	9
extremely ineffective		ineffective		about average		effective		extremely effective

Army-Wide Performance Categories

A. **Controlling Own Behavior Related to Personal Finances, Drugs/
    Alcohol, and Aggressive Acts**

    . Showing prudence in financial management and responsibility in
      personal/family matters; avoiding alcohol and other drugs or
      using alcohol in moderation such that job performance is not
      affected; controlling own behavior to avoid losing temper,
      getting into fights, threatening others, etc.
                                versus
    . Acting irresponsibly in financial or personal/family affairs
      such that command time is required to counsel or otherwise
      resolve them; drinking alcohol and/or taking other drugs to
      excess such that job performance suffers or overly aggressive
      behavior results; losing temper, getting into fights, threaten-
      ing others, or otherwise failing to control own behavior.

B. **Adhering to Regulations, Orders, and SOP and Displaying Respect
    for Authority**

    . Following general military rules and regulations, obeying proper
      orders and adhering to unit policies/procedures; reporting
      promptly for formations and duty; displaying proper respect for
      superiors, the chain-of-command, UCMJ, and military customs.
                                versus
    . Ignoring, willingly violating, or otherwise failing to follow
      rules, regulations, policies, procedures or orders; being late
      or not showing up at formations, duty station, appointments,
      etc., even when it's important to appear; leaving assigned post
      or falling asleep on duty in serious violation of regulations/
      orders; displaying lack of respect for superiors or others in
      authority or questioning orders such that discipline is
      threatened.

C. **Displaying Honesty and Integrity**

    . Reporting honestly about matters related to own self interests;
      resisting temptation to steal military equipment, supplies,
      money, or personal possessions.
                                versus
    . Lying or misleading superiors/peers/the government/etc.; stealing
      military or personal equipment, supplies, money or other articles.

1	2	3	4	5	6	7	8	9
extremely ineffective		ineffective		about average		effective		extremely effective

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D. **Maintaining Proper Military Appearance**

. Wearing the proper uniform; maintaining personal hygiene; keeping hair within military standards and maintaining a crisp, neat military appearance.

versus

. Displaying a sloppy, unkempt, or otherwise improper uniform; failing to maintain personal hygiene; maintaining an improperly long haircut and/or failing to project a neat, sharp military appearance.

E. **Maintaining Proper Physical Fitness**

. Maintaining good physical fitness, strength, and stamina; as appropriate, working to improve physical condition; maintaining proper wieght according to military standards.

versus

. Failing to maintain proper physical conditioning; avoiding exercise, dieting, or other activities that would improve physical fitness; being overweight and failing to put forth effort to bring weight down.

F. **Maintaining Own Equipment**

. Thoroughly cleaning, lubricating, checking, and repairing own equipment; performing proper routine preventive maintenance on vehicles, weapons, and other equipment; consistently maintaining equipment to inspection standards.

versus

. Failing to properly maintain own weapon, vehicle, or other equipment; failing to perform preventive maintenance, service check, etc. actions that would help maintain own equipment.

G. **Maintaining Living and Work Areas to Army/Unit Standards**

. Maintaining the barracks and work area according to high military standards of neatness and cleanliness; preparing thoroughly for inspection of living area; properly policing work and living areas, as required.

versus

. Maintaining dirty, sloppy living and/or work areas; ignoring or otherwise failing to prepare for barracks/living area inspections; not policing or policing haphazardly own living or work area.

H. **Exhibiting Technical Knowledge and Skill**

-. Displaying knowlege of how to get work and assignments done properly; showing an understanding of orders and instructions; performing job proficiently; operating equipment skillfully.

versus

1	2	3	4	5	6	7	8	9
extremely ineffective		ineffective		about average	9	effective		extremely effective

. Displaying a lack of knowledge about how to perform work assign-
ments; showing little or no understanding of orders or instruc-
tions; performing poorly on job or task because it is not under-
stood well enough or skills are lacking; having difficulty operat-
ing equipment because of skill deficits in relevant areas.

I. Showing Initiative and Extra Effort on the Job/Mission/Assignment

. Volunteering for assignments; taking initiative to accomplish
the mission; putting in additional hours and extra effort to
complete an assignment; overcoming obstacles and performing with
- enthusiasm despite adversity.

versus

. Showing an unwillingness to volunteer when jobs or assignments
come up; shirking on assignments or finding excuses not to take
them on; having a tendency to leave assigned job early when tired
or bored (does not include going AWOL or leaving assigned post/
duty in serious violation of regulations); giving up easily on a
job, task, or assignment when faced with adverse conditions,
difficult work, etc. or performing ineffectively because of lack
of effort.

J. Attending to Detail on Jobs/Assignments/Equipment Checks

. Noticing and remembering important details; maintaining alert-
ness on jobs/assignments/equipment checks, especially when se-
curity or safety is at issue; having necessary equipment at hand.

versus

. Failing to notice or forgetting important details; neglecting to
perform important steps in procedures, checks, etc.; losing or
forgetting to bring equipment important for mission accomplish-
ment or forgetting to do things such as carrying out part of
an assignment, checking on equipment availability, reading in-
structions carefully, etc.

K. Developing Own Job and Soldiering Skills

. Studying and practicing soldiering skills during off-duty hours;
seeking opportunities for self-improvement in relevant job and/
or soldiering skills; taking on additional responsibility to
prepare for promotion.

versus

. Expending time socializing or pursuing leisure activities to
the exclusion of self-improvement; showing little or no interest
in seeking opportunities to improve job/soldiering skills; avoid-
ing or even refusing additional responsibility that might help
in preparation for promotion.

1	2	3	4	5	6	7	8	9
extremely ineffective		ineffective		about average		effective		extremely effective

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L. <u>Effectively Leading and Providing Instruction to Other Soldiers</u>

. Taking charge when necessary; performing effectively when placed
  in leadership position; encouraging others to push on when such
  leadership is required; teaching others to perform more effective-
  ly and correcting others when conditions warrant.

<div align="center">versus</div>

. Failing to step in to take charge, even when necessary; performing
  poorly when assigned a leadership position such as CQ, squad leader,
  etc.; failing to encourage fellow unit members to push on, even
  when such leadership is required; being unwilling to teach others
  to perform effectively.

M. <u>Supporting Other Unit Members</u>

. Pitching in to help others complete their assignments (not
  teaching or instructing, but aiding others); supporting and
  looking out for other unit members, including peers and supe-
  riors; applying first-aid to soldiers in need.

<div align="center">versus</div>

. Holding back when fellow unit members need help completing assign-
  ments; showing impatience and insensitivity toward other unit
  personnel or letting others down by not supporting individuals
  or the entire unit at important times; ignoring fellow soldiers'
  needs for first-aid when an accident/casualty occurs.

1	2	3	4	5	6	7	8	9
extremely ineffective		ineffective		about average		effective		extremely effective

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The Five Retranslation Booklets

and Item Statistics* for the

Retranslation Ratings

* The following retranslation data are presented after each of the booklets of items. From left to right for each item:

1. Item numbers for the appropriate booklet.

2. N of the retranslation judges who rated the item.

3. Mean effectiveness scale value.

4. Standard deviation of the scale values.

5. Proportion of retranslation judges who assigned the item to each of the 13 dimensions (A-M).

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ARMY-WIDE PERFORMANCE EXAMPLE
RATING BOOKLET

Form A

Name _____

Rank _____

Post _____

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
____	____	1. This soldier always had the proper services pulled on his vehicle according to schedule. Consequently, his vehicle had the fewest non-mission capable days of the 50 vehicles assigned to the unit.
____	____	2. This soldier was caught with illegal drugs during a Health and Welfare inspection.
____	____	3. Prior to a land navigation course, this soldier spent his own time training other soldiers, who were less proficient than himself, in map and coordinate reading.
____	____	4. This soldier single-handedly organized a unit "adventure club" that offered training on soldier skills in a non-military situation.
____	____	5. During a unit party, this soldier took it upon himself to take away car keys from intoxicated soldiers to stop them from driving home.
____	____	6. The night before ARTEP, when there was one key piece of equipment deadlined, this soldier continued to work on the equipment even after his section chief fell asleep.
____	____	7. During an ARTEP, this soldier failed to make all of the proper daily checks on his assigned piece of equipment. This resulted in the item being rated nonoperational and the unit receiving a "no-go" for that portion of the ARTEP.
____	____	8. This soldier spent many duty and non-duty hours learning his new MOS. In a few months, he was tops in his MOS and was selected as the first E-4 to evaluate other soldiers on the MOS.
____	____	9. While stationed in Germany, this soldier spent non-duty hours establishing a German-American Club to improve community relations.
____	____	10. This soldier was very knowledgeable about Army regulations and used the regulations to his advantage in an effort to get out of work.
____	____	11. When this soldier was ordered by the PSG to get a haircut, he started an argument by insisting that his hair was fine and that the PSG was just picking on him.

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	12. A tank commander lost his balance and fell from his tank, severely cutting his head. Another soldier, deployed near the tank, immediately applied first aid and stopped the bleeding.
_____	_____	13. This soldier was identified as a marijuana user during an urinalysis and confessed to be an habitual user. He promised to make every effort to reform, but was identified as positive, again, eight months later.
_____	_____	14. This soldier was identified to go to PNCOL. Although initially overweight, this soldier pushed himself to meet Army weight standards prior to the course. As a result, he met standards a week ahead of time.
_____	_____	15. A soldier was identified as being on levy for Germany. He expressed his desire to avoid an assignment there and went AWOL within a week of receiving his orders.
_____	_____	16. A soldier was identified to be a museum guard for the USAIS museum. He was well aware of the high standards of appearance expected for this duty. The museum supervisor reported that the soldier's appearance was fair, but not up to the standard when he reported for duty.
_____	_____	17. This soldier was in company CQ. He discovered several soldiers smoking pot in the barracks and joined them.
_____	_____	18. Before a Map Reading class, this soldier gave several fellow squad members some refresher training on terrain features. As a result these soldiers were more interested in the class and their performance improved.
_____	_____	19. This soldier volunteered to give a demonstration to a class on the M-16 Range on how to field strip an M-16.
_____	_____	20. In a demonstration to a class on the M-16 Range, the soldier field stripped an M-16 quickly and without error.
_____	_____	21. This soldier consistently had a sharp haircut, well-shined boots and brass, a close shave, and well-pressed uniform.
_____	_____	22. In six months this soldier was reprimanded twice for having unshined boots, and once apiece for being unshaven and having a wrinkled uniform.
_____	_____	23. The soldier was in a group sitting around a tree when a senior officer walked toward them. He called the group to attention and saluted the officer.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
____	____	24. During a field training exercise a tank containing experimental communication equipment began burning. This soldier, without direction, climbed onto the tank, reached down into the turret and pulled the equipment out. As a result, the equipment was saved from destruction.
____	____	25. While on a short range patrol, this individual became separated and lost. By using proper survival and land navigation methods, he was able to find and rejoin his patrol.
____	____	26. This soldier was dispatched in his vehicle to support a commitment to another unit, but told by his NCO to return NLT 1200 hours. An NCO from that unit told the soldier to stay put and he did so until 1300, failing to phone his own NCO about the delay. As a result, a commitment at his unit was missed.
____	____	27. This soldier's squad was anticipating working long hours for several days to get ready for an inspection. Some of the squad members began complaining, at which time, the soldier barked out, "Hey! Are we in this together or not?" The complaining died down and the squad did well in the inspection.
____	____	28. This clerk did not send out request-for-publication cards for over two months, even though he had been directed to do so by his CO and had not been particularly busy during this period.
____	____	29. The CQs and Duty Log of a company were checked and found to be incomplete. When the soldier who was responsible for the condition of the log was questioned, he could not explain or read his log entries.
____	____	30. This soldier asked his 1st Sgt. if he could lead the PT formation. As a result of this initiative he was given permission and did a great job.
____	____	31. This soldier was given a USAIS support mission. Even though he was given accurate instructions on how to get to the support site, he got lost and wandered around for an hour.
____	____	32. While working in the unit supply room, this soldier was asked for specific hand receipts. He was unable to produce them even though they were in the same place that they had been in for six months.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	33. A five-ton truck was about to back into a street that had considerable traffic. This soldier, who was walking near the truck, moved behind the truck where both the driver and oncoming traffic could see him and safely guided the vehicle into the street.
_____	_____	34. During a guard mount inspection in front of BN Head-quarters, the staff duty officer asked this soldier to recite his general orders. He was unable to comply even though he knew he would be asked about them.
_____	_____	35. During a four-mile run, one company member was experiencing difficulty with his breath at about the one-mile mark. This soldier paused to talk to the man, encouraging him to finish the run. As a result, the latter soldier did complete the run.
_____	_____	36. This soldier, who was on free-time, pitched in to help some other soldiers perform maintenance on a truck. As a result, they finished the job more quickly.
_____	_____	37. Although told to do so when he reported to the unit, the 10-pound overweight soldier failed to lose any weight over a two-month period.
_____	_____	38. A senior officer approached this soldier and asked how his weapon operated. The soldier explained clearly the features of the weapon and showed the officer how to operate it. The officer thanked the soldier for his excellent demonstration.
_____	_____	39. When investigated by CID for involvement with pot, this soldier was proven to be a heavy user.
_____	_____	40. This soldier was very knowledgeable about the military movements required for a Change of Command parade. In his unit's preparation for the parade, on several occasions he provided help and advice to fellow unit members regarding parade movements, resulting in quicker and smoother preparation for the event.
_____	_____	41. After a two-hour fight in a tactical exercise, the unit returned to base camp. Most of the unit members relaxed rather than preparing for the next fight, but this soldier cleaned his weapon without being told to do so.
_____	_____	42. In the dining facility during lunch, this soldier spilled his milk on the floor. Although it was policy to clean up one's own spillage, the soldier walked away until told to go back and clean it up by an NCO.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	43. Prior to a motor movement over mountainous terrain, this soldier carefully checked all APCs for proper torque on drive sprocket bolts. Consequently the vehicles made the trip successfully without incident.
_____	_____	44. During an FTX, this soldier was awake for 48 hours and afterward completed a 12-mile tactical road march. Many of his fellow unit members could not complete the road march.
_____	_____	45. This soldier stole checks from the mail room and tried to cash them. He was caught and convicted during a general court-martial.
_____	_____	46. As directed, this soldier completed rod and safety checks on all weapons off range. He performed these duties to standard with no injuries resulting.
_____	_____	47. While driving his vehicle to the main post, this soldier was stopped for a vehicle spot inspection. The inspection found no deficiencies in the vehicle. As a result, this soldier received an award for fine maintenance of his vehicle.
_____	_____	48. An SP4 was standing outside his company without his hat on. This soldier, also an SP4, approached him and told him firmly but tactfully to return to his room and get his hat.
_____	_____	49. This soldier was exceeding the speed limit, as he drove a five-ton vehicle toward the main post.
_____	_____	50. While on a road march in a FTX, a unit came under a gas attack. Once this soldier realized gas was present in the area, he ran away from the unit. As a result of this action, he failed to put on his gas mask, maintain control of other equipment or warn other soldiers of the danger.
_____	_____	51. This SM "mooned" the squadron commander's wife in a parking lot.
_____	_____	52. This soldier lied about his physical condition to obtain a "profile" exempting him from PT activities. He was caught playing basketball and taken off "profile".
_____	_____	53. This soldier started a fight in the company day room over the changing of the TV channel.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	54. This soldier got seriously into debt with car and furniture companies. His performance deteriorated as a result and he had to be counseled about his financial problems.
_____	_____	55. This SM was assigned as the BDE S-3 driver and he was driving four National Guard officers around the desert at the NTC. The officers got lost and he took over the map reading, getting them quickly back to the Command Post.
_____	_____	56. This soldier got drunk in the barracks and hit another soldier in the head with a beer mug.
_____	_____	57. The motor pool officer and 1st Sgt. were called away, and this soldier was put in charge of the motor pool for two days. During this time he kept the motor pool running efficiently, seeking the advice of the battalion motor sgt. and maintenance technician on difficult matters.
_____	_____	58. This SM helped another soldier with his common and MOS specific skills related to an upcoming SQT. As a result both soldiers passed the SQT.
_____	_____	59. This soldier persuaded other squad members to bring peer pressure to bear on another soldier to "clean up his act" (the latter soldier seldom took a shower and kept his personal area in the barracks very dirty and disorderly). As a result, the latter soldier did improve on cleanliness.
_____	_____	60. When assigned as Charge of Quarters on a weekend night, this soldier failed to make required checks of the barracks, and a loud party in one of his assigned barracks had to be broken up by the Battalion Duty Officer.
_____	_____	61. This soldier was responsible for checking ammo residue to ensure no brass or live rounds remained. He did not perform this check, and the Corps ASP later discovered three live hand grenades in the area.
_____	_____	62. Even though there was a big push for participation in company sports activities, and almost all soldiers in the company were with the program, this soldier did not attend a company softball game and had missed four of five previous games.
_____	_____	63. While this soldier was walking in front of the BN Headquarters, he picked up some trash that had fallen to the ground,

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
___	___	64. During a three day FTX, all soldiers were told to dig fighting positions and to maintain proper cover and concealment at all times. This soldier constantly upgraded his fighting position, throughout the exercise, without being told to do so.
___	___	65. Throughout the ARTEP, this soldier remained enthusiastic about his work and encouraged others to keep going at their tasks.
___	___	66. This soldier appeared at the dress greens inspection with unpolished brass, unshined shoes and wrinkled uniform.
___	___	67. In preparation for a common skills test, this soldier spent after duty hours training other soldiers in performance of their tasks. Consequently, all test scores within the unit were very high.
___	___	68. This soldier spent time on his own practicing his individual soldier skills.
___	___	69. When assigned to perform daily ICS, this soldier failed to tighten the oil pan plug after servicing. As a result, all of the oil ran out of the vehicle and the engine overheated.
___	___	70. Although this soldier did not like having a female section chief, he always held his comments and completed his assignments.
___	___	71. When this soldier was put in charge of the NBC room, even though he had no previous experience, he identified the company NBC needs, developed a plan and presented it to the Commander. His plan was approved and he completed it before the first inspection.
___	___	72. While stationed in Germany, this soldier went into the community looking poorly groomed and driving a dirty car.
___	___	73. When this soldier's equipment was malfunctioning, he worked on troubleshooting it until he found the problem. Although it took the whole day, he eventually found the problem and repaired it.
___	___	74. This soldier helped his roommate prepare for soldier of the month by reviewing the study areas with him until the roommate was confident that he knew the materials.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
——	——	75. While conducting a river crossing operation, this driver failed to install drain plugs in his M113A2 (tracked vehicle). As a consequence of this action, the vehicle sank in 10 feet of water and it took two days to remove the track from the river.
——	——	76. While assigned to the Berlin BDE, this soldier trained very hard with his unit and spent a lot of time studying his soldier manuals. As a consequence, this soldier was the only EM out of several hundred soldiers to earn the EIB award for this particular year.
——	——	77. When this soldier had to take over for the chief in an emergency, he demonstrated a thorough knowledge of his equipment and standard procedures.
——	——	78. After the organized PT program was finished, this soldier did additional exercises and ran two more miles.
——	——	79. Although this soldier was not a member of any of the company athletic teams, he believed they should be supported and attended every game that the company was in.
——	——	80. This soldier helped the platoon prepare for a party by actively participating in the planning committee, acting as a host during the party and organizing clean up after the party.
——	——	81. When instructed to perform services on his vehicle, this soldier did not do the service checks in the correct order and left out some of the checks.
——	——	82. After just returning from a month long exercise, this soldier volunteered to got out again with the other platoon.
——	——	83. This soldier, a cook, left several large chunks of lettuce, the stems from tomatoes and onion peels in the tossed salad. During an inspection of the mess hall, the XO noticed this and reprimanded the cook.
——	——	84. This SP4 had been warned several times to stop violating military rules. He continued to insult his NCO and failed to follow orders and instructions. This lack of discipline caused the CO to confine the soldier to the stockade.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
────	────	85. A clerk incorrectly typed several DFs and letters for his CO. When the CO received the letters to sign, he noticed the spacing was wrong. Although the clerk was informed of appropriate typing procedures, he continued to make the same mistakes.
────	────	86. When an SP4 in the back of the formation began making sarcastic and sexist remarks about a female squad leader, this soldier quickly took him aside and told him to be quiet. As a result the SP4 ceased the disruption and later apologized to the squad leader.
────	────	87. This soldier failed to properly fit his gas mask or to stow it correctly in its carrier prior to the beginning of an NBC exercise. Thus, when CS gas was used to test the unit's reaction during the exercise, the soldier had to run out of the area.
────	────	88. While on guard duty, the soldier noticed someone in an unauthorized area. He properly detained the individual and reported the incident to the commander of his relief.
────	────	89. During a TA50 inspection, this soldier was found to have both his wall locker and drawers extremely well organized, far surpassing the requirements of the inspection. He was verbally commended by the CO during the evening formation.
────	────	90. A unit was deployed in the field and was in the process of putting its tents up. One soldier pitched his tent directly in front of an M113 track vehicle, creating a potentially dangerous situation.
────	────	91. A soldier had repeatedly failed to manage his finances so that he was unable to buy food for his family. As a result, he had to be counseled by his commanding officer.
────	────	92. During morning parade, a young soldier gave his unit a dismounted drill by the numbers and in accordance with the manual. The EM normally responsible for D&C had failed to show up and the soldier stepped in on his own initiative.
────	────	93. Thirty troops were being checked for their TA50-900 items prior to deployment. Each individual was aware of the deployment and had ample opportunity to prepare. One soldier did not have the required TA50-900 items, thus delaying the deployment of the group for one hour.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
——	——	94. Over a six-month period this soldier was generally on time for formations and duty. He was late three times, but never by more than five minutes. His tardiness never occurred under circumstances which would adversely affect the rest of the unit.
——	——	95. While assigned as a truck driver, this soldier consistently and correctly performed operator maintenance on his vehicle IAW TM. As a result, his vehicle never required out of cycle repair.
——	——	96. This soldier studied and practiced performing critical tasks during off-duty hours and as a result attained a maximum score on his SQT.
——	——	97. This soldier was given less than two hours notice that he was to fill in for someone else for guard duty. Even given such short notice, he prepared himself in such a manner that he was selected as the colonel's orderly.
——	——	98. A newly assigned E2 looked for additional responsibility and was assigned as the unit TAMMS clerk. He received a "SAT" rating on the AGI.
——	——	99. While working as the unit supply sergeant, an E4 volunteered to help another unit prepare for and pass its AGI, while still maintaining his own duties.
——	——	100. This NCO was selected to be the unit training NCO. He was subsequently rarely at his assigned place of duty. He also used his training job as an excuse for his failure to accomplish mission.
——	——	101. A SP5 was placed in charge of a detail of soldiers. He allowed his buddy, who was assigned to the detail to take the afternoon off to visit his girlfriend.
——	——	102. This soldier had been instructed to complete PMCS on his M-16 before cleaning it. He reported that the weapon was operable and ready to be turned in, even though it was missing a buffer spring.
——	——	103. During land navigation training, this soldier's team had found six out of eight points when the exercise was almost over. His teammates wanted to quit right then, but he urged them on to find the remainder of points and finish the course.
——	——	104. During an intense month of training, when all SMs had to work 12 to 14 hours a day, this soldier continually maintained his billets to IG standards.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
___	___	105. When acting as platoon leader's driver, this soldier always had his vehicle fueled up, cleaned and ready for use.
___	___	106. While in Germany, this soldier got drunk and then tried to steal a jacket out of a taxi.
___	___	107. This soldier was manager of the gym equipment room. During a routine inspection a number of items were found to be missing. These items were later discovered in this soldier's car.
___	___	108. This soldier, the company CQ, failed to detain an AWOL soldier who had returned to the company area.
___	___	109. After his squad was badly wounded during a surprise attack, this soldier called for medic evacuation and administered first aid until help came.
___	___	110. A soldier who worked in the supply room was found to have taken a machete without authorization.
___	___	111. After being in the field for 20 days, this soldier became angry with his section sergeant and said he would not follow any more orders.
___	___	112. This soldier was found driving on post after his driving privileges had been revoked for a DWI offense.
___	___	113. During a field training exercise with aggressive forces, this soldier jumped on his scooploader and raised the bucket, using the vehicle and his rifle to make a mounted assault on the attackers. Consequently, the enemy was routed before they could do major damage to the unit.
___	___	114. When this soldier saw smoke, he went to get his fire extinguisher, but found it had been discharged and never refilled. Consequently, he could not assist in controlling the fire.
___	___	115. While walking guard duty in Germany, this soldier noticed a Soviet military liaison mission vehicle parked near the gate. He immediately called the Sgt. of the Guard and the military police. He then continued to observe the vehicle to insure that it did not enter the post.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
____	____	116. While the section sergeant was away on another duty, this soldier took charge and got the men to load up and prepare for roll-out.
____	____	117. This PFC supply was ordered to take damaged property to the disposal point. Because he did not want to make the long drive, he dumped the property in the woods.
____	____	118. While acting as CQ, this SP4 allowed her friend to have an unauthorized male visitor in her room after visiting hours.
____	____	119. During garrison operation, a SP4 noticed two newly assigned soldiers standing under the rear deck, which was held aloft by an 88 boom. He immediately got the troops out of danger.
____	____	120. During a field training exercise a soldier stole a live 105mm training round, burying it to retrieve later.
____	____	121. While driving prisoners to a correctional custody facility, an SP4 was instructed by the guard NCOIC to stop at an unauthorized location. On return, this SP promptly reported the incident to her NCO.
____	____	122. This soldier, an E4 working as the BN PAC NCO, came to work daily at 0400 and put in many 16-hour days to insure that his mission would be accomplished. For his efforts he received a by name commendable on the unit AGI.
____	____	123. This soldier told his sergeant that he had taken damaged property to the disposal point, although he had really dumped it in the woods.
____	____	124. While acting as brigade commander's driver, this soldier was unable to change a flat tire because he failed to bring along a lug wrench in his tool kit.
____	____	125. This soldier was told to paint the entire day room as an extra duty punishment. He painted the floor, ceiling, woodwork and windows, as well as the walls. This resulted in a cost of $500 for materials plus manpower expenses when the room had to be redone.
____	____	126. These soldiers rented an apartment together in the community. They failed to pay rent, damaged the property, and then skipped out. Consequently, the landlord had her units placed off limits by the local housing board to all military personnel in

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	127. This soldier enthusiastically accepted the task of unit armorer, although he was not trained as an armorer. He studied weapons maintenance manuals in his off duty time and made some improvements in the arms rooms. Consequently, the quality of weapon maintenance improved and his operation earned a "commendable" rating at the annual general inspection.
_____	_____	128. Althouth this soldier was school trained, he was unable to identify an AR340.2, did not know where to file forms, and could not locate the pertinent regulation.
_____	_____	129. When given a monthly PLL Reconcillation listing to complete seven days before it was due to the Material Management Center, this clerk misplaced the requirement. As a result he did not meet the suspense.
_____	_____	130. Although this soldier had written instructions on how to complete the listing for the Monthly PPL Reconciliation, he was unable to complete it.
_____	_____	131. Although this soldier always worked his normal duty hours, when asked to put in extra hours, he was unwilling to do so and expressed a hostile attitude about it.
_____	_____	132. Although this soldier had been told several times to get the necessary inserts for his gas mask, he neglected to do so. As a result when trying to fire a M-16 with his gas mask on, he could not see the target
_____	_____	133. When three other soldiers assigned to the motor stables did not understand how to do PMCS, this soldier voluntarily grabbed his manual and went over the procedures with them.
_____	_____	134. When during an inspection this guard was asked to recite his three general orders, he was unable to do so.
_____	_____	135. During a routine check, this soldier's weapon was found to be very dirty and was the worst maintained weapon in the unit arms room.
_____	_____	136. Although this soldier had been counseled on his finances, he continued to purchase merchandise on credit that he could not afford. As a result, he was unable to pay the bills and became seriously indebted.

_____   _____   137. When a fire broke out near the ammunition supply point, this soldier, without any guidance, quickly acted to fight and contain the fire until help arrived. As a result, he was able to prevent the ammunition from exploding and avert any possible injury to others.

_____   _____   138. When an instructor asked for a demonstration for the Manual of Arms during a dismounted drill check, this soldier quickly volunteered. The soldier knew the manual and was able to correctly display it.

_____   _____   139. When an APC rolled over into a stream coming to rest unsteadily upon rocks, this soldier quickly crawled underneath the APC to treat the injured personnel. As a result of his actions, the injured persons received immediate medical treatment that helped to save their lives.

_____   _____   140. Upon reaching a deep, fast-moving stream on an FTX, this soldier volunteered to cross with the rope needed for the bridge. As a result of his actions, other members of the unit were able to safely cross the stream.

_____   _____   141. While assigned to unit, this soldier consistently finished all runs and road marches, "maxed" the APRT and assisted in the remedial APRT program.

_____   _____   142. On several occasions when in the presence of officers and NCOs, this soldier did not rise, use a respectful tone of voice or respond with "Sir/Sgt."

_____   _____   143. This RTO consistently maintained his radio, made up his subsequent CEOI, and monitored his radio without supervision.

_____   _____   144. During unit runs this soldier volunteered to be road guard and cadence caller.

_____   _____   145. When the unit commander on a routine inspection found the latrine in a poor state of maintenance, this soldier, although not in the chain of command, led a detail to correct the deficiencies. He also prepared a plan to prevent a re-occurence of the problem.

_____   _____   146. This squad leader thoroughly instructed his men on the escape and evasion exercise. Consequently, during the course of the actual exercise all members of the squad made it through and set a time record for running the escape and evasion course.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
___	___	147. This soldier, the unit armorer, returned his rifle to the arms room without checking or cleaning the weapon.
___	___	148. When this soldier was placed on a weight reduction program, he refused to change his eating habits and gained an additional ten pounds.
___	___	149. This soldier composed a series of jody calls unique to the unit, which he sang during morning runs to keep morale up.
___	___	150. This soldier volunteered to form and lead a Girl Scout troop for military dependents on post, when no one else would do it.
___	___	151. This soldier developed a card file system that allowed him to easily recognize and locate the hundreds of tools in the motor pool. His catalog system was subsequently adopted for brigade-wide use in all motor pool and supply operations.
___	___	152. Although this soldier was instructed to make his bed and array his locker in accordance with unit SOP in preparation for an inspection by the commander, he failed to do so. As a result, his unit did not meet standards during the inspection.
___	___	153. During a six month time period, this soldier was always on time for duty at the appropriate location.
___	___	154. On several occasions when directed to perform a duty, this soldier questioned his NCO as to why he had to perform it. His continual questioning of orders caused delays and generated ill feelings within his unit.
___	___	155. During field exercise halts, this soldier (a medic) checked the men for foot problems and insect bites without being directed to do so. As a result of his efforts, the other soldiers promptly received the necessary first aid and more serious injuries were prevented.
___	___	156. When this soldier knew there was an inspection coming up, he worked until midnight to complete his records. As a result he passed the inspection in his area.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	157. This soldier was instructed to remain in the OP until relieved and to report any movement to his front, but instead he fell asleep.
_____	_____	158. During an extended field exercise this soldier noticed that his buddies were exhibiting signs of low morale and needed a lift. That evening, during an administrative break, he helped to relieve the tension of the day's events by leading his platoon in singing songs and telling stories.
_____	_____	159. While a restrictive leave policy was in effect during the Christmas holidays, this soldier, a baker in the BN dining facility, asked for and received permission to use the available extra food to make holiday treats.
_____	_____	160. During guard mount this soldier failed to answer the questions of the OC concerning his general orders.
_____	_____	161. During guard mount this soldier wore a dirty and wrinkled uniform.
_____	_____	162. While on a two mile run this soldier came to the aid of a fellow soldier who had collapsed with pains in his left arm and back by calling for an ambulance, keeping the soldier calm and warm, and applying heart massage until the ambulance arrived. As a result of the soldier's quick response a potentially life threatening situation was avoided.
_____	_____	163. During annual qualification firing with the M-16, this soldier was unable to properly zero in the allotted number of rounds of ammunition. He consistently fired low and to the right, missing a considerable number of targets.
_____	_____	164. Even though he had a compass and a map of the area, this soldier became lost during a night patrol and was unable to find his way back to his unit until daylight.
_____	_____	165. During the annual AUSA membership drive, the unit representative took two weeks annual leave. As a result of his absence from the unit for half of the period of the membership drive, the new member goal was not met.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
___	___	166. After adding hydraulic fluid to the reservoir, this soldier failed to replace and secure the filler cap. If not detected, this incident could have caused an emergency landing or crash.
___	___	167. Three days prior to the annual inspection this records clerk voluntarily worked extra hours to prepare for the inspection. As a result, the unit successfully passed the inspection.
___	___	168. As a large resupply vehicle was being backed up without a ground guide and about to hit the corner of a building, a passing soldier interceded, stopped the vehicle, and guided it safely into the rear.
___	___	169. During cold weather operations, this soldier observed his squad members using gasoline in a pot-bellied stove designed to use kerosine or fuel oil. Realizing the safety hazard, he took charge, in the absence of the squad leader, and forbade the use of gasoline despite complaints from his peers. Dead fall from the surrounding area was used for fuel until fuel oil was available.
___	___	170. A unit member suffered heat stroke and was being medivaced to the hospital. The soldier, accompanying this man, noticed that his body temperature was remaining very high. He removed the man's clothes and drenched him with water, lowering his temperature sufficiently to avoid brain damage and possible death.
___	___	171. This soldier was on duty overseeing ammunition at a remote ASP site when a man impersonating a LTC ordered him to move the ammunition in violation of proper handling procedures. The soldier refused to obey the order when he became supicious and notified his CO of the incident. The impersonator was arrested for attempted robbery.
___	___	172. This soldier consistently failed to maintain his barracks living area. He left dirty laundry piled in a wall locker, empty food containers in his desk, food scraps in his bed, and generally littered his area.
___	___	173. When this soldier got thrown out of a bar for drunken behavior, he retaliated by flushing an artillery simulator down one of the toilets. He caused approximately $1000 damage to the facilities.

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	174. Because this soldier knew he was weak in his MOS skills, he took his MOS manuals with him to the field and studied them in his free time.
_____	_____	175. This soldier always came up with an excuse to get out of going to the field for training. Consequently, the rest of the platoon had to "pick up the slack" and perform his duties in the field.
_____	_____	176. On several occasions this soldier was late for formation and had no excuse for his tardiness.
_____	_____	177. After an FTX, this soldier returned his equipment to acceptable standards of cleanliness and appearance and then assisted other squad members to get their equipment back in proper shape.
_____	_____	178. After fighting a forest fire on a military reservation for fully 48 hours, this soldier volunteered to help out a relief unit, continuing to fight the blaze for another six hours.
_____	_____	179. This soldier was asked to assemble an information booklet for a Commander's Conference. Without supervision he prepared a booklet that contained names and room numbers of participants, floor plans of the conference facility, meals and transportation schedules, local points of interest and other useful materials.
_____	_____	180. During the critical phases of Reforger Exercise, this cook prepared regular meals for the troops and, in addition, provided hot coffee, soup, and fresh pastry on an almost continuous basis for three days. The coffee/soup/pastry service was beyond the call and greatly appreciated by the troops.
_____	_____	181. This soldier observed that there was a shortage of barrier materials for an upcoming training exercise to be conducted in the BN. In reaction during his off-duty time, he voluntarily used his POV and his own chain saw to cut logs for use in constructing fighting positions.
_____	_____	182. This soldier volunteered for all external evaluations as a driver for an evaluator. As a result, he received several certificates of appreciation commending him for his outstanding driver skills.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
____	____	183. When this soldier was tasked with preparing the next year's files, she was unable to do even the smallest task without the guidance of the 1st Sgt. or PAC supervisor.
____	____	184. While this soldier was assigned as the unit assistant armorer, weapons accountability was always correct and all reports and maintenance were completed on time.
____	____	185. This soldier was told to prepare his vehicle for an anticipated Emergency Deployment Readiness Exercise (EDRE). When inspected prior to moving out, it was determined that his equipment was deadlined.
____	____	186. After duty hours, while on duty as the Company DQ, this soldier received a Red Cross emergency message. He attempted to pass the message only to the soldier that it involved, and did not attempt to notify anyone in the chain of command.
____	____	187. While this soldier was on duty, and EDRE was called. He placed guards as required and controlled access to the company area.
____	____	188. Before moving out after a night defensive operation, this soldier (Platoon Sgt.) had each track commander check under his vehicle. As a result, a soldier who was asleep under a truck was discovered and a serious accident was prevented.
____	____	189. When asked to prepare a training presentation, this soldier prepared his two weeks in advance.
____	____	190. Although counseled repeatedly and assigned to Remedial PT, this soldier refused to work on improving his physical condition. As a result, he was not able to meet the physical fitness standards and was barred from reenlistment.
____	____	191. When it was this soldier's turn for daily clean-up, he swept only the easily accessible areas and did not bother to replace the plastic bags lining the trash cans.
____	____	192. When this soldier was assigned to guard a bivouac area at night on an FTX, he fell asleep at one of the training stations, even though he knew he was supposed to be walking the post.

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
____	____	193. During preparation for the annual general inspection, this soldier reported that his PPL area was ready and in good shape. At the pre-AGI inspection it was discovered that his PPL area actually needed considerable work.
____	____	194. During preparation for an airborne operation, when this soldier saw that one of the heaviest loads would go to a new radioman who was an inexperienced jumper, he volunteered to trade rucksacks with him.
____	____	195. When returning from an FTX, this soldier told the armorer that all weapons had been cleaned, although this was not true. During a spot check the next day, the Arms Room Officer discovered that the weapons were still dirty.
____	____	196. This soldier was instructed to maintain statistics on the daily use of his equipment so that at the end of the year it could be determined if the equipment was justified. He failed to maintain any statistics.
____	____	197. This soldier enrolled in college level courses, volunteered to instruct others in common soldier tasks, and developed his leadership skills in an effort to get promoted.
____	____	198. Despite repeated counseling, this soldier continued to abuse alcohol.
____	____	199. When tasked with conducting a class, this soldier used view graphs, training aids and special exercises to get his information across to the other soldiers.
____	____	200. This soldier volunteered to stay after duty hours to ensure that his types correspondence was reviewed and accepted by the chain of command in time for the meeting the next morning.
____	____	201. When asked to do so, this soldier was able to quickly and correctly demonstrate how to don and use the protective mask.
____	____	202. After being told to have his mustache trimmed in accordance with Army standards, this soldier showed up for duty with his mustache slightly trimmed, but not enough to meet standards.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
____	____	203. When tasked with learning Morse code, this soldier built a training device so that soldiers could send code to one another in the unit bay. As a result everyone learned the code more quickly and the unit's overall performance in code training improved.
____	____	204. Although this soldier knew that the new XO was very concerned with personal appearance, this soldier showed up for work wearing a uniform with a torn collar.
____	____	205. During preparation for SQT testing, this soldier missed one station of the hands-on-component practice, but did not bother to return later to cover it. Consequently, he did not pass that station on the SQT.
____	____	206. This soldier, after already working 12 hours, voluntarily stayed up all night to replace the transmission on an APC that was badly needed for an FTX. As a result, the APC was back in use within 24 hours and the platoon was able to carry out its mission.
____	____	207. During a water safety class, this soldier bragged about his own swimming skills and laughingly chided another soldier who could not swim.
____	____	208. During a surprise inspection, this soldier was found to be wearing a freshly starched uniform, spit-shined boots and a haircut that was even above the military standards.
____	____	209. While working duty as a motor pool guard driver, this soldier stopped by the barracks party, got drunk and then wrecked his truck on the way back to the motor pool.
____	____	210. When this soldier saw two other soldiers arguing over how to complete a job, he approached the men and showed them how they were both wrong and wasting time.
____	____	211. This soldier's squad was tasked to provide police calls to the platoon bridge project. Although his squad left at 1630 hours, he volunteered to stay with the bridge crew until 2200 hours.
____	____	212. As the new tool room keeper, this soldier not only cleaned the tool room, but also found some lumber, nails, and other materials that he used to completely reorganize the tool room.

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
____	____	213. Although this soldier was given specific instructions on how to clean up and organize the yard, he failed to follow the instructions and was unable to accomplish the task.
____	____	214. After this soldier was reminded that he was responsible for his vehicle, he began to properly perform the operator maintenance checks and services and accurately completed the necessary paperwork.
____	____	215. During an FTX involving extended operations, this soldier found out that another soldier was on his last meal; he gave one of his two remaining meals to the other soldier, resulting in increased unit morale.
____	____	216. While accompanying an officer, this soldier noticed that another soldier failed to salute the officer. He stopped the other soldier and reminded him of military courtesy.
____	____	217. When assigned to get linen from the warehouse post, this soldier neglected to count the linen that he actually received. When the linen was returned, it was 100 pieces short and a Report of Survey had to be prepared by the supervisor.
____	____	218. This squad leader made a point of being well prepared for FTX. As a result when the Brigade Commander gave a surprise inspection during FTX, he was the only leader who was able to brief the commander on the whereabouts of his personnel, their responsibilities, individual and squad sectors of fire, etc.
____	____	219. When this soldier saw another soldier pass out from heat exhaustion during an FTX, he immediately emptied his canteen onto him and gave others instructions on how to assist him. The soldier with heat exhaustion was saved from a life threatening situation.
____	____	220. When tasked to provide a piece of equipment for training, this soldier failed to inspect the equipment to see if it was operational before turning it over to the unit.
____	____	221. When assigned to be a driver for an evaluator, this soldier always reported early, in correct uniform, and with his vehicle fully prepared. He also volunteered to assist in various areas and willingly stayed late when required to do so.

PERFORMANCE   EFFECTIVENESS
CATEGORY   LEVEL

_____   _____   222.   This soldier memorized the minimum standards required
                         to pass each PT test. Then, during the test, he
                         stopped on each event after obtaining the minimum
                         passing score, even though he was capable of doing
                         much more.

_____   _____   223.   This soldier failed to observe that the drive shaft
                         was loose when performing the quarterly lube order
                         on his truck. Subsequently, while he was driving the
                         truck, the drive shaft came loose, breaking the
                         transmission and bell housing.

_____   _____   224.   This soldier pretended to be under his truck doing
                         maintenance, but he was really just sleeping there.

_____   _____   225.   This soldier was given instructions to get the filing
                         system in order for a supply inspection. He did not
                         ask for help even though he did not understand what
                         to do. As a result, he could not complete the job
                         and the filing system was rated unsatisfactory during
                         inspection.

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RETRANSLATION DATA - FORM A

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
1	13	7.692	1.380	000	000	000	000	000	923*	000	000	000	077	000	000	000
2	13	2.077	1.071	923*	077	000	000	000	000	000	000	000	000	000	000	000
3	13	7.615	.836	000	000	000	000	000	000	000	000	769*	000	077	769*	231
4	13	7.154	1.026	000	000	000	000	000	000	000	000	769*	000	077	000	154
5	13	7.308	1.202	000	000	000	000	000	000	000	000	000	077	231	231	692*
6	13	7.769	.799	000	000	000	000	000	000	000	000	846*	000	000	000	000
7	13	2.692	1.136	000	000	000	000	000	615*	000	000	000	385	000	000	000
8	13	8.000	.877	000	000	077	000	000	000	000	077	000	000	923*	000	000
9	13	7.154	1.026	000	000	077	000	000	077	000	000	615*	000	000	000	308
10	13	3.462	1.337	077	385	077	000	000	000	000	077	308	000	000	000	000
11	13	2.692	1.380	154	462	000	308	000	000	000	000	000	000	077	000	000
12	13	7.846	1.292	000	000	000	000	000	000	000	154	000	000	000	000	846*
13	12	1.917	1.147	1000*	000	000	000	000	000	000	000	000	000	000	000	000
14	12	6.833	1.280	000	083	083	000	833*	000	000	000	083	000	000	000	000
15	12	1.833	.799	000	917*	000	000	000	000	000	000	000	000	083	000	000
16	12	3.917	.862	000	000	000	1000*	000	000	000	000	000	000	000	000	000
17	12	1.233	.898	583*	333	000	000	000	000	000	000	000	000	000	083	000
18	12	7.167	.799	000	000	000	000	000	000	000	000	000	000	000	750*	250
19	12	6.667	1.106	000	000	000	000	000	000	083	083	500	417	083	000	333
20	12	6.750	1.422	000	083	000	000	000	000	000	667*	000	167	000	000	000
21	12	7.583	1.197	000	000	000	1000*	000	000	000	000	000	000	000	000	000
22	12	3.333	1.247	000	000	000	1000*	000	000	000	000	000	500	000	000	000
23	12	6.917	1.256	000	750*	000	000	000	000	000	000	000	667*	000	250	000
24	12	7.917	.862	000	000	000	000	083	083	000	000	917*	000	000	000	000
25	12	6.750	1.010	000	000	000	000	750*	000	000	1000*	000	000	000	000	000
26	12	3.750	1.010	000	500	000	000	000	000	000	000	083	417	000	000	000
27	12	6.667	.624	000	000	000	000	000	083	083	000	000	000	000	583*	333
28	12	3.000	1.030	000	333	000	000	000	000	000	000	083	583*	000	000	000
29	12	3.000	1.080	000	083	000	000	000	000	000	167	083	667*	083	083	000
30	12	6.833	.799	000	000	000	000	000	000	000	083	750*	000	000	083	000
31	12	3.667	.745	000	167	000	000	000	000	083	083	083	500	083	000	000
32	12	2.667	.471	000	000	000	000	000	000	000	333	000	667*	000	000	333
33	12	6.417	1.187	000	083	000	000	000	000	083	000	417	083	250	167	000
34	12	3.167	1.213	000	000	000	000	083	000	000	500	083	000	083	000	833*
35	12	6.250	1.090	000	000	500	000	000	000	000	000	000	000	083	083	417
36	12	7.200	.913	000	000	000	000	750*	000	000	000	500	000	083	000	000
37	12	2.633	.936	000	000	000	000	000	000	000	000	000	000	000	000	000
38	12	6.917	1.256	000	500	000	000	000	083	083	833*	083	417	000	000	333
39	12	1.583	.759	917*	083	000	000	000	000	000	083	000	083	000	000	000
40	12	6.433	.697	000	083	000	000	000	000	000	000	000	000	083	417	167
41	12	7.083	1.187	000	000	000	000	000	667*	000	250	250	000	083	000	000
42	12	3.417	.954	000	500	000	000	000	000	417	000	083	000	000	000	000
43	12	7.250	1.010	000	000	000	000	000	167	000	083	167	500	000	167	000
44	12	7.417	1.115	000	083	000	000	583*	083	000	083	333	000	250	000	000
45	12	1.333	.624	250	250	500	000	000	000	000	000	000	000	083	083	833*
46	12	5.667	.950	000	167	000	167	083	083	083	083	083	083	000	083	417
47	12	7.250	1.164	000	167	000	167	000	000	000	083	083	167	000	417	000
48	12	6.833	.699	000	000	000	000	000	833*	000	083	000	083	000	000	000
49	12	3.917	1.037	000	917*	000	000	000	000	000	000	000	083	000	000	000
50	12	2.583	.852	000	250	000	083	000	000	000	417	083	000	000	083	167

(DECIMAL POINTS ON PROPORTIONS OMITTED TO SAVE SPACE)
(ASTERISKS INDICATE DIMENSIONS OF CLASSIFICATION)

RETRANSLATION DATA - FORM A

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
51	12	2.333	1.027	500	333	167	000	000	000	000	000	000	000	000	000	000
52	12	2.583	1.187	000	000	833*	000	167	000	000	000	000	000	000	000	000
53	12	2.750	1.164	833*	083	000	000	000	000	000	000	000	000	000	003	083
54	12	3.417	1.037	1000*	000	000	000	000	000	000	000	000	000	000	000	000
55	12	7.083	.954	000	083	000	000	000	000	000	750*	083	083	083	167	000
56	12	2.657	1.247	833*	083	000	000	000	000	000	000	000	000	000	000	083
57	12	7.633	.793	000	000	333	000	000	000	000	083	417	000	083	417	000
58	12	7.083	.954	000	000	000	000	083	000	083	006	000	000	000	333	667*
59	12	6.583	1.115	000	000	083	167	000	000	083	000	083	167	000	250	250
60	12	2.833	.799	000	583*	000	000	000	030	033	000	000	833*	000	167	000
61	12	1.750	1.164	000	167	000	000	000	000	000	000	000	000	000	000	000
62	11	3.818	1.336	000	091	182	000	000	091	091	000	000	091	091	060	909*
63	11	6.364	.771	000	000	000	818*	000	003	545*	003	182	000	000	000	000
64	11	7.182	1.029	091	000	030	000	000	000	030	091	545*	182	091	030	273
65	11	6.818	1.029	091	000	000	000	000	020	000	000	182	000	000	455	000
66	11	2.818	.437	000	031	000	000	000	030	000	000	091	000	000	000	545*
67	11	7.545	.891	000	000	000	000	030	030	000	000	000	000	909*	000	000
68	11	7.091	.793	000	000	000	000	000	000	003	030	091	091	003	091	000
69	11	3.091	1.379	030	030	000	000	000	545*	000	000	000	455	000	000	000
70	11	5.727	1.052	030	999*	300	000	030	030	003	000	000	091	000	091	030
71	11	7.636	1.150	003	000	000	000	000	091	000	030	636*	000	182	000	000
72	11	3.727	.962	091	091	000	636*	030	000	091	000	091	000	000	000	000
73	11	6.182	1.113	000	000	000	000	000	818*	000	000	091	091	000	091	909*
74	11	7.000	1.044	000	000	000	000	030	020	091	000	000	030	000	031	000
75	11	2.455	1.233	000	1000*	000	000	000	273	000	000	000	727*	939*	831	060
76	11	8.182	.833	000	000	000	000	000	000	000	000	000	000	000	273	000
77	11	7.455	.656	000	000	300	000	000	000	003	636*	000	091	000	000	000
78	11	7.000	1.044	000	030	000	000	000	000	030	030	000	000	000	000	1030*
79	11	6.727	1.135	000	000	300	000	1000*	000	000	000	300	000	000	000	000
80	11	6.636	1.150	000	000	000	000	000	545*	000	000	273	000	000	000	727*
81	11	3.273	1.286	000	000	000	000	000	000	000	000	000	000	182	091	030
82	11	7.182	1.113	030	000	000	000	030	030	091	000	000	055	000	000	030
83	11	2.818	.716	003	000	000	000	000	000	000	000	000	063	000	000	000
84	11	1.818	.716	003	1000*	000	000	000	000	030	030	000	1000*	000	000	000
85	11	2.909	.793	000	031	091	000	000	000	000	030	000	000	000	000	000
86	11	5.182	1.098	000	364	000	000	000	364	273	273	000	364	000	545*	000
87	11	3.182	.833	000	000	030	000	000	030	000	182	091	003	000	000	000
88	11	6.364	.891	545*	545*	030	000	000	091	455	091	182	455	000	000	000
89	11	7.182	1.213	091	091	000	000	000	000	000	006	000	273	000	000	030
90	10	2.727	.500	000	000	000	000	000	000	000	000	000	003	1000*	000	000
91	11	2.455	.748	1000*	000	000	000	000	030	030	030	000	000	000	000	000
92	10	7.200	.748	000	000	000	000	300	000	000	000	400	364	000	600	000
93	11	3.000	1.537	091	091	030	273	000	455	030	000	727*	003	000	002	031
94	11	4.545	.782	000	819*	030	000	000	030	000	000	727*	091	182	000	000
95	11	7.273	.862	000	030	000	000	000	810*	030	030	455	000	091	000	000
96	11	7.636	.979	000	060	000	000	000	000	030	003	000	000	000	000	455
97	11	7.364	.891	000	000	000	273	030	000	030	030	727*	003	091	002	000
98	11	7.818	.936	000	091	000	000	000	000	000	000	727*	091	182	002	000
99	11	7.545	.948	000	030	000	000	000	030	030	030	455	000	091	031	455
100	11	2.545	1.233	091	091	000	000	000	000	033	091	636*	091	000	031	030

(DECIMAL POINTS ON PROPORTIONS OMITTED TO SAVE SPACE)
(ASTERISKS INDICATE DIMENSIONS OF CLASSIFICATION)

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RETRANSLATION DATA - FORM A

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
101	11	2.818	.716	060	182	182	000	000	000	000	000	000	000	000	545*	091
102	11	2.636	.881	000	091	364	000	000	364	000	000	000	182	000	000	000
103	11	6.727	.750	000	000	000	000	000	000	000	000	091	000	000	636*	273
104	11	7.455	1.157	000	000	000	000	000	091	909*	000	000	000	000	000	000
105	11	6.545	1.305	636*	000	000	000	000	727*	000	000	091	182	000	000	030
106	11	2.455	1.233	060	000	364	000	000	000	000	000	000	000	000	000	000
107	11	2.182	1.466	000	091	818*	000	000	000	000	091	000	091	000	000	000
108	11	2.909	1.164	000	727*	000	000	000	000	000	000	000	091	000	091	000
109	11	7.636	.771	000	091	000	000	000	000	000	000	091	000	000	000	909*
110	11	2.455	1.157	182	727*	091	000	000	000	000	000	000	000	000	000	000
111	11	2.636	1.367	091	909*	000	000	000	000	000	000	000	000	000	000	091
112	11	2.091	1.311	000	000	000	000	000	000	000	000	091	000	000	000	000
113	11	7.000	1.128	000	000	000	000	000	000	000	000	1000*	000	000	000	000
114	11	3.818	1.029	000	364	636*	000	000	273	000	091	091	636*	000	000	000
115	11	7.182	1.113	000	636*	364	000	000	000	000	000	182	182	000	000	000
116	11	6.727	1.135	000	091	000	000	000	000	000	000	273	000	091	727*	000
117	11	2.727	1.135	000	545*	364	000	000	000	000	000	091	000	000	000	000
118	11	3.000	.957	000	909*	000	000	000	455	000	000	000	545*	000	091	000
119	11	6.818	1.192	000	000	000	000	000	000	000	000	182	091	000	000	636*
120	11	1.818	.936	000	364	636*	000	000	000	000	000	000	000	000	000	000
121	11	7.000	1.044	030	636*	364	000	003	000	000	818*	000	000	273	000	000
122	11	8.273	.617	000	091	000	000	000	000	000	091	000	091	091	000	000
123	11	2.455	1.233	000	909*	000	000	000	000	000	636*	000	000	000	000	000
124	11	3.000	.551	000	000	000	000	000	000	000	000	000	000	182	000	182
125	11	2.818	2.405	182	455	091	000	000	000	000	000	182	182	000	000	000
126	11	2.060	.951	818*	091	091	000	000	000	000	030	030	091	091	031	030
127	11	7.545	.589	000	000	000	000	000	000	030	030	636*	000	000	000	000
128	11	3.364	1.068	000	000	000	000	003	000	000	818*	000	003	273	000	313*
129	11	3.091	.793	000	000	000	000	000	000	000	031	000	091	000	000	364
130	11	3.091	1.083	000	091	000	000	000	000	000	636*	091	000	182	000	030
131	11	3.455	.091	000	000	000	000	000	000	000	000	818*	003	000	000	182
132	11	2.818	.716	030	182	030	000	000	455	000	000	060	364	000	000	030
133	11	6.636	.979	000	091	000	000	000	000	000	091	091	000	091	818*	182
134	11	3.000	1.044	000	000	000	000	000	455	000	000	000	091	000	000	000
135	11	2.364	.979	000	000	000	000	000	000	000	000	000	030	273	000	006
136	11	2.091	.900	1000*	000	000	000	000	1000*	000	000	000	000	000	000	003
137	11	8.000	.853	000	000	091	000	000	000	000	030	182	000	000	030	182
138	11	6.818	.936	000	000	091	000	000	000	030	000	273	000	091	031	000
139	11	8.364	.771	000	000	000	000	300	000	000	000	182	003	003	003	313*
140	11	7.273	.750	000	000	000	000	000	000	000	010	455	000	000	182	364
141	11	7.364	1.068	000	000	000	000	818*	000	000	930	091	091	091	000	030
142	11	3.091	1.311	091	909*	000	000	000	000	000	000	000	030	000	000	000
143	11	6.455	1.157	030	000	000	000	000	273	000	364	051	182	091	091	000
144	11	6.364	1.150	000	000	000	000	091	000	030	030	727*	000	000	273	091
145	11	6.818	1.029	000	000	030	000	000	000	031	000	636*	000	000	909*	000
146	11	7.000	1.206	000	000	000	000	000	000	030	030	000	364	000	000	091
147	11	3.091	.668	000	000	000	000	636*	636*	000	006	000	000	000	000	000
148	11	2.182	.603	000	182	000	000	818*	000	000	000	030	000	000	000	030
149	11	6.727	1.355	000	000	000	000	091	000	003	000	455	000	000	031	364
150	11	7.000	.653	000	020	000	000	000	000	000	030	636*	000	000	000	364

(DECIMAL POINTS ON PROPORTIONS OMITTED TO SAVE SPACE)
(ASTERISKS INDICATE DIMENSIONS OF CLASSIFICATION)

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ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
151	11	7.818	.433	000	000	000	000	000	000	000	182	636*	091	091	000	000
152	11	3.364	1.068	000	455	000	000	000	000	455	030	000	091	000	000	030
153	10	6.000	1.414	000	700*	000	000	300	000	000	000	100	200	000	000	000
154	11	3.091	1.043	000	818*	000	000	000	000	000	000	182	030	000	030	000
155	11	7.182	1.029	000	000	000	000	000	000	000	182	273	364	030	000	182
156	11	6.273	1.052	000	000	000	000	000	000	000	091	727*	182	000	000	000
157	11	2.364	1.150	000	909*	000	000	000	000	000	030	091	000	000	000	000
158	11	6.636	.979	000	000	030	000	000	030	000	000	000	091	000	273	727*
159	11	6.636	.979	000	000	030	000	000	030	000	000	455	000	000	030	455
160	11	3.909	1.043	030	273	000	000	000	000	030	455	000	000	273	030	000
161	11	3.000	1.044	000	000	000	1000*	000	000	000	000	000	000	000	000	000
162	11	8.091	.900	000	000	000	000	000	000	030	030	091	000	000	000	909*
163	11	3.364	.643	000	000	000	000	000	000	000	818*	000	182	000	000	000
164	11	4.000	.951	000	000	000	000	000	000	000	1000*	000	000	000	000	000
165	11	3.727	.862	000	000	000	000	000	000	030	000	636*	182	000	031	091
166	11	2.000	.739	000	000	030	000	000	273	000	000	000	727*	000	000	000
167	11	7.182	1.113	000	000	091	000	000	000	000	000	909*	091	000	000	000
168	11	6.818	.833	000	000	030	000	000	000	000	030	636*	091	091	031	182
169	11	7.091	.793	000	000	000	000	000	000	000	000	091	091	000	727*	091
170	11	8.182	.936	000	000	000	000	000	000	000	000	000	000	000	000	1000*
171	11	7.455	1.157	030	455	000	000	000	000	330	182	000	364	000	000	030
172	11	2.727	.962	000	000	030	000	000	000	1000*	000	000	000	000	000	030
173	11	1.909	.793	000	000	000	000	000	000	030	000	030	000	000	000	030
174	11	6.545	.988	1000*	000	000	000	000	000	000	030	000	000	1000*	000	000
175	11	2.727	.862	000	000	091	000	000	000	000	000	545	000	091	000	273
176	11	6.636	.881	000	818*	000	030	000	030	000	000	091	091	000	000	091
177	11	6.545	1.233	000	000	000	000	000	182	030	000	182	000	000	000	636*
178	11	7.545	1.237	000	000	000	000	000	000	000	000	1000*	000	000	030	030
179	11	7.273	1.420	030	000	000	000	000	000	030	182	545*	273	000	000	000
180	11	7.727	1.115	000	000	000	000	000	000	030	091	727*	091	000	000	031
181	11	7.000	1.128	030	091	000	000	000	000	030	030	1000*	030	000	030	030
182	11	6.727	1.175	000	000	000	000	000	030	030	091	909*	000	000	000	030
183	11	2.545	.891	000	091	000	000	000	091	030	818*	091	000	091	000	000
184	11	6.364	.979	000	000	000	000	000	000	000	636*	000	364	000	000	030
185	11	2.818	.716	000	000	000	000	000	727*	000	030	000	273	000	000	000
186	11	3.455	.656	000	364	364	000	000	000	031	091	091	364	000	031	000
187	11	6.364	.771	091	000	000	000	000	000	000	182	091	455	091	182	000
188	11	7.364	1.083	030	000	000	000	000	030	030	030	000	000	000	182	273
189	11	6.455	1.213	003	091	818*	000	000	091	030	030	727*	091	091	031	030
190	11	2.273	.750	000	000	000	000	1000*	000	030	000	000	000	000	000	000
191	11	3.273	.617	000	091	000	000	1000*	030	545*	030	091	273	000	000	030
192	11	2.273	1.135	030	818*	000	000	000	727*	030	000	091	091	000	000	000
193	11	3.182	.833	000	000	000	000	000	000	031	091	000	455	030	000	030
194	11	6.909	1.083	000	091	000	000	000	000	030	000	091	000	030	182	000
195	11	2.636	1.150	000	091	818*	030	000	091	030	030	000	000	030	031	273
196	11	2.182	.333	000	455	000	000	000	091	030	000	000	455	030	000	030
197	11	7.636	.981	000	000	000	000	000	091	030	030	091	030	909*	091	030
198	11	2.182	.833	1000*	000	000	000	000	000	030	000	000	000	000	000	000
199	11	6.727	.962	030	003	000	000	000	000	000	182	182	000	000	636*	030
200	11	6.818	1.113	000	003	000	000	000	000	000	000	818*	182	000	000	000

(DECIMAL POINTS ON PROPORTIONS OMITTED TO SAVE SPACE)
(ASTERISKS INDICATE DIMENSIONS OF CLASSIFICATION)

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RETRANSLATION DATA - FORM A

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
201	11	6.273	1.213	000	000	000	000	000	091	000	818*	000	000	091	000	000
202	11	4.091	.668	000	364	030	636*	000	000	000	000	000	003	000	000	030
203	11	6.909	1.083	000	000	000	000	000	000	000	091	364	000	000	455	091
204	11	3.364	.771	000	091	000	909*	000	000	000	000	000	000	273	000	000
205	11	3.364	.643	000	031	000	000	000	600	000	031	273	273	000	000	003
206	11	7.273	1.135	000	000	000	000	000	091	000	003	909*	000	091	091	818*
207	11	2.818	1.192	000	000	000	006	000	000	000	000	000	000	000	000	000
208	10	7.000	.775	000	000	000	1000*	000	000	000	000	000	000	000	000	000
209	11	1.636	.643	818*	182	000	000	000	000	000	000	000	000	000	000	000
210	11	6.818	1.113	003	000	000	000	000	000	033	000	091	000	000	000	030
211	11	6.727	1.296	003	000	000	000	030	000	030	030	909*	060	000	060	091
212	11	7.182	1.266	030	273	000	000	000	000	091	000	909*	364	003	000	000
213	11	3.545	.498	030	000	000	000	000	636*	000	182	000	182	000	000	030
214	11	5.545	1.157	030	000	030	000	000	000	030	182	000	182	000	000	030
215	11	6.818	.936	000	636*	091	000	000	000	000	000	000	000	000	000	1000*
216	11	6.636	1.068	000	000	000	000	000	000	000	000	030	1000*	000	273	000
217	11	2.636	.771	000	000	000	030	000	000	000	152	364	182	182	000	030
218	11	7.182	1.192	000	000	000	000	000	000	000	030	091	000	000	091	000
219	11	8.091	.793	000	000	030	000	000	364	003	030	000	636*	000	031	818*
220	11	3.000	.739	000	000	330	000	000	000	000	006	000	000	000	000	003
221	11	7.182	1.113	000	000	030	000	545*	000	000	000	909*	091	091	000	000
222	11	4.182	.936	000	000	000	000	000	636*	030	030	364	000	000	000	000
223	11	2.636	.981	000	000	000	000	000	000	030	030	000	364	000	000	000
224	11	2.727	1.052	000	142	273	000	000	000	030	020	455	091	003	000	000
225	11	2.509	.900	000	030	000	000	000	000	000	636*	273	000	091	030	000

(DECIMAL POINTS IN PROPORTIONS OMITTED TO SAVE SPACE)
(ASTERISKS INDICATE DIMENSIONS OF CLASSIFICATION)

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ARMY-WIDE PERFORMANCE EXAMPLE
RATING BOOKLET

Form B

Name _____

Rank _____

Post _____

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PERFORMANCE   EFFECTIVENESS
CATEGORY   LEVEL

_____   _____   1. This soldier was always present on time at morning formations.

_____   _____   2. During a unit drown proofing exercise, this soldier, while in uniform with helmet, load bearing equipment, protective mask and weapon, swam 15 meters.

_____   _____   3. This soldier and his buddy correctly erected their two man tent. As a result, they stayed dry at night even during a severe thunderstorm.

_____   _____   4. This soldier cleaned his M-16 rifle so thoroughly that it was accepted by the unit armorer into the arms room after only the first inspection.

_____   _____   5. When this soldier was instructed to negotiate a land navigation course using a map and compass, he ran the entire course, hitting every check point, in record time.

_____   _____   6. This soldier worked on keeping physically fit, so that during PT he could easily complete all the exercises.

_____   _____   7. When this soldier saw two other soldiers attempting to push start a jeep, he voluntarily pitched in to help them.

_____   _____   8. During a confidence course exercise, this soldier volunteered to go first for demonstration purposes, even though he was not particularly adept at confidence/obstacle courses.

_____   _____   9. When the soldier noticed that NCOIC was incorrectly folding up the flag during a flag detail, he tactfully pointed out the error.

_____   _____   10. This soldier politely corrected the company CO's uniform appearance by pointing out to the captain that he was wearing the first sergeant's hat.

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	11. When assigned to clean all windows in the platoon billets, this soldier did such a thorough job that the platoon sergeant commended him on his performance.
_____	_____	12. When told to read to himself the instructions for the chemical decontamination kit during training, this soldier sat back and talked to a buddy.
_____	_____	13. When the mess sgt. became ill and his assistant was on leave, this soldier stepped forward and took charge. For two days he got the meals out on time and took care of administrative functions.
_____	_____	14. While participating in a German-American carnival, this soldier became drunk and refused to leave when asked to do so by the German bartender.
_____	_____	15. This soldier voluntarily assisted another unit, who had a very inexperienced PLL clerk, before and during a maintenance inspection. As a result, the unit received a commendable rating on the inspection.
_____	_____	16. During a time when there was an unusually heavy paperwork load, this soldier volunteered to work after hours to assist the unit. As a result, all actions were completed before the required suspense date.
_____	_____	17. During a field exercise this soldier pulled the pin on a hand grenade, fumbled and dropped it into his own foxhole, endangering the lives of his instructor and himself.
_____	_____	18. This soldier cleaned the latrine so thoroughly that the platoon sergeant was able to find only two small deficiencies which were correctable within two minutes each.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
———	— — ——	19. When assigned to KP duty, this soldier cleaned all of the pots and pans, removing all of the baked-on food and finishing thirty minutes sooner than typical.
———	———	20. During drill and ceremony training, this soldier continually executed his turns on the wrong foot.
———	———	21. After being instructed to get a haircut, this soldier still showed up at formation needing a haircut.
———	———	22. When told to prepare for guard mount, this soldier memorized all of the special and general orders and prepared his uniform and weapon. As a result, he was named "supernumerary."
———	———	23. When tasked to pull CQ runner, this soldier performed all his duties correctly and on time over a 24 hr. period.
———	———	24. This soldier stole $100 dollars from a roommate's wallet.
———	———	25. When this soldier's section received a new chief, this soldier questioned the chief on every single policy change that he made. The chief eventually asked that the soldier be reassigned out of his section.
———	———	26. When his section lost its cadence caller during a two-mile run, this soldier fell out of formation and began calling cadence. Although he had never done it before, he called an accurate and original cadence for the last mile of the run.
———	———	28. Although this soldier knew he was only allowed to drive when a superior was with him, he took the jeep out for a test drive alone. He subsequently lost control of the vehicle and hit another truck.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	29. When this soldier saw another soldier collapse from heat exhaustion during a FTX, he immediately administered first aid and had the radioman call for medical support.
————	————	30. When called on a no-notice readiness exercise, this soldier put an inflatable air mattress in his duffle bag instead of packing the bag properly. As a result, when he arrived at the installation site, he had no supplies and had to be issued new ones.
————	————	31. During a FTX, this soldier poured water from his canteen over his mess kit and returned to his position without going through the mess kit laundry line.
————	————	32. This soldier requested a pay advance when he went on a 30-day leave. He spent the two months pay while on leave and then had to ask for financial help to meet his family's needs when he returned to post.
————	————	33. Although this soldier had been promoted to SP5, he began arriving late for work and missing formations. Even after counseling he still continued this behavior and was eventually demoted to E4.
————	————	34. This soldier enrolled in Army correspondence courses on Combat Intelligence to improve his skills. Then, when the S2 clerk was not available to go to the field, he volunteered to replace him. Because of his course work, he was able to successfully perform all the S2 clerk duties.
————	————	35. During platoon or company runs this soldier, who was in excellent physical shape, always fell out, complaining about injuries, yet was well enough to play on the company sports team.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	36. When several people were injured in a live fire raid, this soldier began immediate first aid on the wounded and organized the rest of the soldiers in the immediate area until medical personnel and superiors arrived.
_____	_____	37. During a FTX, when a superior force "hit" the battalion, several soldiers, who were cut off from the rest of the platoon, panicked. This soldier found the separated soldiers, calmed them down, organized them and linked up with the rest of the platoon.
_____	_____	38. Although this soldier had attended the briefing and all rehearsals for an upcoming mission, during the actual mission he failed to follow his instructions about where to go. Consequently, he went off in the wrong direction and was lost in the desert for two days.
_____	_____	39. During a night movement down a river, a boat turned over, throwing all soldiers into the water. This soldier, who was in the safety boat, identified one soldier who was weighted down by a weapon and immediately dove into the water to save him.
_____	_____	40. When this soldier was approached by another soldier who was selling drugs, he notified the CID. He then volunteered to work undercover with the CID to help them break up the drug ring.
_____	_____	41. This soldier spoke English but when he did not want to follow his squad leader's instructions, he claimed it was because he did not understand English.
_____	_____	42. During down time in the field, this soldier prepared MOS related classes and taught them to fellow squad members.
_____	_____	43. During preparation for an IG inspection, this soldier cleaned his area, the area of one soldier who was on duty, and the area of another soldier who was on leave. As a result, the billets satisfactorily passed the IG inspection.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	44. While attending Ranger school, this soldier snuck in candy by filling his canteen with M&Ms. Consequently, when he went into the field, he had no water to drink and suffered from dehydration.
————	————	45. This soldier was the company armorer. He put in additional hours on his own time to repair weapons, resulting in the company having the best arms room for five quarters straight. Also, due to the armorer's repairs, the company could deploy with 98-100% of all weapons FMC.
————	————	46. When this soldier was assigned to be a guidon bearer for the first time, he sought out the 1SG for instructions and practiced after duty to prepare himself.
————	————	47. Even during an unannounced inspection, this soldier's locker is always squared away.
————	————	48. This soldier voluntarily spent over 14 hours of his off duty time preparing his personal weapon for the inspection.
————	————	49. This soldier was tasked to research a problem related to another soldier's promotion eligibility. He found the pertinent regulations too difficult, did not know how to initiate independent action and was unwilling to listen to advice. Consequently, he was unable to complete the task.
————	————	50. Although this soldier played raquetball or basketball daily, he said he could not attend a FTX due to an injured foot.
————	————	51. Although this soldier was in debt and could not support his dependents, he continued to spend money for personal pleasures, hoping that the government would support his family.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	52. When this soldier saw several soldiers falling out of the morning run, he stepped forward and initiated a cadence call which motivated the unit to keep going.
————	————	53. This soldier was tasked to prepare a list of unit equipment required for a field exercise. After three days, he had still not started the list and claimed it was too difficult a task.
————	————	54. This soldier was given two secret documents to deliver to another staff agency the same day. He left the documents in his jeep and did not deliver them until two days later.
————	————	55. When this senior first-term soldier saw a fight break out in the dining hall, he decided to ignore it rather than take action to stop it.
————	————	56. This soldier allowed his hair to exceed the maximum length, never shined his boots and mismatched his uniforms.
————	————	57. In preparation for a complete inspection, this soldier painted the exterior of the vehicle, lubricated all moving parts, rendered missing equipment, replaced worn tires, and brought his vehicle up to acceptable maintenance standards.
————	————	58. When instructed to return to his duty station within 15 minutes, this soldier failed to do so.
————	————	59. When selected to be an aggressor in a unit ARTEP, this soldier donned complete camouflage, learned a bit of Russian, took charge of an assault team, and played his role convincingly.
————	————	60. After being directed to clean up his living area, this soldier continued to leave his bed unmade, to place dirty clothes and empty food containers in his wall locker, and to store wooden pallets under his bed.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	61. When this soldier had to take over another soldier's position in an emergency, he did so without complaining or asking for relief from his principal responsibilities. For two weeks he performed both jobs to standard.
_____	_____	62. After repeated training on how to assemble his load bearing equipment, this soldier still could not assemble his equipment. Consequently, other soldiers had to continually help him out.
_____	_____	63. When this soldier was assigned to stay extra hours after duty as a punishment for tardiness, he failed to do so.
_____	_____	64. This soldier was tasked to perform police call on the surrounding outside area of the office building in preparation for a VIP visit. He policed the area, including sweeping and mopping the inside of the office as well.
_____	_____	65. This soldier was tasked with distributing papers to several prescribed sections within an hour. He completed the task within thirty minutes and every prescribed section received the paper.
_____	_____	66. In preparation for a safety inspection, this soldier got the other soldiers together and offered them advice on how they could correct potential safety hazard areas.
_____	_____	67. When his unit was tasked to set up a display for an air show, this soldier coordinated the equipment, made posters and studied the subject.
_____	_____	68. When this soldier was tasked to participate in an air show for the public, he made sure that his appearance was up to the highest standards on the day of the show.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	69. Because this soldier knew he would not receive full training on the job for his new MOS, he requested that the training NCO enroll him in additional correspondence courses.
————	————	70. When this soldier noticed a rip in the tent that he was taking down, he sought out his squad leader, obtained the tool repair kit and mended the rip.
————	————	71. Upon completing his assigned clean-up task after the FTX, this soldier asked the platoon sergeant what he could clean next to help out.
————	————	72. Every PT morning for two weeks this soldier went on sick call. When the platoon sergeant checked on this, he found out that the soldier spent his time watching TV and was not really sick.
————	————	73. This soldier pushed the platoon sergeant and threatened to kill him.
————	————	74. While performing PMCS, this soldier failed to check the lug nuts on the wheels of the vehicle. Subsequently, during movement of the vehicle, a wheel fell off, causing damage to the rear end.
————	————	75. This soldier told his CO about two others who were pressuring him to smoke pot. With this information, the CO was able to catch the two drug users.
————	————	76. After this soldier failed his first PT test, he began working on his own to get in shape. Consequently, he passed the second PT test with a high score.
————	————	77. This soldier volunteered to try and call cadence during PT.
————	————	78. When assigned to police some messy platoon areas, these soldiers decided the areas were clear enough and took off for the snack bar, instead.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	79. Although this soldier knew his General Training test scores were very low, he made no effort to raise his scores or to complete a GED. Consequently, when he wanted to re-enlist, he was turned down.
————	————	80. After this soldier was identified as being overweight, he made no attempt to stay on his diet and continued to gain more weight. He was eventually eliminated from the service due to his weight problem.
————	————	81. When this soldier was acting squad leader, he failed to have the squad members prepare their rooms for inspection.
————	————	82. This soldier volunteered to help with a Cub Scout project on the weekend. He signed up for the woodworking project which required an additional evening of preparing as well.
————	————	83. This soldier bought a product on time for higher monthly payments than he could afford. A letter of indebtedness was sent to the soldier's company and he had to return the merchandise.
————	————	84. During three morning inspections this soldier showed up with a clean uniform, shined boots and a good haircut.
————	————	85. This soldier failed to clean his truck or to fill it with fuel before he was released from duty.
————	————	86. Although soldiers are required to read the unit bulletin board that gives the guard roster and reporting time, this soldier claimed he did not know when he had guard mount duty.
————	————	87. When assigned to be a driver for visiting foreign dignitaries, this soldier cleaned and polished his vehicle.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	88. This soldier along with two others broke into the hospital pharmacy and stole narcotics.
————	————	89. This soldier, who had stereo equipment stolen while in the field, made a claim against the government and included an item that he had sold prior to the theft.
————	————	90. While AWOL, this soldier applied for Army Emergency Relief (AER) for financial assistance. He had a friend call the AER officer, acting as his CO, so that the company would not be contacted and report his AWOL status.
————	————	91. When applying for financial aid, this soldier falsely stated that he was married so that he could obtain more money than he was entitled to.
————	————	92. This soldier, who was capable of meeting PT standards, dropped out of the run because he didn't feel like running.
————	————	93. Although this soldier did not want to go to the PLC course, he did everything necessary, without complaint, to prepare for the course. He also attended and successfully completed it.
————	————	94. When applying for financial assistance, this soldier answered the interviewer's questions honestly, giving clear information about his financial situation. He also provided all necessary documents to indicate that his need was valid.
————	————	95. When applying for financial aid, this soldier did not display military courtesy toward the interviewer.
————	————	96. Although this soldier knew that raincoats were standard equipment for certain exercises, he showed up without a raincoat because he thought he would not need it. Consequently, he had to perform in a sudden rainstorm without protective clothing.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	97. When his military vehicle stalled, this driver failed to take it out of gear prior to restarting it. As a result of this, when he started the vehicle up, it lurched forward and hit another vehicle.
_____	_____	98. Because this soldier disagreed with the SOP for wearing uniforms and equipment, he refused to follow it.
_____	_____	99. This soldier was told by Army community services that he would be charged for items he had not returned to the lending closet. He became upset and began using foul and abusive language in front of the other clients and employees.
_____	_____	100. When several soldiers started to fall behind during a PT run, this soldier fell back and offered encouragement and motivation to them, before returning to the formation.
_____	_____	101. This soldier tried to impose his religious beliefs on his peers. His zealousness interfered with his job performance and the performance of those who had to work with him.
_____	_____	102. This soldier became loud and abusive in the mess hall. His behavior was so disruptive that the MPs were called to take him away.
_____	_____	103. This soldier's living area consistently failed to comply with SOP of the company. Consequently, he was denied promotion and transferred to another unit.
_____	_____	104. When his unit was tasked to provide a float for the St. Patrick's Day parade, this soldier developed a plan for the float and supervised the art work. As a result, the float won first prize in the parade.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	105. During a 25-mile road march, this soldier assisted another soldier who had developed leg cramps by carrying him part way. Once others saw what was happening, they pitched in too and helped the soldier with leg cramps finish the march.
_____	_____	106. Although this soldier knew that alcohol was prohibited in the field, he brought along a bottle of vodka to the field site.
_____	_____	107. This soldier consistently maintained his equipment and, over a period of seven months, it was not deadlined once.
_____	_____	108. During pre-deployment to Germany, when other soldiers were using a variety of excuses to get out of going, this soldier stepped forward and volunteered.
_____	_____	109. The platoon selected this soldier to go before the soldier of the month board on very short notice. Although he had no time to prepare, he received the highest score and was selected soldier of the month.
_____	_____	110. Because he did not want to lose face with his peers, this soldier failed to report a crime which eventually cost the government a large amount of money.
_____	_____	111. When told to conduct a raid, this team leader informed his men of the equipment to carry, time of attack, route to and from objective, the position of each man, and each man's duty. Consequently, the raid was successfully conducted without any men being wounded or killed.
_____	_____	112. Because this soldier wanted to get out of the Army, she tried to convince everyone that she was a homosexual.
_____	_____	113. When the platoon sergeant became ill during an emergency deployment readiness exercise, this soldier went down to the motor pool and dispatched all the required vehicles without being told to do so.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	114. When this soldier found the post commander lying on the pavement during physical training, this soldier immediately tried to administer CPR.
————	————	115. In order to be able to run two miles within the required 17 minutes, this soldier practiced running on weekends and during lunch time.
————	————	116. When assigned to drive a five-ton tractor and semi-trailer, this soldier did not unlock the brakes on the trailer. Consequently, the tires on the trailer caught fire.
————	————	117. Although this soldier was required to check all security clearances for a briefing, he checked everyone's except the officers. The officers were later denied access to the briefing because they did not have the proper clearance.
————	————	118. It was this soldier's job to provide medical support during a field training exercise. However, since there were no medical emergencies, he volunteered to help set up the bivouac site.
————	————	119. This unit armorer spent long hours in the arms rooms cleaning the surplus weapons and preparing required documents for his files.
————	————	120. This soldier arrived at NBC training with only a partial issue of his NBC clothing. Consequently, he could not participate in some phases of training.
————	————	121. When standing in-ranks inspection for the Annual General Inspection, this soldier forgot who his squad leader was even though he had been reminded several times.
————	————	122. This soldier's section was tasked with setting up a range which required a NCO in charge. No one wanted the job so this soldier, a senior E-4, volunteered to take it.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
———	———	123. When this soldier was tasked with preparing training on a tank, he spent his leave day preparing a diagram and notes on the many components of the tank to show the NCOs.
———	———	124. This soldier was tasked with having his class A's physically in formation and ready for a spot check by the platoon leader. He brought in only his medals and insignia, claiming his class A's were in the cleaners although he did not have a cleaning ticket.
———	———	125. This soldier left his barracks room, after he had agreed to watch his roommate's valuables while his roommate was in the shower.
———	———	126. This soldier competed against five other soldiers for the position of colonel's orderly. He put forth extra effort and worked long hours to make sure his weapon was spotless and his uniform was in top shape. As a consequence, he was selected as colonel's orderly.
———	———	127. When this soldier was assigned to give a segment of PT to the troop by the manual, he did not form the troops in the right steps and failed to give the cadence and quantity of exercise.
———	———	128. This soldier was charged by the housing inspectors for continually claiming objects to replace those he had broken in the living area.
———	———	129. This soldier was supposed to come in one hour prior to formation to ensure that his personnel were ready for mission. Instead, he came in 20 minutes early and spent time drinking coffee rather than informing his soldiers of the day's activities.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	130. When participating in an escape and evasion training exercise with seven aggressors against one soldier, this soldier quickly found the best escape route and accomplished his mission before anyone else.
_____	_____	131. When told to prepare for a security inspection of personal equipment, this soldier did not secure his small valuables, but instead left them in his desk.
_____	_____	132. When asked to stay late to help catch up on paperwork, this soldier never complains and always agrees to stay, even though he knows he could leave.
_____	_____	133. When tasked to build map boards to use in the battalion TOC, this soldier worked late hours and used his own money to make outstanding map boards.
_____	_____	134. This soldier failed to show for work at the proper time because he was at a bar getting drunk.
_____	_____	135. This soldier, who was in charge of a whole platoon, misplaced the police radio and never found it again.
_____	_____	136. Although this soldier was aware of the unit's policy about shaving, he failed to shave while in the field.
_____	_____	137. This soldier placed a white sheet around his body and began talking about the Ku Klux Klan while drinking beer in the parking lot on post.
_____	_____	138. While cleaning out his room, this soldier threw a weight set out the window. Not only were his actions dangerous, but other soldiers then had to haul the weight set off to the dumpster.
_____	_____	139. During a field exercise, this soldier lost items of his TA-50 equipment.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	140. This soldier was arrested for possession of marijuana.
_____	_____	141. While on a field mission in which soldiers were to work and sleep on six hour shifts, this soldier kept working for 24 hours with only a little time out for rest. As a result of his help, his unit was able to move out a large number of convoys throughout the night.
_____	_____	142. When preparing for an annual general inspection of TA-50 equipment, this soldier washed his headband with soap but failed to get all the soap off the band.
_____	_____	143. This soldier knew that his section was short two soldiers and that they would not be replaced right away. This soldier volunteered to work extra shifts until the section was taken over by DOD personnel.
_____	_____	144. When MPs were around, this soldier always put them down by saying things such as "MPs are not part of the Army."
_____	_____	145. This soldier, the team leader, was instructed to move out and secure a forward area after his team had just completed a 20-mile reconnaissance. This soldier explained to his team the importance of the mission and gave each member a chance to suggest ideas on how to accomplish the move. As a result, even though the men were tired, they accomplished the mission.
_____	_____	146. During an equipment inventory after a FTX, this soldier had all equipment present and in a serviceable condition.
_____	_____	147. When this soldier was assigned to team up with a black service member for a post police detail, he made several racial slurs towards the black soldier. This resulted in a heated argument between the two soldiers.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	148. When assigned to teach a class, this soldier took time to prepare for the class and maintained a cool and effective manner while presenting his material.
————	————	149. When assigned to teach a class, this service member failed to make sure that a classroom was reserved for his class.
————	————	150. This soldier wrote a short scenario of events scheduled to take place in conjunction with the movement to and movement of the Blackwell Bridge. He also spent several non-duty hours investigating the history of the bridge. This story was eventually published in the post and the local newspaper.
————	————	151. To prepare for the commander's inspection, this service member spent many hours painting, cleaning, waxing, and polishing his area of responsibility.
————	————	152. This service member, who was working in the POL storage yard, took motor oil and gas home for his personal use.
————	————	153. This soldier spent his own time teaching other soldiers the proper methods needed to master Basic Soldier Knowledge Skills. Consequently, these soldiers received a passing score on the hands-on portion of the SQT.
————	————	154. This soldier kept up on his technical manuals and was able to maintain his vehicle in a constant ready posture. Because he was so knowledgeable about vehicle maintenance, he accepted the responsibility of training both subordinates and superiors in this area.
————	————	155. This soldier took charge of a newly arrived service member and his family by helping them to find housing and lending them his car.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	156. This soldier, who was acting as assistant squad leader, neglected to inspect his men before the PSG and the 1st SG conducted their inspection.
————	————	157. This soldier made sure that all hand receipts were properly marked and displayed for the monthly inventory.
————	————	158. When this soldier missed PT formation, he made up an excuse about having a flat tire on his car.
————	————	159. When the unit was preparing for an Annual General Inspection, this soldier continued to work after standards had been met. He also went back and rechecked areas that had been previously checked and corrected any shortcomings that he noted.
————	————	160. During recovery operations, this soldier washed his vehicle and ensured that the wash rack area was cleaned up after he used it.
————	————	161. When detailed as KP during FTX, this soldier did his assigned duties of washing utensils and policing the area, but he required constant supervision.
————	————	162. After performing PMCS on his vehicle, this soldier steam cleaned the vehicle, made sure that maintenance logs were updated and that needed parts were on order.
————	————	163. This soldier, when acting as a squad leader, did not explain the mission to his men or offer them a chance to perform as a squad team. Consequently, his men performed the mission with little enthusiasm.
————	————	164. This soldier, a mail clerk, was late in delivering the mail and failed to maintain established operating hours.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	165. When preparing billets inspection, this soldier made his bed to standards but did not change the air conditioner filter, dust tops of door and window sill or clean the dust out of the corners.
_____	_____	166. This service member made excellent use of his time by reading field manuals and technical manuals during the late night hours while assigned as Charge of Quarters.
_____	_____	167. Because this soldier knew that the commander would be walking through, he put extra effort into cleaning his room and the command area.
_____	_____	168. At a weapons system demonstration for the local community, this soldier gave visitors a tour of the unit area and explained unit equipment. Consequently, several community members wrote thank you letters to the unit.
_____	_____	169. When his team had motor stables, but the team leader was out sick, this soldier gathered the team together and saw that they performed the motor stables. After they completed the maintenance duties, he also checked their work.
_____	_____	170. At a TA-50 layout inspection, this soldier's equipment was so well displayed and laid out that the platoon leader took pictures of it to place on the platoon bulletin board.
_____	_____	171. After returning from the field, this soldier washed all of his equipment and turned in any unserviceable equipment in preparation for the commander's inspection.
_____	_____	172. At a ball game, this soldier cut in line in front of 50 other people waiting to get in the gate.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	173. This soldier missed his appointment for his annual medical check up. Consequently, he will have to wait another year to be scheduled again.
_____	_____	174. During his off duty time, this soldier teams up with a supervisor to gain more experience and learn more about the job.
_____	_____	175. Although this soldier had been informed of his duties for the parade, he neglected to bring his reflectorized vest on the day of the parade. Consequently, he could not perform his traffic control duties.
_____	_____	176. When left in charge of the tent area during a field exercise, this soldier stole two rain suits.
_____	_____	177. This soldier took his uniforms off post to a laundry and had them starched and pressed in violation of post rules.
_____	_____	178. When the squad leader became ill, this soldier took over the training session and gave the rest of the presentation.
_____	_____	179. This soldier helped to make a picnic for the handicapped a success by renting ponies for the children to ride and giving out special trophies.
_____	_____	180. This soldier was ordered to be at the motor pool to pick up his vehicle one hour before the unit moved to the field. He showed up late, stating that he did not like to be ordered around.
_____	_____	181. After several days of instruction on how to operate the computer copy writer, this soldier did not know what keys and terminal to use when assigned to print a letter.
_____	_____	182. Before an inspection, this soldier neglected to make his bed, clean the floor or empty the trash can.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	183. After being asked to turn down his stereo so that others could sleep, this soldier turned up his stereo and left it on.
_____	_____	184. This soldier, a squad leader, was late for morning inspection three days in a row.
_____	_____	185. This soldier ran eight miles to get help for 17 victims trapped in an overturned bus.
_____	_____	186. This soldier was constantly indebt and eventually had to be eliminated from the service due to his inability to manage his financial affairs.
_____	_____	187. Due to this soldier's military knowledge and displayed courtesy, he was selected from among the soldier of the month winners to be the General's personal driver.
_____	_____	188. After being shown how to scale a wall on the obstacle course on several occasions, this soldier still refused to do it the standard way.
_____	_____	189. This soldier took courses after duty hours to improve his chances for promotion.
_____	_____	190. After failing the standard physical fitness test, this soldier did not work to improve his stamina and strength. Consequently, he was barred from reenlistment.
_____	_____	191. This soldier punched a hole in the wall of his quarters.
_____	_____	192. This soldier neglected to lock up his personal property. As a result, his cassette recorder was stolen.
_____	_____	193. This platoon sergeant discriminated against some soldiers by not applying the haircut regulations equally to minority and nonminority members.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	194. A urinalysis indicated that this soldier had been using drugs.
_____	_____	195. This soldier reported in late to advance NCO schooling. Consequently, he was refused admission to the school.
_____	_____	196. When a Code 3 message came down from higher headquarters, one battery missed it because the Charge of Quarters had vacated his post. The entire division moved out on alert except for this soldier's battery.
_____	_____	197. The battery commander instructed everyone to be packed and ready for movement at 0800 hours. This soldier did not arrive until 1000 and missed the movement.
_____	_____	198. This soldier failed to maintain his equipment in combat ready state.
_____	_____	199. This platoon leader gave preferential treatment to white soldiers and referred to black soldiers as "boy."
_____	_____	200. This soldier volunteered to go airbourne and to the special forces in an effort to further his career.
_____	_____	201. By carefully following the SOP on the battery's tasking for billets inspection, this soldier's platoon won "best platoon" for two consecutive months.
_____	_____	202. Although this soldier had been told to prepare for the commander's inspection, he did not shine his boots, have his hair cut, or press his uniform before he showed up at formation.
_____	_____	203. Although this soldier had been warned about the barracks inspection, she did not wax and buff her floors, set up her wall locker or place her shoes in the correct position under her bed.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	204. When this soldier went before the promotion board, he told them that he did not think he needed any more education than he already had.
————	————	205. This soldier was 30 minutes late for formation, even after being warned about tardiness.
————	————	206. While in a field training environment, this soldier failed to secure his TA-50 equipment and consequently lost it all.
————	————	207. This soldier began to argue loudly with a cashier in a community store when she did not want to accept his returned merchandise.
————	————	208. When this soldier was ordered to take a small party of soldiers along the perimeter of a FTX site in an orderly fashion, he allowed the group to wander around on their own. This resulted in two members of his party being injured.
————	————	209. This soldier, who was intoxicated, became involved in a large fist fight at a local club, causing damage to the premises.
————	————	210. This soldier wrote a bad check even after being counseled on his financial responsibilities.
————	————	211. During a physical fitness readiness test, this soldier exceeded standards by performing 100 push ups, 80 sit ups, and doing the two mile run in 15 minutes.
————	————	212. This soldier volunteered to work as a cook in the refreshments booth at an air show.
————	————	213. This soldier stole TA-50 equipment from others during field exercises. When questioned about this, he denied it, although there was evidence that he was guilty.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	214. This soldier, who already had a DWI record, returned to work after lunch in an intoxicated condition.
_____	_____	215. Although this soldier was given the correct manual and a recent copy of SOP for PMCS, he tried to replace a vehicle windshield without following procedures. Consequently, he broke the windshield.
_____	_____	216. When all soldiers were told to bring in their TA-50 equipment for a pre-field exercise, this soldier left six items behind.
_____	_____	217. When this soldier and the test pilot were running up an aircraft prior to take off, the soldier noticed a fuel leak. He promptly reported the leak, preventing a possible fire hazard.
_____	_____	218. When the company commander walked by, this soldier failed to come to position or to render the correct hand salute.
_____	_____	219. When in charge of ensuring that each service member was fed, this soldier worked continuously in rain, cold weather, and darkness until every man had been given the opportunity to eat.
_____	_____	220. This soldier risked his life to save people who were trapped in a burning car.
_____	_____	221. This soldier, who lived on post, kept his yard so neat that he was singled out by the commander for having the best yard or post.
_____	_____	222. This junior NCO was concerned that his squad never seemed to meet the uniform standards of the company commander. Therefore, on payday, he marched his soldiers down to the clothing store to buy new uniforms.

PERFORMANCE   EFFECTIVENESS
CATEGORY   LEVEL

—————   —————   223. When tasked to be drill team NCO for
                                 the AGI, this soldier spent many hours,
                                 both duty and off duty, to prepare the
                                 team. Consequently, his drill team
                                 achieved the highest rating in the divi-
                                 sion.

—————   —————   224. When this soldier received orders for
                                 Hawaii, he took his 30 days leave even
                                 though he had no intention of going to
                                 Hawaii.

—————   —————   225. When this soldier's wife left him with
                                 two children, he neglected to arrange
                                 for adequate child care. Neighbors re-
                                 ported to the housing authority that
                                 the children were unattended and the
                                 house was a mess. The Army had to inter-
                                 vene and instruct this soldier how to
                                 get things in order.

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
1	15	6.467	1.247	000	1000*	000	000	000	000	000	000	200	000	000	000	000
2	15	6.067	1.340	000	000	000	200	733	000	000	200	000	000	000	000	000
3	15	6.267	1.067	000	000	000	000	000	933*	200	000	000	133	067	000	000
4	15	6.733	1.161	000	000	000	000	000	933*	000	000	000	067	000	000	000
5	15	7.067	1.204	000	000	000	000	000	000	000	867*	000	067	000	000	000
6	15	6.733	1.123	000	000	000	000	1000*	000	000	000	000	000	000	000	000
7	15	6.533	1.204	000	000	000	000	067	000	000	000	267	000	000	000	1000*
8	15	6.600	.879	000	000	000	143	000	000	000	067	067	067	067	067	067
9	15	7.133	1.204	000	133	000	000	000	000	000	000	067	200	000	467	214
10	15	7.286	1.237	000	071	000	000	000	000	000	133	071	000	000	429	214
11	15	7.000	1.225	000	000	000	000	000	000	447	067	200	200	000	000	000
12	15	6.000	1.549	067	533*	000	067	000	000	000	000	067	067	200	067	000
13	15	6.667	1.075	000	000	000	000	000	000	000	000	267	000	000	000	000
14	15	6.200	1.759	933*	000	000	000	000	000	000	533*	000	000	333	000	467
15	15	7.000	.690	000	000	933*	000	000	000	000	133	267	133	133	000	267
16	15	6.533	1.147	000	000	000	000	000	000	000	000	067	067	000	067	000
17	15	7.000	1.506	000	000	000	000	000	000	133	200	400	200	200	000	267
18	15	6.333	1.247	000	000	000	000	000	000	000	267	000	267	000	000	000
19	15	7.133	1.259	000	000	000	000	000	000	000	400	000	200	000	000	000
20	15	3.133	1.204	000	400	000	000	000	000	000	000	000	267	000	000	000
21	15	2.333	1.247	000	067	000	000	000	047	000	067	533*	067	000	000	000
22	15	6.067	1.259	000	067	000	000	000	000	000	267	133	267	133	000	000
23	15	5.867	.864	000	200	000	000	000	000	000	000	000	000	000	000	000
24	15	1.333	1.011	067	000	933*	000	000	000	000	067	000	067	000	200	000
25	15	2.467	1.115	067	067	000	000	000	000	000	467	000	000	000	000	133
26	15	7.000	1.055	000	000	000	000	000	000	000	000	000	000	000	200	000
27	15	0.000	0.000	000	000	000	000	000	000	000	000	000	000	000	000	000
28	15	7.000	1.317	000	000	000	000	000	000	000	143	000	000	000	143	000
29	14	7.643	1.042	000	357	000	000	000	000	071	071	071	071	071	000	000
30	14	2.214	1.423	000	286	286	000	000	143	000	000	000	214	000	000	000
31	14	2.571	1.254	000	286	000	000	000	500	071	000	000	143	000	000	000
32	14	2.714	1.274	929*	000	071	000	000	000	000	000	000	000	071	000	071
33	14	2.357	.172	000	929*	000	000	000	000	000	000	214	000	000	000	000
34	14	7.000	.902	000	000	000	000	000	000	000	214	214	429	071	000	000
35	14	1.929	1.100	000	071	000	000	214	000	000	143	143	214	786*	357	071
36	14	6.286	.700	000	000	000	000	000	000	286	000	286	000	000	000	429
37	14	7.714	.891	000	000	000	000	000	000	000	000	000	000	000	929*	071
38	14	2.071	1.246	000	714	000	000	000	071	000	143	286	429	143	000	000
39	14	8.143	.823	071*	000	000	000	000	000	000	071	286	071	000	000	429
40	14	7.429	1.741	071	071	071	000	000	000	071	000	000	071	000	000	000
41	14	2.214	1.091	000	143	714	000	000	143	000	143	143	000	000	000	000
42	14	7.277	.972	000	000	000	000	000	000	000	286	286	000	071	786*	000
43	14	7.429	.571	000	000	000	000	000	000	286	000	286	000	000	000	429
44	14	2.214	1.219	000	357	429	000	000	143	000	000	000	071	000	357	071
45	14	7.857	1.020	000	000	000	000	000	071	000	000	000	071	071	000	000
46	14	7.214	.074	000	000	000	000	000	000	000	071	286	071	571*	000	429
47	14	7.000	.454	000	000	000	000	000	143	000	000	000	000	000	000	000
48	14	7.000	1.414	000	000	000	000	000	000	000	071	286	000	071	000	000
49	14	2.429	.964	071	214	000	000	000	000	000	143	214	214	071	000	071
50	14	1.929	1.033	000	000	714*	000	000	000	000	214	214	000	000	000	071

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ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
51	14	1.636	.728	929	000	071	000	000	000	000	000	000	000	000	000	000
52	14	7.000	3.156	000	000	000	000	000	000	000	000	286	000	000	500	214
53	14	2.449	1.116	000	143	000	000	000	000	000	214	500	071	071	000	071
54	14	1.357	.610	000	429	000	000	000	000	000	000	000	500	000	000	071
55	14	2.214	1.226	143	143	071	000	000	000	000	071	071	071	000	357	143
56	14	1.020	.905	000	000	000	000	000	000	000	000	000	286	000	000	000
57	14	4.643	1.642	000	000	000	000	000	143	071	143	000	214	000	000	000
58	14	2.643	1.172	000	000	000	000	000	571	000	000	571	000	000	071	000
59	14	2.214	1.061	000	000	000	000	000	000	000	143	643	143	214	000	000
60	14	7.071	1.223	000	357	000	000	000	071	571	000	071	071	214	857	071
61	14	7.500	1.116	000	000	000	000	000	000	000	143	000	143	000	143	000
62	14	2.429	1.116	000	000	000	000	000	143	000	143	214	429	000	000	000
63	14	5.643	.457	000	000	000	000	000	000	000	000	071	000	000	000	071
64	14	7.071	.769	000	143	000	000	000	357	357	071	714	071	000	143	000
65	14	4.714	.926	000	286	000	000	000	000	000	000	214	429	000	000	000
66	14	7.020	.760	000	000	000	000	000	000	000	071	071	000	000	000	071
67	14	7.000	.578	000	000	000	071	000	000	071	000	000	071	000	857	071
68	14	4.714	1.352	000	000	000	857	000	143	143	000	500	000	000	143	000
69	14	7.357	.655	000	000	000	000	000	000	000	000	571	286	929	000	000
70	14	7.143	.615	000	000	000	000	000	143	000	071	071	000	000	000	429
71	14	7.143	1.029	000	000	000	000	000	000	000	000	000	000	000	000	000
72	14	7.143	1.831	071	071	857	000	000	357	000	000	571	643	000	000	071
73	14	1.429	.722	643	357	000	000	000	000	000	000	071	000	143	000	000
74	14	1.714	.851	143	071	214	000	786	357	000	000	000	000	000	000	000
75	14	7.243	1.109	000	000	000	000	000	000	000	000	071	000	143	000	071
76	14	7.000	1.040	000	000	1000	000	000	000	000	000	714	000	000	214	071
77	14	6.429	.821	000	000	071	000	000	000	143	000	143	000	000	000	000
78	14	7.571	1.726	000	643	000	000	000	143	000	000	154	000	000	000	000
79	13	6.231	1.466	000	077	769	000	462	000	000	000	154	000	154	769	000
80	13	1.077	1.072	000	077	846	077	000	000	154	077	000	000	000	000	000
81	13	2.462	1.062	000	492	231	000	000	492	000	000	000	231	000	769	167
82	13	7.000	.510	000	000	077	000	300	462	000	077	308	154	000	000	000
83	13	3.077	1.228	1000	000	000	923	000	000	000	000	000	231	231	000	000
84	13	5.462	.920	000	077	769	000	000	000	000	077	000	538	385	000	000
85	13	3.308	.851	000	000	846	000	000	000	000	000	000	769	000	000	000
86	12	2.026	1.066	000	077	231	000	000	462	000	000	308	000	000	000	000
87	13	1.506	.604	538	000	000	000	000	000	000	000	000	000	000	000	000
88	13	1.846	.948	000	000	000	077	000	077	000	154	000	000	214	000	000
89	13	1.385	.621	077	231	000	077	000	154	143	000	000	000	000	000	000
90	13	7.000	.951	000	000	000	000	000	077	000	000	000	000	000	000	000
91	13	1.692	.672	000	923	000	077	000	000	000	000	000	000	000	000	000
92	13	2.231	.672	000	308	000	000	000	000	000	000	000	000	000	000	000
93	13	2.385	1.211	000	000	000	000	000	000	000	000	000	000	000	000	000
94	13	7.000	1.466	000	000	000	000	000	000	000	000	000	000	000	000	000
95	13	2.231	.673	000	000	000	000	000	000	000	000	000	000	000	000	000
96	13	1.385	.265	000	000	000	000	000	000	000	000	000	000	000	000	000
97	13	7.000	1.240	000	000	000	000	000	000	000	000	000	000	000	000	000
98	13	2.000	.860	000	000	000	000	000	000	000	000	000	000	000	000	000
99	13	1.615	.234	615	308	000	077	000	154	000	154	000	000	000	000	000
100	13	7.231	.073	000	000	000	077	000	000	000	000	077	000	000	308	015

(DECIMAL POINTS OR PROPORTIONS OMITTED TO SAVE SPACE)
(ASTERISKS INDICATE DIMENSIONS OF CLASSIFICATION)

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
101	13	2.385	1.003	385	077	000	000	000	000	000	077	000	000	000	077	385
102	13	1.923	.917	769	077	000	000	000	000	000	000	000	000	000	077	077
103	13	2.154	.948	000	308	000	000	000	000	615	000	000	077	000	000	000
104	13	7.538	1.082	000	000	000	000	000	000	000	077	615	000	000	231	000
105	13	7.538	1.216	000	000	000	000	000	000	000	000	000	000	000	154	846
106	13	2.000	1.628	462	462	077	000	000	000	000	000	000	000	000	000	000
107	13	7.769	.073	000	000	000	000	000	000	000	000	923	154	000	000	000
108	13	7.231	.073	000	077	000	077	000	000	000	077	308	077	538	077	000
109	13	7.923	.720	000	000	000	000	000	000	000	000	000	000	000	077	000
110	13	2.385	1.003	077	231	615	000	000	000	000	077	000	154	000	769	000
111	13	2.462	.901	000	000	000	000	000	000	000	000	000	000	000	000	000
112	13	7.769	.072	077	000	846	000	000	000	000	000	077	154	077	077	154
113	13	7.846	.626	000	000	000	000	000	077	000	154	769	000	077	000	615
114	13	7.462	.663	000	000	000	000	000	077	000	000	154	000	231	077	000
115	13	7.231	.769	000	000	077	000	000	000	000	000	077	000	231	000	231
116	13	2.462	1.216	000	077	000	000	000	154	000	077	000	000	000	000	000
117	13	2.600	1.264	000	231	000	000	000	000	000	000	000	000	000	000	000
118	13	4.385	1.077	000	000	077	000	000	000	077	077	538	692	077	749	000
119	13	3.385	.643	000	231	000	000	000	077	000	000	000	749	000	615	000
120	13	7.231	1.211	000	231	000	000	000	154	000	154	000	000	231	000	231
121	13	7.231	1.167	000	000	000	000	000	000	000	000	077	538	077	000	000
122	13	7.000	.179	000	000	000	000	000	000	000	000	923	000	000	000	000
123	13	7.615	1.146	000	000	000	000	000	077	000	154	538	154	154	154	000
124	13	2.538	1.327	308	308	308	077	000	000	000	000	000	077	000	077	000
125	13	2.077	.917	077	077	385	000	000	077	000	000	077	077	077	000	462
126	13	2.462	1.066	000	000	000	000	000	000	000	000	692	077	000	000	000
127	13	2.846	1.069	000	077	615	000	000	154	000	154	000	154	154	615	000
128	13	2.538	1.337	077	077	000	000	000	000	000	000	000	077	077	192	000
129	13	2.462	1.216	308	308	000	000	000	000	000	000	769	308	077	077	077
130	13	4.923	1.671	000	538	000	000	000	000	000	000	1000	077	077	000	000
131	13	7.923	.917	000	000	000	000	000	000	000	000	000	000	000	000	000
132	13	7.538	1.014	000	000	000	000	000	000	000	154	000	154	000	154	000
133	13	1.462	1.066	000	000	000	000	000	000	000	000	000	000	000	000	000
134	13	2.077	1.071	846	154	000	000	000	000	000	000	846	000	000	000	077
135	13	2.538	1.000	000	000	000	000	000	231	000	000	077	077	077	154	000
136	13	1.923	.746	231	231	000	000	000	000	308	231	000	000	000	000	154
137	13	2.769	.917	000	000	000	000	000	846	000	077	000	000	000	000	308
138	13	1.615	1.277	644	000	000	000	000	000	000	000	000	154	000	000	000
139	13	1.615	1.066	000	000	000	000	000	077	000	000	000	000	000	000	000
140	13	4.000	1.277	000	000	000	000	000	000	000	000	000	000	000	000	154
141	13	7.462	.649	000	000	000	000	000	000	000	000	000	000	000	000	000
142	13	2.077	.917	923	000	077	000	000	000	000	231	077	077	077	923	308
143	13	2.923	.277	231	271	000	000	000	000	000	077	615	615	000	000	000
144	13	7.769	.673	000	000	000	000	000	000	000	000	000	000	000	231	154
145	13	7.385	1.277	000	000	077	000	000	000	000	077	077	077	077	000	000
146	13	7.462	.673	692	000	000	000	000	000	000	000	000	000	077	000	308
147	13	7.308	.666	000	000	000	000	000	000	000	000	000	615	000	615	000
148	13	7.846	1.060	000	000	000	000	000	000	000	077	077	077	231	231	000
149	13	7.721	1.040	000	000	000	000	000	000	000	154	692	077	017	000	000

(DECIMAL POINTS ON PROPORTIONS OMITTED IN SAME SPACE)
(ASTERISKS INDICATE DIMENSIONS OF CLASSIFICATION)

(illegible degraded table — listing of items with columns: ITEM, N, MEAN, S.D., A, B, C, D, E, F, G, H, I, J, K, L, M)

(DECIMAL POINTS ON PROPORTIONS OMITTED TO SAVE SPACE)
(ASTERISKS INDICATE DIRECTION OF CLASSIFICATION)

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RETRANSLATION DATA - FORM B

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
201	12	2.083	.842	000	667*	000	000	000	000	167	083	000	083	000	000	000
202	12	1.833	.898	000	250	000	750*	000	000	000	000	000	000	000	000	000
203	12	2.000	.816	000	167	000	833	000	000	750*	000	000	000	000	000	000
204	12	3.167	1.516	083	000	000	000	000	000	000	000	250	000	583*	000	000
205	12	1.917	.862	000	250	000	000	000	750*	000	000	000	000	000	000	000
206	12	1.583	.862	000	250	000	000	000	000	083	000	000	000	000	000	000
207	12	2.417	1.167	917*	083	000	000	000	000	000	000	000	000	000	000	000
208	12	1.917	1.037	000	083	000	000	000	000	000	000	000	000	000	083	000
209	12	3.583	.759	1000*	000	000	000	000	000	000	000	000	000	000	000	000
210	12	1.417	.640	750*	167	083	000	000	000	000	000	000	000	000	000	000
211	12	8.667	1.115	000	000	000	000	1000*	000	000	000	000	000	000	000	000
212	12	7.250	.524	000	000	000	000	000	000	000	000	000	000	000	000	000
213	12	1.917	2.129	000	000	917*	000	000	000	000	000	000	000	000	000	000
214	12	1.083	.276	750*	250	000	000	000	000	000	000	000	000	000	000	000
215	12	2.250	1.164	000	417	000	000	000	000	000	250	000	000	000	000	000
216	12	2.333	1.179	000	333	000	000	000	000	000	000	000	583*	000	000	000
217	12	7.083	.996	000	000	000	000	000	000	000	333	000	000	000	000	000
218	12	2.167	1.143	000	083	000	083	000	167	000	167	417	000	000	000	000
219	12	7.833	.944	000	000	000	000	000	083	000	000	333	000	083	333	000
220	12	8.583	.640	000	000	083	000	000	000	000	091	083	000	000	000	000
221	12	8.666	.013	000	083	750*	000	000	000	000	000	167	000	750*	000	000
222	12	6.667	1.641	000	000	000	000	000	000	000	000	167	000	000	333	333
223	11	8.091	1.164	000	000	000	000	000	000	000	091	455	000	455	000	000
224	12	2.000	1.155	000	167	750*	000	000	000	000	000	000	000	000	000	000
225	12	1.917	1.037	167	167	000	000	000	000	167	000	000	000	000	000	000

(DECIMAL POINTS IN PROPORTIONS OMITTED TO SAVE SPACE)
(ASTERISKS INDICATE DIMENSIONS OF CLASSIFICATION)

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ARMY-WIDE PERFORMANCE EXAMPLE
RATING BOOKLET

Form C

Name _____

Rank _____

Post _____

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PERFORMANCE   EFFECTIVENESS
CATEGORY   LEVEL

_____   _____   1. When assigned a task by his NCO, this
                         soldier talked back to him, using foul
                         language and refusing to do the task.

_____   _____   2. While this soldier was on restriction
                         for an article 15, he left post to go
                         into town.

_____   _____   3. This soldier drove his motorcycle while
                         intoxicated and hit a deer. Two days
                         after the accident he was stopped again
                         for driving under the influence of alco-
                         hol.

_____   _____   4. Without instruction, this soldier took
                         charge of two tank crews and prepared
                         them to defend the sector in which he
                         was assigned. As a consequence of his
                         outstanding performance during the prob-
                         lem, he received a letter of appreciation.

_____   _____   5. When assigned to 24 hour guard duty,
                         this soldier was late for guard mount.

_____   _____   6. During a field exercise a soldier was
                         pinned between a vehicle and a tree.
                         This soldier reported the incident over
                         the radio, administered first aid and
                         directed in the medivac.

_____   _____   7. This soldier became ill and knew he would
                         not be able to get back to post before
                         his leave was over. He contacted his
                         unit and then the Red Cross to verify
                         his illness. Consequently, the unit
                         did not lose accountability of the sol-
                         dier.

_____   _____   8. This soldier, a radio systems mechanic,
                         was unfamiliar with the chart from the
                         technical manual that was used to ascer-
                         tain radio performance standards.

_____   _____   9. This soldier willingly performed duties
                         that were not part of his normal job
                         and which required working past normal
                         duty hours.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	10. This soldier fell asleep while on 24 hour guard duty.
_____	_____	11. After being instructed to clean his quarters to living standards, this soldier failed quarters inspection three more times.
_____	_____	12. After being counseled on his financial responsibilities, this soldier continued to write bad checks and borrow money from other soldiers.
_____	_____	13. This soldier sold his TA-50 equipment to a pawn shop.
_____	_____	14. This soldier willingly agreed to fill in for another clerk who had the day off in addition to doing his own job.
_____	_____	15. While being trained by his SFC to handle frequency assignment duties in the SFC's absence, this soldier was enthusiastic about learning the new tasks.
_____	_____	16. When tasked to correct the deficiencies from a previous inspection of the arms room, this soldier, the unit armorer, failed to correct any of the deficiencies.
_____	_____	17. This soldier told his commander that he had completed his tasks for the inspection, although he really had not done anything.
_____	_____	18. This soldier was tasked with supervising a detail to clean paint out of a shed. Because the soldiers in the detail were his friends, he allowed them to go off post to a restaurant instead of doing the cleaning.
_____	_____	19. In preparation for a quarter's inspection, this soldier worked on his yard and sidewalk even after everyone else had given up. Consequently, the soldier won the yard of the month award and the Best Looking Quarters.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	20. This soldier sold some of his Army issued equipment.
_____	_____	21. This soldier went against the post off limit regulations and the commanding general's orders by going to a bar downtown.
_____	_____	22. This soldier was instructed by his NCO to appear for work at 0600 and to have the day room cleaned by 0730. He failed to follow either order.
_____	_____	23. Upon hearing that his unit would deploy for Honduras, this soldier went AWOL until his unit had departed.
_____	_____	24. Although he was given three weeks to prepare a training program on the ten basic soldier skills, this squad leader was totally unfamiliar with the tasks on the training date.
_____	_____	25. While providing post guard support, this driver/guard accepted a substandard vehicle (dirty, broken light, low oil, etc.) from the earlier relief. He made no attempt to clean or repair the vehicle.
_____	_____	26. There was no NCO available, so the task of providing security for the battalion was given to the ranking private. He took charge and asked questions as to what was expected from his squad. He then instructed each man, assigned him to a position, insured that each knew their responsibilities and supervised them.
_____	_____	27. In preparation for an inspection by the BDE commander, this soldier worked on his truck long after everyone had gone home for the day. Consequently, his truck passed inspection with no deficiencies noted.
_____	_____	28. Without supervision, this soldier consistently carries out his daily assignments.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
———	———	29. This soldier remained in bed after he was awakened several times by his squad leader for a mandatory company PT formation.
———	———	30. On several occasions this soldier, the tool room keeper, used his own time to paint tools, and organize the tool room in preparation for an inspection.
———	———	31. While in a combat situation, this soldier organized other soldiers to convince a soldier, who was a drug user, that his actions were a hazard to the rest of this unit. As a result, the soldier stopped using drugs.
———	———	32. When preparing his vehicle for field training, this soldier failed to inspect a critical universal joint. The joint later broke during operations and destroyed major automotive components.
———	———	33. A sergeant, displeased with his unit and superiors, conspired to encourage soldiers in the unit to go AWOL. This soldier reported the sergeant's behavior to the company commander.
———	———	34. When this soldier's buddy started having drug and marital problems, he talked to him and suggested he seek counseling. Because his buddy was too ashamed to ask for help, this soldier then took the initiative and spoke with the chaplain about the problem.
———	———	35. While on guard duty, this soldier left his weapon away from his view and also fell asleep at his post.
———	———	36. On a construction project, this soldier who had experience in hanging sheet rock, volunteered to help other squad members who had no experience.
———	———	37. Because this soldier consistently maintained his vehicle, when he was stopped by a roadside inspection team, no deficiencies were noted.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
_____ _____	

38. When instructed to prepare for a full field inspection by the commander, this soldier failed to clean his gear, leaving dirt on four different items.

39. On two occasions, this soldier left his appointed place of duty for an entire afternoon without permission from his supervisor.

40. After being counseled twice, this soldier still failed to get a haircut as instructed by his squad leader.

41. After drinking a quart of liquor, this soldier tried to prove to his buddy that he could drive the two hour trip home. Consequently, he was arrested by the highway patrol for reckless driving.

42. Although this soldier already had a bad credit history and had had his car repossessed, he went to an "easy credit" store and charged up a large bill.

43. A group of soldiers, including NCOs, were taking a break when an officer approached. When the NCOs ignored the officer, this soldier called the group to attention and rendered a salute to the officer.

44. This soldier did not perform all standard checks prior to removing an engine from an armored personnel carrier. Because the engine was not fully prepared for removal, damage to the engine components resulted.

45. This soldier on his own initiative established a work plan and goals to be achieved during the training period. He accomplished the work on schedule and made all training requirements.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	46. When this soldier was ordered to drive a sergeant off post to a local store in a vehicle that was not authorized to go off post, he refused to do it. Even when he was threatened with punishment by an NCO, he refused to violate the regulation.
————	————	47. While others around him were making little effort to get prepared for a brigade inspection, this soldier set an example by promptly following all instructions.
————	————	48. This soldier appeared before a promotion board with his patches and insignia improperly placed.
————	————	49. This new soldier missed morning formation, explaining that he forgot the time formation was to be held.
————	————	50. When the first platoon sergeant missed the morning formation, this soldier, a NCO in the first platoon, called him and briefed him on what had been put out in the morning formation.
————	————	51. This soldier's squad was given a route to use and a time limit for accomplishing their mission. He convinced the squad to take a short cut, causing them to get lost and fail the mission.
————	————	52. When given an order by his NCOIC on the time and date of his PT test, this soldier stated that he was going fishing instead.
————	————	53. This soldier did not do the pre-operation checks before dispatching a vehicle from the motor pool.
————	————	54. After staying up all night to watch the tent stove, this soldier volunteered the next day to man an unoccupied foxhole.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	55. This soldier was given one hour to clean the latrine. After three hours he had still not completed the task.
_____	_____	56. This soldier was told to have his platoon ready for the SQT. He improved his own performance on the SQT and then trained his platoon. As a result, they all passed.
_____	_____	57. When this soldier was drinking too much, he requested help with his problem. Consequently, he was able to cut down on his drinking and his performance improved overall.
_____	_____	58. After being given an order to change into another pair of pants that did not have tears in them, this soldier complied.
_____	_____	59. When ordered to carry plywood to a building, this soldier refused because she did not think it was a task for a woman.
_____	_____	60. When told to inventory three magazines, this soldier accomplished the task, without supervision, during his lunch time.
_____	_____	61. On two separate occasions this soldier fell out of the run although he had no pains or medical problems.
_____	_____	62. After being counseled on his weight problem, this soldier continued to gain weight.
_____	_____	63. Two years in a row, this soldier won the award for the best looking yard on post.
_____	_____	64. When assigned to lead PT, this soldier asked his squad leader for help in preparing for PT. He studied the materials he was given, selected a number of exercises, and then asked the squad leader to observe him and make suggestions for improvement.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	65. This soldier was told that he had one week to prepare his truck for the Driver of the Month competition. Although he had daily details, he spent as much time as possible, both on and off duty, preparing his truck.
————	————	66. When counseled about his overdrawn checks, this soldier asked for assistance in making arrangements to pay back his bad checks.
————	————	67. When this soldier was told to prepare a class on an individual weapon system, he followed the format and prepared for the demonstration. He backed up his training with training aids and evaluated each member of the class to check learning.
————	————	68. During a bomb scare, this soldier stayed around after being told to leave the area.
————	————	69. After being assigned specific tasks related to his job as unit TAMMS clerk, this soldier failed to perform the tasks.
————	————	70. When assigned to lead a team through the obstacle course, this soldier pushed ahead on his own and ignored the rest of the team.
————	————	71. This soldier made up a fake excuse for his tardiness to a counseling session.
————	————	72. This soldier did not properly clean his weapon.
————	————	73. This soldier did not know his general orders.
————	————	74. When restricted to the company area, this soldier left to meet his girlfriend.
————	————	75. This individual failed to update 201 files for promotion after being instructed to do so.

PERFORMANCE   EFFECTIVENESS
CATEGORY   LEVEL

_____ _____ 76. This individual went on sick call once
                        a week to get out of doing work.

_____ _____ 77. When told to report to the motor pool,
                        this soldier went to the PX instead.

_____ _____ 78. This soldier was unable to read a map.

_____ _____ 79. Although this soldier knew there was
                        an NBC room inspection coming up, he
                        did not put the masks in order or empty
                        the trash cans in the room.

_____ _____ 80. This driver maintained his vehicle to
                        standards. Consequently, it was never
                        down for maintenance.

_____ _____ 81. This soldier, a short-timer awaiting
                        discharge, became disrespectful towards
                        the rest of his company.

_____ _____ 82. This soldier borrowed another soldier's
                        camera without asking him. He later
                        returned the camera, but lost the other
                        soldier's trust by his actions.

_____ _____ 83. This soldier was observed entering a
                        large, deserted command bunker. Upon
                        investigation, the soldier was discovered
                        to be preparing to inject heroin.

_____ _____ 84. This soldier was ordered to perform guard
                        duty by the first sergeant. The soldier,
                        aggravatged that he had the extra duty,
                        attempted to "frag" the first sergeant.

_____ _____ 85. This soldier kept his truck in good con-
                        dition and painted it before an inspec-
                        tion.

_____ _____ 86. Two days after being told to get a hair
                        cut, this soldier had not done so.

_____ _____ 87. After this squad leader told his soldiers
                        they could not go cash their pay checks,
                        he went and cashed his own.

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	88. This soldier left his room unsecured while he was taking a shower. Consequently, his wallet was stolen.
_____	_____	89. This soldier forgot to bring his TA-50 equipment to a training exercise.
_____	_____	90. This soldier did not properly daily his assigned vehicle.
_____	_____	91. This soldier raked up leaves, trimmed trees and put the foliage in a bag in accordance with instructions.
_____	_____	92. While a squad member in a combat situation, this soldier always maintained his M60 machine gun in excellent condition. Consequently, the weapon always fired properly.
_____	_____	93. This soldier set up an outstanding Forward Area Refueling Equipment system for field problems.
_____	_____	94. This soldier offered to run with another soldier who was having problems with PT. As a result, the other soldier was able to complete the run.
_____	_____	95. When this soldier was instructed to store his products according to regulations, he took his time and carefully restenciled the test dates for product safety checks. Consequently, his storage room passed inspection.
_____	_____	96. During a walk through inspection by the commander, this soldier's display was found to exceed SOP.
_____	_____	97. This soldier stayed at work to recalculate the fuel accountability after another soldier had made an error in accounting
_____	_____	98. This soldier followed his NCO's instructions to make his bed with a

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	99. When this soldier was tasked with digging a trench, he put off doing it as long as possible.
————	————	100. This soldier started a recording system for keeping information on soldiers who went on sick call.
————	————	101. Because this soldier did not know how to use a checking account, he failed to keep track of what he spent and overdrew his account by thousands of dollars.
————	————	102. When this soldier discovered that his account was overdrawn, he immediately contacted his bank and arranged to cover the overdraft.
————	————	103. After making special arrangements for an immediate medical appointment, this soldier failed to show up for the appointment, inconveniencing the doctor and other patients.
————	————	104. During the two years he was assigned to formation, this soldier was late only one time.
————	————	105. When assigned to record data on a fire mission, this soldier correctly accounted for all rounds, fuzes, powders and missions.
————	————	106. When another soldier was using profanity toward females, this soldier called him to the rear of the formation and silenced him.
————	————	107. After being instructed to lay out the tools in accordance with SOP, this soldier failed to do so.
————	————	108. This soldier properly grounded the aircraft to prevent static electricity.
————	————	109. When this soldier saw another soldier wasting fuel out of the helicopter, he quickly shut off the dump valves on the vehicle, stopping the flow of fuel.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	110. This soldier frequently goes on sick call and then neglects to inform her supervisor when she is let off sick call.
————	————	111. After being told to pull PMCS on all radios according to the TM, this soldier performed the PMCS without using the TM. Consequently, the PMCS were not done properly.
————	————	112. This soldier spent extra time preparing his foxhole during a field training exercise.
————	————	113. After being told to drive a jeep directly to the motor pool, this soldier drove around post before going to the motor pool.
————	————	114. One soldier refused to follow the order of a sergeant because the sergeant was a woman. This soldier stepped in and told the other soldier that he must obey the orders of a sergeant regardless of whether the sergeant was a woman or a man.
————	————	115. After getting drunk at a party, this soldier returned to the barracks and started a fight.
————	————	116. This soldier failed to secure his valuables and to unplug equipment in his room prior to a security inspection.
————	————	117. After writing a bad check to the commissary, this soldier was told not to write any more checks. He proceeded to write two more checks before he was caught again.
————	————	118. During the first week that he had a checking account, this soldier wrote several checks which he could not cover.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	119. The commander told all soldiers that they would be relieved at 1630 hours if their weapons were clean. This soldier failed to clean his weapon, causing the whole unit to stay at work until 1830 hours.
_____	_____	120. This soldier deliberately falsely accused his roommate of stealing money from his bunk.
_____	_____	121. After taking down his own GP small tent, this soldier helped the others by taking down all the rest of the tents as well.
_____	_____	122. This soldier failed to follow the unit SOP for a TA-50 and wall locker inspection.
_____	_____	123. When ordered to clean up the hallway and dayroom, this soldier talked back to the sergeant and refused to do it.
_____	_____	124. Because this soldier did not keep up to date on his job, he had to put in several days of long hours to prepare for the inspection.
_____	_____	125. When assigned as a perimeter guard, this soldier remained alert, understood his security area and performed all tasks as if he were in a combat situation.
_____	_____	126. When tasked to take part in a survey, this soldier cooperated and followed the instructions.
_____	_____	127. Instead of performing motor stables on his assigned vehicle, this soldier just copied an old technical inspection form and changed the dates of the inspection.
_____	_____	128. A morning formation was being held inside the company compound area. This soldier hadn't made it to the area in time and was still outside the fence, but he yelled to the first sergeant that he was present.

| PERFORMANCE | EFFECTIVENESS |
CATEGORY	LEVEL

_____ _____ 129. During one month, this soldier had over $300.00 in checks returned to his bank for insufficient funds.

_____ _____ 130. This soldier failed to appear at a mandatory formation that he had been notified of in advance.

_____ _____ 131. This soldier sold his watch to a pawn shop and then filed a report stating that it had been stolen.

_____ _____ 132. When tasked with conducting a route reconnaissance, this soldier prepared the map overlay in such a way that there was no doubt about the condition of the area. Consequently, his company passed the field problem.

_____ _____ 133. When assigned as armorer for the unit, this soldier studied all pertinent regulations and spent off-duty time ensuring that the records were properly maintained. Consequently, the arms room passed the I.G. with no deficiencies noted.

_____ _____ 134. During his off-duty time this soldier attended college and was able to complete his two year college degree while in his first tour.

_____ _____ 135. This soldier failed to bring his TA-50 equipment to inspection.

_____ _____ 136. This soldier was instructed to lube the scoop loader and to prepare it for turn in. He did not do it correctly the first time and had to be asked to do it again.

_____ _____ 137. When this soldier missed a dental appointment due to an alert, he apologized for missing the appointment.

_____ _____ 138. This soldier did not go through the proper chain-of-command when he wanted time off. He lied to his platoon sgt., saying that the section chief had said it was OK with him.

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	139. When this soldier was the only clerk for three offices, he consistently completed all typing assignments even though he frequently had to stay after hours to finish.
————	————	140. This soldier spent his off duty time organizing little league teams in a neighborhood that had a high incidence of juvenile problems on post. Consequently, the post had fewer problems with the juveniles in that neighborhood.
————	————	141. When this soldier could not get promoted due to overage in his MOS, he completed civilian school and applied for warrant officer flight training.
————	————	142. In preparation for a command inspection, this soldier made sure that all records were correct and current. Consequently, the section passed with no deficiencies noted.
————	————	143. When ordered to fix a hole in his uniform, this soldier put off doing it for a week.
————	————	144. When tasked to maintain his vehicle to combat ready standards, this soldier performed all PMCS and, without being told to, painted his vehicle.
————	————	145. During PT, this soldier ran about one mile and then quit running without even trying to keep up.
————	————	146. This soldier called his supervisor to advise him that during PMCS checks a fault was found. He further explained that while attempting to repair it, he had accidently stripped a bolt.
————	————	147. This soldier was directed to appear before a brigade soldier of the quarter approximately 24 hours before the board. She studied her materials enroute to the brigade and won the competition.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	148. After being counseled about his chances for promotion, this soldier began arriving at work on time and completing all assignments without complaining.
_____	_____	149. When there was no NCO available in the section, this soldier took charge and made sure that the section kept operating correctly.
_____	_____	150. In preparation for the promotion selection board, this soldier made sure that she met all preferred requisites as well as the basic requirements.
_____	_____	151. This soldier is able to perform her job only when she is told exactly what to do.
_____	_____	152. When preparing for a command inspection, this soldier did not follow the local directives on how to organize the records. As a result, the soldier failed the inspection.
_____	_____	153. After performing vehicle maintenance, this soldier failed to return to his job area as ordered.
_____	_____	154. Because this soldier had not participated in correspondence courses or off-duty education, he was not selected soldier of the month, even though he correctly answered all the questions.
_____	_____	155. This soldier, who was assigned as a guard of the living area, was caught stealing items from a locker.
_____	_____	156. Although this soldier's physical profile only prevented him from running, he did not attend PT formations at all or do any form of exercises.
_____	_____	157. While acting as CQ runner, this soldier let people play their stereos loudly, use the telephone for unofficial business and litter the area.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	158. This soldier was told to complete the training schedules by suspense, while the Battalion Training NCO was down range for a week. The soldier completed the schedules to standard and met the suspense without supervision.
_____	_____	159. While in the field, this soldier washed and shaved, put on a clean uniform, and shined his boots on a daily basis.
_____	_____	160. When the loudspeaker system played the retreat, this soldier jumped in his car rather than salute the flag at the end of the duty day.
_____	_____	161. This soldier called an NCO by an abusive term.
_____	_____	162. This soldier refused to stop when an NCO ordered him to do so.
_____	_____	163. When this soldier was denied leave, he went AWOL.
_____	_____	164. In an off limits area downtown, this soldier became involved in a fight that ended in one fatality.
_____	_____	165. This soldier fell asleep while on guard duty.
_____	_____	166. This soldier and his wife got into a loud argument in the housing area and had to be detained by the MPs.
_____	_____	167. When given time off to go watch the post level flag football play off, this soldier disappeared for the rest of the day.
_____	_____	168. This soldier voluntarily attended every PT session and actively participated in the exercises and runs.
_____	_____	169. This soldier maintains an appointment book for all meetings, appointments and suspenses. He is always prompt for scheduled events.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL		
————	————	170.	Although this soldier had been briefed to keep his chain of command informed, he missed two scheduled morning formations and did not call in to tell anyone that he would be late.
————	————	171.	Even though this soldier already had problems meeting his rent, he bought several items that he did not currently need (e.g., encyclopedias).
————	————	172.	This soldier accumulated a large number of phone bills that he could not pay. Consequently, letters of indebtedness were sent to the commander.
————	————	173.	After being told to clean his rifle, this soldier laid it on his bunk and then went to sleep.
————	————	174.	This soldier signed out on leave, but failed to return on the prescribed date because he had neglected to check the DA37 for the return date.
————	————	175.	This soldier was dropped from PNCOC because he failed to report for charge of quarters at the appointed time.
————	————	176.	This soldier failed to clean his room on a daily basis.
————	————	177.	This soldier gave a false excuse for his tardiness to formation.
————	————	178.	At a TA-50 inspection, this soldier had a dirty sleeping bag, a rusty entrenching tool, a broken helmet band and no mess kit.
————	————	179.	This soldier was unable to attend physical training because he had drunk too much the night before.
————	————	180.	This squad leader did not check his men prior to the inspection to ensure that they were up to standards.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	181. This soldier requested that his supervisor talk to his wife when he was having trouble convincing her that they could not afford a new car. Consequently, they were able to come to an understanding and avoid becoming seriously indebted.
————	————	182. This soldier knew his vehicle needed to be washed, but he waited for his NCO to tell him to do it.
————	————	183. When assigned to clean up the day room, this soldier did not try to find cleaning materials for the detail. He then said he could not do the job because he did not have the materials.
————	————	184. When ordered to camouflage his vehicle, this soldier used nets and poles instead of just parking his vehicle in the wood line.
————	————	185. Although this soldier knew he was required to have insurance to drive on post, he did not obtain any.
————	————	186. When a 175mm gun blew up during a fire engagement, this soldier immediately went to the driver's station and turned the engine off to prevent a fire.
————	————	187. In a "problem" barracks, this soldier tried to set a good example for other soldiers. He also made a point of being available to talk with both supervisors and subordinates.
————	————	188. This soldier was sitting on the steps of a building when an officer walked by. The soldier turned his head so that he would not have to salute the officer.
————	————	189. This soldier did not help the people who fell out of the PT run as he was instructed to do.
————	————	190. When the general walked by outside, this soldier stopped and rendered a crisp salute.

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
———	———	191. When apprehended for possession of marijuana, this soldier agreed to work closely with his NCO to become a better soldier in the future.
———	———	192. When required to be present for a unit move with all necessary equipment and clothing, this soldier reported thirty minutes early with everything in order.
———	———	193. This soldier entered an off-post facility without a hat and with his BDU jacket unbuttoned.
———	———	194. This soldier was operator of a military vehicle parked outside an office building. He stood erect near his vehicle and extended proper military courtesy to every passing officer.
———	———	195. While standing in a line at the PX, this soldier spoke loudly in profane and vulgar language.
———	———	196. While in the field during a major training exercise, this soldier performed vehicle maintenance throughout the night.
———	———	197. When an officer wanted to show his visiting family a new piece of equipment, this soldier voluntarily conducted an impromptu tour of the equipment, answered questions and was generally helpful and courteous.
———	———	198. While clearing a range, this soldier found and secured a military telephone that had been left at an old guard post.
———	———	199. This soldier got into a heated argument with another soldier and threatened him with a wrench.
———	———	200. When this soldier found a mechanic's tool box left open, he closed and secured it until he found the mechanic it belonged to.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL		
_____	_____	201.	This soldier managed his money well and was able to take his mother on as a dependent when his father died.
_____	_____	202.	This soldier did not practice to improve her running. Consequently, she could not complete the three mile run.
_____	_____	203.	This soldier failed to meet the Army's physical fitness standards.
_____	_____	204.	When required to perform services on his vehicle, this soldier skipped portions of the services. As a result of his negligence the vehicle was damaged during operation.
_____	_____	205.	This soldier tried to cover up his mistakes by lying to his supervisor.
_____	_____	206.	This soldier was always either on time or early for his duties.
_____	_____	207.	This soldier was AWOL during an important inspection. Consequently, the platoon was rated unsatisfactory and the company was rated marginal.
_____	_____	208.	This soldier opened a checking account and knowingly wrote bad checks.
_____	_____	209.	This soldier was speeding in a military vehicle, causing another soldier to fall out of the vehicle.
_____	_____	210.	This soldier was given nine requests to complete and take to the S-4 at 0800 hours. It took the soldier until 1500 hours to complete and turn them in because he couldn't figure out how to respond properly.
_____	_____	211.	When performing PMCS, this soldier had difficulty following the manual and often left out checks.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL		
————	————	212.	After a detailed instruction on how to disassemble/assemble his M-16 rifle, this soldier still could not perform the task.
————	————	213.	This soldier coordinated and led physical conditioning for the other members of his unit's military march of arm team.
————	————	214.	In addition to preparing his own TA-50 for inspection, this soldier assisted his fellow squad members in preparing their TA-50 equipment.
————	————	215.	During a command inspection, this soldier was one of the few that had everything ready for inspection. ·He was picked as the best looking soldier in formation.
————	————	216.	This soldier was told to get stoves, tents, and camouflage nets ready to go down range. He cleaned the stoves; cleaned, patched, and put new ropes on the tents; and folded the camouflage net the right way, placing it in the correct case.
————	————	217.	While attending company parties where he could drink all the free alcohol he wanted, this soldier never drank.
————	————	218.	This soldier went to all PT formations to improve his fitness, including many during his off duty time. Consequently, he earned one of the highest scores on the PT test.
————	————	219.	Although the temperature was below zero outside, this soldier made the required security checks of all vehicles in the unit parking lot.
————	————	220.	While dining downtown with his girlfriend this soldier wore his class A uniform. His appearance and courteous behavior made a favorable impression on the civilian customers.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL

_____ _____ 221. This soldier overslept and missed physical training.

_____ _____ 222. While eating at a downtown restaurant and wearing his class A uniform, this soldier verbally abused the waitress in front of other customers.

_____ _____ 223. An officer entering a new post late at night became lost. This soldier offered to help him by leading him to the location he was seeking.

_____ _____ 224. This soldier entered an off-post facility wearing civilian clothes and a field jacket with all insignia and patches.

_____ _____ 225. After completing his assigned duty, this soldier took on the task of reviewing 100 written test forms for quality control. As a result of his help the quality control review was completed in less than two hours.

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ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
1	14	1.143	.350	000	1000*	000	000	000	000	000	000	000	000	000	000	000
2	14	1.714	.700	000	1000*	000	000	000	000	000	000	000	000	000	000	000
3	14	1.500	.627	1000*	000	000	000	000	000	000	000	000	000	000	357	000
4	14	8.143	.639	000	000	000	000	000	000	000	000	643*	286	000	000	000
5	14	2.786	.558	000	571*	000	000	000	000	000	000	143	071	143	143	643*
6	14	7.786	.860	000	000	143	000	000	000	000	000	143	000	000	000	000
7	14	7.143	1.187	000	786*	000	000	000	000	000	786*	071	071	000	000	000
8	14	3.071	.799	000	000	000	000	000	000	000	030	000	143	000	000	000
9	14	7.643	.610	000	857*	000	000	000	000	000	000	1000*	000	000	000	000
10	14	1.786	.773	030	000	000	000	000	000	000	000	000	143	000	000	000
11	14	1.429	.495	000	003	000	000	000	000	857*	000	000	143	500	000	000
12	14	1.286	.589	1003*	003	000	000	000	000	000	006	000	000	000	000	786*
13	14	1.571	.728	000	286	500	000	000	214	000	030	000	000	000	000	000
14	14	7.571	.904	030	000	000	000	000	000	000	030	214	000	000	000	030
15	14	6.857	1.125	000	000	000	000	000	000	071	071	500	143	000	000	000
16	14	2.071	.799	030	071	929*	000	000	071	000	000	357	000	000	000	000
17	14	1.500	.627	000	000	000	000	000	000	000	000	000	000	000	000	214
18	14	1.571	.728	000	000	429	000	000	071	000	000	071	143	000	000	000
19	14	8.000	.655	000	000	000	000	000	000	786*	000	000	071	000	571*	000
20	14	2.000	.926	000	286	000	000	000	286	000	286	000	000	000	000	000
21	14	2.143	1.059	000	000	000	000	000	000	000	000	143	071	000	000	000
22	14	1.429	.593	000	1000*	000	000	000	357	000	000	214	500	000	786*	000
23	14	1.071	.258	000	1000*	000	000	000	000	000	000	643*	000	071	000	030
24	14	1.714	.795	000	746*	000	000	000	000	000	357	214	357	000	000	000
25	14	2.571	.904	000	000	000	000	000	000	000	030	071	000	000	000	000
26	14	7.786	1.013	000	000	000	000	000	000	000	000	714*	000	000	000	000
27	14	8.071	.844	000	000	000	000	000	000	000	000	000	643*	000	857*	000
28	14	6.786	1.264	030	000	000	060	286	000	000	000	030	000	030	000	000
29	14	2.000	.756	000	643*	000	000	000	071	214	000	071	000	071	000	214
30	14	7.714	.700	000	000	000	000	000	000	000	030	071	071	000	000	000
31	14	8.000	.926	000	000	000	030	000	714*	000	000	000	286	000	500	000
32	14	2.500	.982	000	000	000	000	000	571*	000	000	000	286	000	000	009
33	14	6.571	2.412	000	500	500	500	000	030	000	030	071	000	000	000	286
34	14	7.571	1.348	000	000	000	000	030	000	000	000	071	000	071	071	929*
35	14	1.714	2.050	000	957*	000	000	000	000	000	030	071	071	000	000	000
36	14	6.857	.639	000	000	000	000	000	000	000	030	000	286	000	286	643*
37	14	7.000	1.069	000	003	000	030	000	714*	000	000	000	286	000	000	020
38	14	3.071	.703	000	143	000	000	000	571*	000	000	000	286	000	000	000
39	14	1.925	.799	000	929*	000	000	000	030	000	000	071	000	000	000	000
40	14	1.857	.833	000	500	000	500	000	000	030	000	000	000	000	000	000
41	14	1.071	.258	1060*	000	000	000	000	000	000	030	000	000	071	000	000
42	14	1.786	.773	1000*	000	000	000	000	000	030	000	000	786*	236	071	000
43	14	7.714	.959	000	571*	000	000	000	000	030	003	143	000	000	000	000
44	14	2.857	1.187	000	000	000	000	000	000	003	214	000	000	000	236	009
45	14	7.357	1.172	000	000	000	000	000	000	003	000	572*	786*	236	143	003
46	1	7.571	1.954	000	714*	286	000	000	000	030	033	000	000	003	000	000
47	14	7.143	.915	000	357	000	000	000	000	030	033	286	143	000	214	000
48	14	3.143	1.18?	000	000	000	030	030	071	003	036	000	000	000	003	030
49	14	3.643	1.288	000	643*	071	000	000	000	003	000	000	286	000	000	000
50	14	6.714	1.097	000	000	000	000	000	030	000	000	286	000	000	071	643*

(DECIMAL POINTS ON PROPORTIONS OMITTED TO SAVE SPACE)
(ASTERISKS INDICATE DIMENSIONS OF CLASSIFICATION)

LISTING OF ITEMS BY PROPORTION OF ENDORSEMENT IN EACH CATEGORY -- LISTED 04/03/13.
RETRANSLATION DATA - FORM C

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
51	14	2.286	1.030	000	214	000	000	000	000	000	143	071	000	000	500	071
52	14	1.571	.726	000	857	000	000	071	000	000	000	000	071*	000	000	000
53	14	2.357	1.042	000	071	000	000	000	266	000	071	000	571*	000	000	143
54	14	6.929	1.231	000	000	000	000	000	000	214	030	857	000	000	000	143
55	14	2.357	1.540	000	214	000	000	000	000	000	000	429	143	000	000	000
56	14	7.714	.795	929*	071	000	000	071	000	071	071	030	071	000	643*	143
57	14	7.143	.915	000	071	000	000	000	000	000	000	000	000	000	000	000
58	14	4.529	1.437	000	429	000	571*	000	000	030	000	071	071	071	000	000
59	14	2.286	1.030	000	857*	000	000	000	000	000	000	071	000	000	000	000
60	14	7.357	.610	000	000	000	030	929*	000	030	071	929*	000	000	000	000
61	14	2.500	.906	000	000	000	000	846*	000	030	000	000	000	000	000	000
62	13	2.077	.917	000	000	030	154	000	000	857*	000	071	000	000	000	030
63	14	8.214	.558	000	000	000	000	000	071	000	000	071	000	000	000	000
64	14	7.571	1.050	000	000	030	000	000	214	030	000	266	071	143	143	000
65	14	7.429	.623	929*	071	000	000	000	000	000	000	643*	000	000	571*	000
66	14	5.500	1.547	000	071	000	000	000	000	090	030	000	000	000	000	071
67	14	7.143	1.059	000	429	030	000	000	000	000	143	143	143	143	000	154
68	14	2.643	1.342	000	077	231	000	000	000	000	000	000	154	214	000	000
69	13	2.286	.891	000	1000*	000	000	000	000	000	357	357	000	000	000	000
70	14	2.071	.703	000	000	000	000	000	000	000	000	000	000	000	000	000
71	14	2.000	1.069	000	143	857*	000	000	000	000	692*	000	385	308	000	030
72	13	3.000	1.069	030	000	000	000	000	000	308	000	000	385	000	000	000
73	14	3.143	1.125	000	143	030	000	000	1000*	030	077	300	077	000	000	355
74	14	2.000	1.120	000	1000*	000	000	000	071	030	030	000	000	143	000	231
75	14	2.214	1.145	000	429	000	000	000	000	030	000	143	071	214	000	071
76	13	2.000	.961	077	077	231	000	077	000	000	143	365	154	030	000	154
77	13	2.000	.961	1000*	000	000	538*	000	000	000	000	000	000	000	000	000
78	13	2.615	1.146	000	000	000	000	030	000	000	030	000	000	308	000	000
79	13	2.385	.923	000	000	030	000	000	000	308	692*	308	385	000	000	000
80	13	6.846	1.231	000	462	000	000	000	846*	000	000	308	077	000	000	355
81	13	2.231	1.049	154	000	000	000	000	000	000	000	000	000	000	000	000
82	13	2.769	1.120	077	462	692*	000	077	000	000	030	000	071	000	000	231
83	13	1.154	.533	523*	000	000	000	000	615*	000	000	000	000	143	000	000
84	13	1.154	.533	536*	462	030	000	000	000	000	030	154	154	214	000	030
85	13	6.385	.923	000	000	000	538*	000	000	000	000	060	000	030	692*	077
86	13	2.538	1.009	000	077	154	000	000	000	154	077	000	077	000	000	000
87	13	1.523	1.071	000	303	077	000	000	308	030	077	000	769*	000	692*	077
88	13	2.615	1.146	077	000	000	000	000	231	000	077	000	385	000	000	000
89	13	2.385	1.146	000	000	000	000	000	615*	000	000	000	000	000	000	000
90	13	3.000	.784	030	000	000	000	000	769*	077	030	077	000	000	000	030
91	13	5.692	.910	000	692*	000	000	030	000	000	077	385	154	000	692*	077
92	13	7.231	1.476	000	003	000	030	000	077	077	077	000	000	000	000	000
93	13	7.462	.643	030	000	030	000	000	000	000	462	385	154	154	000	030
94	13	7.231	.697	000	000	030	030	000	000	000	030	030	000	000	000	000
95	11	7.091	.996	000	182	000	000	000	000	091	091	273	364	000	077	923*
96	13	6.538	1.337	030	308	000	000	000	231	335	000	077	000	000	000	000
97	13	7.077	.730	030	000	000	000	030	000	000	077	846*	000	000	030	077
98	13	5.923	1.071	030	231	000	000	000	077	462	000	846*	231	000	030	030
99	13	3.385	1.003	000	077	000	000	000	000	000	077	000	077	000	000	030
100	13	6.535	1.009	000	000	000	000	300	000	000	000	923*	077	000	000	030

(DECIMAL POINTS ON PROPORTIONS OMITTED TO SAVE SPACE)
(ASTERISKS INDICATE DIMENSIONS OF CLASSIFICATION)

RETRANSLATION DATA - FORM C

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
101	13	1.769	.799	1000*	000	000	000	000	000	000	000	000	000	000	000	000
102	13	6.538	1.009	923*	000	077	000	000	000	000	000	000	000	000	000	000
103	13	2.692	.821	077	615*	000	000	077	000	000	000	077	000	000	000	154
104	13	6.305	1.146	000	923*	000	000	000	000	000	000	000	077	000	000	000
105	13	6.462	1.151	000	077	000	000	000	000	000	538*	000	385	000	000	000
106	13	7.231	1.250	000	077	000	000	000	000	000	000	077	000	000	769*	077
107	13	2.615	1.003	000	923*	000	000	000	000	000	077	000	000	000	000	000
108	13	6.462	1.393	000	077	000	000	000	000	000	538*	000	385	000	000	000
109	13	7.077	1.206	000	000	000	000	000	000	000	231	385	308	000	000	077
110	13	2.615	1.003	000	769*	154	000	000	000	000	000	077	000	000	000	000
111	13	2.462	1.082	000	077	000	000	000	154	000	385	000	385	077	000	000
112	13	6.692	.921	000	000	000	000	000	077	000	077	692*	077	077	077	000
113	13	3.000	.961	000	1000*	000	000	000	000	000	000	000	000	000	000	000
114	13	7.308	1.202	000	154	000	000	000	000	000	000	000	000	000	615*	231
115	13	1.592	.722	1000*	000	000	000	000	000	000	000	000	000	000	000	000
116	13	2.231	.973	000	231	000	000	000	077	462	000	000	231	000	000	000
117	13	1.846	.948	769*	154	077	000	000	000	000	000	000	000	000	000	000
118	13	1.846	.948	846*	000	154	000	000	000	000	000	000	000	000	000	033
119	13	1.592	.910	000	000	000	000	000	154	000	000	000	000	077	000	769*
120	13	1.538	.746	077	000	923*	000	000	000	000	000	000	000	000	000	000
121	13	7.692	.722	000	000	000	000	000	000	000	000	000	000	000	000	923*
122	13	2.615	1.003	000	769*	000	000	000	090	000	000	077	000	000	000	000
123	13	1.769	.890	000	1000*	000	000	000	000	000	000	000	000	000	000	000
124	13	3.154	1.231	000	000	154	000	000	000	000	154	308	308	231	000	000
125	13	7.305	1.273	000	308	000	000	000	154	000	231	077	231	077	000	077
126	13	5.538	.929	030	615*	077	000	000	000	000	000	154	154	000	000	000
127	12	2.167	.998	000	000	500	000	000	417	000	000	000	083	000	000	000
128	13	3.154	1.460	000	538*	308	000	000	000	000	000	077	077	000	000	000
129	13	1.846	.769	623*	000	077	000	000	000	000	000	000	000	077	000	154
130	13	2.231	.973	1000*	000	000	000	000	000	000	000	000	000	000	000	000
131	13	1.615	.738	030	000	1000*	000	000	000	000	000	000	000	000	000	000
132	13	7.615	1.077	000	077	000	000	000	000	000	538*	154	154	077	000	000
133	13	8.231	.576	000	000	000	000	000	000	000	154	462	077	308	000	000
134	13	8.231	.890	000	000	000	000	000	000	000	000	077	000	923*	000	000
135	13	2.308	.910	000	231	000	000	000	308	000	385	000	385	077	000	000
136	13	2.923	1.439	000	077	000	000	000	077	000	000	000	462	000	000	077
137	13	6.154	.863	000	538*	385	615*	000	000	000	385	000	000	000	000	030
138	13	1.615	.738	000	000	1000*	000	1000*	000	000	000	000	000	000	000	077
139	13	8.308	.605	000	000	000	000	000	000	000	030	000	000	000	000	000
140	13	7.769	1.250	000	000	000	000	000	077	000	030	077	000	077	000	154
141	13	8.308	.722	000	000	000	000	000	000	030	000	231	000	769*	000	000
142	13	7.462	.943	000	030	000	000	000	000	077	231	077	538*	077	000	000
143	13	3.077	1.206	000	211	000	615*	000	077	000	000	077	000	000	000	000
144	13	7.000	1.109	000	000	000	000	000	615*	000	077	308	000	000	000	077
145	13	2.308	.991	000	538*	000	030	1000*	000	000	000	000	000	000	000	030
146	13	7.000	.961	000	000	000	000	000	077	000	000	077	000	030	000	077
147	13	7.692	.991	000	000	846*	000	000	000	000	231	308	030	462	000	000
148	13	6.077	.917	000	345	000	000	000	077	000	000	154	077	385	000	030
149	13	7.708	.821	000	000	030	000	000	000	000	308	308	000	000	692*	000
150	13	6.769	.799	000	000	000	000	000	000	000	308	154	077	462	000	000

(DECIMAL POINTS ON PROPORTIONS OMITTED TO SAVE SPACE)
(ASTERISKS INDICATE DIMENSIONS OF CLASSIFICATION)

109

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
151	13	3.462	1.393	000	000	000	000	000	000	000	462	308	077	154	000	000
152	13	2.846	.769	000	692*	000	000	000	000	000	077	000	231	000	000	000
153	12	2.500	.957	000	000	000	000	000	000	000	000	000	000	000	060	000
154	12	4.167	1.675	030	000	000	000	000	000	000	000	083	000	917*	000	030
155	12	1.417	.640	083	000	917*	000	000	000	000	000	000	000	000	000	030
156	12	2.083	.640	000	917*	000	000	1000*	000	000	000	000	000	000	000	000
157	12	2.083	.759	000	333	000	000	000	000	250	333	083	167	000	167	000
158	12	6.833	.799	000	167	000	000	000	000	000	030	250	167	000	000	083
159	12	7.083	.862	000	000	000	917*	000	000	000	000	083	000	000	000	000
160	12	1.750	.722	000	917*	083	000	000	000	000	000	000	000	000	000	000
161	12	1.750	.829	333	667*	000	000	000	000	000	010	000	000	000	000	000
162	12	1.750	.924	000	1000*	000	000	000	000	000	000	000	000	000	000	000
163	12	1.417	.640	083	933*	000	000	000	000	000	000	000	083	000	000	000
164	12	1.083	.276	917*	083	030	000	000	000	000	000	000	000	000	000	000
165	12	1.583	.493	000	750*	000	000	000	000	000	000	083	167	000	000	000
166	12	2.000	.577	833*	083	083	000	000	000	000	000	000	000	000	000	000
167	12	2.417	.493	000	333	000	000	000	167	083	000	000	083	083	000	083
168	12	6.917	.954	000	083	583*	000	917*	000	000	000	000	417	000	000	000
169	12	6.417	1.706	030	167	000	000	000	000	000	000	083	083	167	000	083
170	12	2.417	.862	000	833*	000	000	000	000	000	000	000	000	000	083	000
171	12	2.250	1.010	917*	750*	083	000	000	000	000	030	083	000	000	000	000
172	12	2.333	.943	917*	000	083	000	000	167	000	000	000	083	000	000	030
173	12	2.250	.595	000	750*	000	000	000	000	000	000	000	000	083	000	000
174	12	2.167	.687	000	500	000	000	000	000	000	000	000	417	083	000	000
175	12	2.667	.624	000	917*	000	000	000	000	000	000	083	083	000	000	000
176	12	2.833	.986	000	000	000	000	000	000	000	000	000	000	000	000	333
177	12	1.917	.954	000	000	1000*	000	000	000	1000*	000	000	000	000	000	000
178	12	1.917	.759	000	000	000	000	000	833*	083	000	000	083	000	000	083
179	12	1.750	.829	000	000	000	000	000	000	000	000	000	000	000	750*	000
180	12	2.167	.799	1000*	000	000	000	000	000	000	000	000	167	000	000	083
181	12	7.333	.624	000	000	083	000	000	030	000	000	030	000	000	000	000
182	12	3.333	.943	917*	000	000	000	000	333	083	030	500	083	000	000	083
183	12	2.417	1.115	030	000	167	060	000	000	083	030	750*	000	000	000	000
184	12	6.583	1.256	000	250	000	000	000	083	000	083	833*	250	000	000	000
185	12	2.500	.764	083	833*	083	000	000	000	000	000	000	000	000	000	083
186	12	7.750	1.299	000	000	000	917*	000	000	000	083	417	250	000	000	250
187	12	7.567	.624	000	000	000	167	000	000	000	000	083	030	000	333	583*
188	12	2.000	.707	000	1000*	000	083	000	000	000	000	000	000	000	030	000
189	12	2.167	.553	000	500	000	000	000	000	030	000	000	000	000	167	333
190	12	6.250	1.090	000	917*	083	000	000	000	083	030	000	030	000	000	000
191	11	6.031	1.379	818*	000	091	000	000	030	083	000	500	000	091	000	000
192	12	7.417	1.337	030	250	000	060	000	083	000	000	083	250	060	000	000
193	12	2.333	1.027	000	083	000	917*	000	000	000	000	000	000	000	000	083
194	12	7.083	1.115	000	667*	300	167	000	083	030	083	083	060	000	083	000
195	12	2.417	.759	750*	083	000	083	000	000	000	030	083	060	030	000	083
196	12	7.500	.865	000	000	083	030	000	250	000	030	500	167	000	083	000
197	12	7.250	.924	000	167	000	000	000	000	083	000	750*	000	000	000	000
198	12	7.000	.707	000	000	333	000	000	000	083	000	333	250	000	030	333
199	12	1.667	.624	1000*	000	000	000	000	000	000	000	000	000	000	000	000
200	12	7.667	.745	000	000	583*	000	000	000	083	000	333	000	000	000	083

(DECIMAL POINTS ON PROPORTIONS OMITTED TO SAVE SPACE)
(ASTERISKS INDICATE DIMENSIONS OF CLASSIFICATION)

RETRANSLATION DATA - FORM C

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
201	12	7.500	1.041	1000*	000	000	000	000	000	000	000	000	000	000	000	000
202	12	2.417	1.037	000	000	000	000	1000*	000	000	000	000	000	000	000	000
203	12	1.833	.996	000	000	000	1000*	1000*	000	000	000	000	000	000	000	000
204	12	1.633	.986	000	083	000	000	000	583*	000	083	000	250	000	000	000
205	12	2.083	2.178	000	000	1000*	000	000	000	000	000	000	000	000	000	000
206	12	6.917	1.187	000	417	000	000	000	000	000	000	333	083	167	000	000
207	12	1.667	.745	083	417	083	000	000	000	000	000	000	000	083	000	500
208	12	1.500	.500	917*	000	000	000	000	000	000	000	000	000	000	000	000
209	11	1.364	.643	182	364	000	000	000	000	000	091	000	364	000	000	000
210	12	2.333	.850	000	000	000	000	000	000	000	833*	000	083	083	000	000
211	12	2.633	.687	000	000	000	000	000	083	000	750*	000	167	000	000	000
212	12	2.583	.954	000	000	000	000	000	083	000	667*	083	000	167	000	000
213	12	7.000	.707	000	167	000	000	000	000	000	000	167	000	000	833*	000
214	12	7.250	.829	000	000	000	250	000	000	000	000	000	083	000	167	833*
215	12	7.750	.929	000	000	000	000	000	333	167	000	167	083	000	000	000
216	12	7.333	.745	000	167	000	000	000	000	000	083	250	500	000	000	000
217	12	7.917	.954	1000*	000	000	000	000	000	000	000	000	000	000	000	000
218	12	8.000	.707	000	000	000	000	833*	000	000	000	167	000	000	000	000
219	12	7.667	.943	000	250	000	000	000	000	000	000	500	250	000	000	000
220	12	7.833	.946	083	000	000	833*	000	000	000	000	000	083	083	000	083
221	12	2.500	1.190	000	583*	000	000	250	000	000	000	000	083	083	000	000
222	12	1.667	.624	500	167	000	333	000	000	000	000	000	000	000	000	000
223	12	7.167	.799	000	167	000	000	000	000	000	000	333	000	000	250	250
224	12	2.083	.862	000	000	000	1000*	000	000	000	000	000	000	000	000	000
225	12	7.917	.862	000	000	000	000	000	000	000	000	917*	000	000	083	000

(DECIMAL POINTS ON PROPORTIONS OMITTED TO SAVE SPACE)
(ASTERISKS INDICATE DIMENSIONS OF CLASSIFICATION)

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ARMY-WIDE PERFORMANCE EXAMPLE
RATING BOOKLET

Form D

Name _____

Rank _____

Post _____

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PERFORMANCE   EFFECTIVENESS
CATEGORY   LEVEL

_____   _____   1. When tasked to give a class on map read-
                        ing, this soldier gave an informative,
                        interesting class and received a good
                        response from all class members.

_____   _____   2. This soldier worked many long hours to
                        reorganize the stock control accounting
                        records according to Army regulations.

_____   _____   3. When this soldier was assigned a new
                        job that required extensive knowledge,
                        he took many correspondence courses to
                        familiarize himself with the job.

_____   _____   4. After being instructed to arrange his
                        wall locker according to unit SOP, this
                        soldier failed to read the SOP or to
                        arrange his locker appropriately.

_____   _____   5. When assigned to help remove snow from
                        a civilian area in Germany, this soldier
                        worked both day and night in subfreezing
                        temperatures to get the job done.

_____   _____   6. This soldier was found on the sidewalk
                        in a civilian community, passed out from
                        drinking too much.

_____   _____   7. This soldier misappropriated a government
                        vehicle and went AWOL.

_____   _____   8. This soldier appeared in a public place
                        without his uniform shirt.

_____   _____   9. This soldier became involved in a violent
                        dispute with his wife and had to be re-
                        moved from his home by the MPs.

_____   _____   10. When this soldier was approached by an
                        officer outdoors, he saluted in an obliga-
                        tory and unenthusiastic manner.

_____   _____   11. This soldier was carrying his laundry
                        in his right hand when an officer ap-
                        proached. The officer initiated a salute
                        and greeting. This soldier responded
                        by transferring his laundry to his left
                        hand and giving a hasty salute.

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PERFORMANCE   EFFECTIVENESS
CATEGORY   LEVEL

_____   _____   12. This soldier failed to install a cotter
                         key after repacking the wheel bearing
                         on his vehicle. Consequently, the wheel
                         came off the axle while the vehicle was
                         being driven.

_____   _____   13. When the rear wheel came off the vehicle
                         (a quarter ton jeep) that this soldier
                         was driving, he maintained firm control
                         and pulled the vehicle off the road with-
                         out further damage.

_____   _____   14. When invited to a civilian home for the
                         holidays, this new soldier was well be-
                         haved and respectful.

_____   _____   15. This soldier was unable to put on his
                         MOPP gear in the allotted amount of time.

_____   _____   16. Because this soldier was unable to keep
                         up in the PT runs, he ran on his lunch
                         hour to improve his runs.

_____   _____   17. Although this soldier had been told to
                         fuel his vehicle every night before leav-
                         ing, he failed to do so. Consequently,
                         during a morning alert the car could
                         not move out.

_____   _____   18. This new soldier was unwilling to follow
                         orders.

_____   _____   19. This soldier exceeded the speed limit
                         while driving on post and nearly caused
                         an accident.

_____   _____   20. When two men could not be found after
                         a parachute jump, this squad leader stayed
                         out all night looking for the missing
                         men.

_____   _____   21. During a field exercise, when the leader
                         was "killed", this soldier took control
                         of his team and effectively carried out
                         their mission.

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	22. This soldier took a new soldier under his "wing" and made him feel welcome in the unit. He also stopped the other soldiers from harassing the new soldier.
————	————	23. During grenade training, this soldier dropped his live grenade, panicked, and tried to crawl over the front wall.
————	————	24. At the semi-annual qualification for grenades, this soldier failed to follow orders and raise his weapon prior to firing. As a result, the round exploded close to the firing line, injuring others.
————	————	25. After cleaning his own work area, this soldier volunteered to work on the hallways so that the others would have time to clean their own areas.
————	————	26. This soldier was responsible for supporting his mother and brother. He established a savings account for them and used direct deposit to send money home to them.
————	————	27. When this soldier's peers put heavy pressure on him to use drugs, he reported the incident to the chain of command.
————	————	28. This soldier appeared at morning formation in an intoxicated condition.
————	————	29. During a night field exercise in very poor weather conditions, this soldier was ordered to relieve a soldier in forward LP/OP. He quickly prepared himself and relieved the other soldier as ordered.
————	————	30. This soldier showed up on time for his dental appointment.
————	————	31. Every Monday this soldier was a low performance worker because he spent all weekend drinking.
————	————	32. This soldier went on leave without securing his TA-50 equipment.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	33. This soldier spent many hours preparing his uniform for in-ranks inspection.
————	————	34. This soldier properly constructed his fighting position and completed his range card. He was also able to answer all the general's questions about the fighting position.
————	————	35. This soldier spent many hours practicing for arms qualification so that he could be the top gunner. Consequently, he qualified as an expert with the highest score in the unit.
————	————	36. When there was a critical need for someone with welding skills in the motor pool, this soldier volunteered his civilian skills as a welder.
————	————	37. This soldier was allowed to live off post if he had a phone in his home so he could be reached for unit alert notifications. He falsely informed the command that he had a phone and gave them his neighbor's number. Consequently, he could not be found during a deployment.
————	————	38. This soldier studied hard for his SQT and EIB testing. Consequently, he maxed the SQT and also received his EIB.
————	————	39. When this soldier heard retreat sounding just as he was leaving the building, he ducked back inside to avoid participation in the ceremony.
————	————	40. On his own time, this soldier built a cover for the jeep trailer that would protect the general's equipment during inclement weather.
————	————	41. During his off duty time, this soldier is a big brother sponsor and also works with the local Boy Scout group.
————	————	42. This soldier was caught by CID selling drugs in the barracks area.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	43. After getting drunk at a party, this soldier drove back to the barracks, hitting a parked car as he pulled into the parking lot.
————	————	44. As he was driving on the highway, this soldier saw a fire and stopped to help put it out until the fire department could arrive.
————	————	45. Near the end of a field problem, when soldiers were ordered to prepare fighting positions, this soldier dug his position quickly and then assisted other squad members.
————	————	46. When this soldier saw a person drowning at the beach, he pulled him out of the water and gave him CPR. As a result, he saved the person's life.
————	————	47. While on duty as a CQ, this soldier stole money out of another soldier's room.
————	————	48. When assigned as the new RTO, this soldier went to the Commo NCO to learn how to operate and maintain the radio and how to use the CEOI. Because he spent time learning his duties before TXF, his unit had good communications throughout the field problem.
————	————	49. This soldier fell asleep while on guard duty.
————	————	50. When caught with a stolen radio in his room, this soldier tried to lie his way out of it.
————	————	51. Although this soldier was assigned an MOS that she had not asked for, she still strived to become knowledgeable about the new job.
————	————	52. This armorer spent little time on the care and maintenance of items in the arms room. Consequently, there were reoccurring deficiencies on two separate inspections.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	53. When there was a swimming accident during a unit adventure training exercise, this soldier performed the required first aid and supervised the care and evacuation of the casualty. As a result, the casualty made a full recovery.
_____	_____	54. During deployment to Europe this soldier told the aviation staff officer that all preparations were completed and everything packed for shipment. Upon arrival in Europe it was discovered that this soldier packed all the specialty items, but had forgotten some basic items.
_____	_____	55. At a remote duty site, where there were serious morale problems, this soldier gave ski lessons and organized outings. As a result, the AWOL rate decreased dramatically.
_____	_____	56. When this soldier saw a need for specific training of infantry security guards, he developed an "infantry qualification course". Consequently, the previous arms qualification failure rate at this site was cut by 80%.
_____	_____	57. This soldier did not go through the proper chain-of-command when asking for time off.
_____	_____	58. Instead of finishing his work assignment, this soldier went to softball practice.
_____	_____	59. This soldier remembered to wear his gloves and field jacket to formation as instructed to do.
_____	_____	60. After starting to use drugs and alcohol on a frequent basis, this soldier began arriving at work late and fighting with his co-workers.
_____	_____	61. This soldier assured the intermediate headquarters that his area was checked and ready for command inspection, although this was not true.

| | |
| PERFORMANCE
CATEGORY | EFFECTIVENESS
LEVEL |

—————   —————   62. This soldier approached his supervisor and requested help with his drinking problem. He overcame his problem and went on to become the unit drug and alcohol prevention NCO.

—————   —————   63. When there was a problem with SIDPERs transactions, this soldier spent his off-duty time studying and researching the problem. He was able to pinpoint some problems in the system that resulted in the SOPs being revised.

—————   —————   64. This soldier developed a layout cloth for the truck tool box and basic items. The cloth was adopted by the batallion for layout inspection.

—————   —————   65. During preparation for missile crew drill, this soldier did not check the torque on the connector plug according to manual procedures.

—————   —————   66. When tasked to conduct inventory of organizational clothing, this soldier failed to ask questions about the areas he did not understand. As a result, he did not complete the task correctly.

—————   —————   67. As crew chief on an aviation unit for a V.I.P. flight, this soldier completed the daily inspection, assisted the pilot in pre-flight sign-out, and completed the passenger manifest. He also saw to it that the aircraft was completely waxed.

—————   —————   68. During an escape and evasion training exercise, this prisoner of war convinced his capturers that he was truly ill. Once evacuated to the hospital, he then commandeered an ambulance and returned to the prison grounds to help the others escape.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	69. On a very warm day, this soldier was doing repairs underneath a truck. He continued working even though he was very tired, and eventually fell asleep while still under the truck.
————	————	70. While on convoy, this soldier's truck got stuck in a muddy road. Working in waist deep mud, he shoveled the truck out before the recovery vehicle showed up.
————	————	71. When tasked with hauling parts for other vehicles, this soldier worked long hours to complete the assignment on time.
————	————	72. This soldier who was overweight, never completed PT runs and made no effort to improve her physical condition.
————	————	73. This soldier started a program of instruction for personnel and dependents covering financial responsibility, particularly the family checking account. Consequently, the bad check rate for the unit dropped from 7% a month to 1% a month.
————	————	74. When instructed to be at the company for CQ at 1630 hours, this soldier failed to show up.
————	————	75. This soldier stood guard for an additional hour and a half until his relief finally showed up.
————	————	76. When this soldier was angry because he had been given extra duty for being late to work, he stomped outside in the mud and then walked through the clean barracks.
————	————	77. While working in the Family Assistance Center, this soldier was approached by a widow asking about benefits. He informed her that she was in the wrong office, gave her directions to the right office, and set up a POC for her at the correct service agency.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
——	——	78. Although this soldier was weak in some of his MOS skills, he used his free time to read comics and magazines rather than study.
——	——	79. Although this soldier was having financial difficulties, when he won $300 on a raffle, he used it to throw a party.
——	——	80. This soldier rearranged the furniture in the work area and then denied having done it when asked about it by the first sergeant.
——	——	81. After being instructed to wear a brown or green undershirt with her BDU, this soldier came to work in a white undershirt.
——	——	82. When required to perform PMCS, this soldier did a quick, superficial job before rushing off to the snack bar. Consequently, several vehicle deficiencies went unnoted.
——	——	83. This soldier gave up free time, when not required to by his supervisor, to make sure his work was error free and on time.
——	——	84. While on a field training exercise that required extended Tactical Operational Center operations, this soldier worked long hours with little sleep to maintain the radios, antennae and generators.
——	——	85. This soldier was the first to arrive at the scene of an accident involving a quarter ton jeep with three injured personnel. He immediately began CPR on one person who was near death and continued until MEDEVAC arrived.
——	——	86. When this soldier was assigned to answer phones in the office, he put all lines on hold and left the office.

_____ _____ 87. When tasked to be the Bn commander's driver for the day, this soldier showed up wearing a wrinkled uniform.

_____ _____ 88. This soldier failed to carefully read all instructions on his task before beginning to work on it.

_____ _____ 89. This soldier, a driver, always saluted correctly upon the arrival and departure of the S-3.

_____ _____ 90. The platoon was on a mounted ambush attempting to intercept river traffic at night, when this soldier fell asleep at his weapon.

_____ _____ 91. When this soldier started having trouble making her paycheck last the month, she put herself on a strict budget.

_____ _____ 92. When this soldier was almost due for a promotion, she reviewed her personnel records and decided she needed more courses. She then went to the education center and enrolled in college courses towards an accounting degree.

_____ _____ 93. A detail was needed to paint the dining room or else the whole unit would have to stay and work on it. This soldier, along with two others, volunteered to stay and paint.

_____ _____ 94. This soldier was told to put his hat on by the commander. He put the hat on, made some smart remarks, and then took the hat off again.

_____ _____ 95. During a field training exercise, this squad leader was talking and joking with his soldiers and failed to give the signal for a critical maneuver.

_____ _____ 96. Although this soldier knew that unit SOP dictated that all unmarried junior enlisted live in the barracks, he frequently stayed off post with his girlfriend.

PERFORMANCE   EFFECTIVENESS
CATEGORY   LEVEL

———— ———— 97. When stopped by the MPs because he was intoxicated, this soldier started a fight with them.

———— ———— 98. While working as an APC driver assigned to company headquarters commo station, this soldier took correspondence courses and on the job training to learn more about the duties of the commo section. As a result, he became the commo chief's right hand man even though he was assigned as a vehicle operator.

———— ———— 99. During the semi-annual PT test, this soldier passed each event with at least a 60% score.

———— ———— 100. This soldier did not properly maintain his equipment and falsified maintenance records on it.

———— ———— 101. When this soldier observed a head-on accident, he stopped, rendered first aid and instructed others to direct traffic and summon the ambulance and police.

———— ———— 102. This soldier's room and area met the standards of the inspecting officer.

———— ———— 103. This soldier properly performed his duties as motor pool guard.

———— ———— 104. During an argument with another soldier, this soldier pulled out a knife and stabbed him.

———— ———— 105. This soldier performed all operator PMCS on his vehicle and dispatched it as directed.

———— ———— 106. After attending the alcohol abuse prevention program, this soldier worked hard to change the command's view of his performance. He also volunteered to be a crisis worker in the commands AA group.

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PERFORMANCE   EFFECTIVENESS
CATEGORY   LEVEL

———— ————   107. During ARTEP, this soldier left the Unit's
                         perimeter, did not inform anyone where
                         he was going, and did not carry water,
                         survival gear or maps. Consequently,
                         the ARTEP had to be halted to mount a
                         search and rescue mission for him.

———— ————   108. When the "redeye" missile failed to fire,
                         this soldier called "cease fire" on the
                         range and ordered nearby trainees to
                         return to the safety area.

———— ————   109. While on leave this soldier was injured
                         in an auto accident. He notified the
                         command of the circumstances as soon
                         as he could telephone from the hospital.

———— ————   110. Although this soldier had been notified
                         90 days in advance that he would be tested
                         on his basic soldier skills, he did not
                         know how to use his decontamination kit.

———— ————   111. This soldier attended a high school com-
                         pletion program at night to earn his
                         diploma.

———— ————   112. When this soldier heard the retreat
                         played, he stopped and rendered the proper
                         courtesies to the flag.

———— ————   113. While living in government quarters,
                         this soldier failed to clean the quarters
                         or to maintain and repair the furnishings.

———— ————   114. This soldier sold his roommate's radio
                         without his roommate's permission.

———— ————   115. This soldier talked back to his NCO and
                         refused to follow orders.

———— ————   116. When told to prepare his vehicle for
                         inspection, this soldier worked extra
                         hours on his own time to ensure that
                         all deficiencies were corrected.

———— ————   117. This soldier arrived three minutes late
                         for work call formation.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	118. This soldier repeatedly fell out of the company run after the first quarter mile, although he could successfully pass PT test including the two mile run.
————	————	119. This soldier, a mechanic, maintains two sets of uniforms: one inspection ready and one for work. He changes from his dirty uniform into a good one everytime he leaves AO.
————	————	120. While working as toolroom keeper, this soldier established an effective location and storage plan as well as a rotation plan for tool clean-up and maintenance. As a result, his platoon had the best kept tools and accountability in the company.
————	————	121. In preparation for an I.G. inspection of full field layout, this soldier ac- quired a copy of SOP for proper layout and photocopied it for himself and his squad members.
————	————	122. This soldier's peers complained because he did not take a shower for several days.
————	————	123. This soldier does not try to meet minimum performance standards. Instead, he tries to shirk his duties and frequently com- plains to others.
————	————	124. This soldier was caught selling cocaine to an undercover law enforcement agent working for the Army CID.
————	————	125. The battery command received 15 bad checks written by a newly assigned soldier within the unit.
————	————	126. This new soldier was assigned to prepare the Unit's arm room for a command inspec- tion in one week. Prior to the major inspection, he requested two courtesy inspections, noted the discrepancies and made corrections. Consequently, he received a 94.8% score on the inspec- tion.

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	127. This soldier was tasked with establishing proper accountability and issue procedures for the tool room. He performed a 100% inventory with the commander, taking several hours and ensuring that all tools were properly accounted for and that there was an organized system for issue.
————	————	128. This soldier helped another soldier locate the zero range on her M-16 rifle, when it was clear that she was having difficulties.
————	————	129. When work was suspended due to a rainstorm, this soldier continued to work on grading the airstrip, while his coworkers rested in a tent.
————	————	130. After returning from the field, the soldier did a superficial job of cleaning his weapon and convinced the armorer to accept it.
————	————	131. On the PT test, this soldier would obtain the minimum score and then quit; despite his having the potential to do better.
————	————	132. While assigned as leader of a unit on detail, this soldier worried about alienating the other soldiers. Therefore, he did most of the work himself and the job took much longer than necessary.
————	————	133. To improve his welding skills, this soldier enrolled in a course at the post technical school and a night course at the local technical institute.
————	————	134. Because this soldier was a single parent and had problems getting a steady babysitter, she was often late to morning formation.
————	————	135. After being counseled on his excessive debts, this soldier obtained budget guidance and a loan to pay off his bills. From then on he carefully budgeted his money.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	136. When ordered to check and make corrections to the differential fluid in his truck, this soldier replaced the faulty fluid in the front but failed to check the rear axle.
_____	_____	137. After attending the alcohol abuse prevention program, this soldier quit drinking excessively and his performance improved.
_____	_____	138. The soldier was checked for military appearance by the courtesy patrol posted at the main exchange. He was reported to have an outstanding appearance and his courtesy was quite satisfactory.
_____	_____	139. This soldier was very good at doing crew drills necessary for battlefield proficiency. When he was moved to another squad right before a major evaluation, he tried to make the new squad look bad by performing far less than he was capable of.
_____	_____	140. While on duty as CQ runner, this soldier let another soldier borrow the key ring with all room keys attached. This resulted in a theft of another soldier's property.
_____	_____	141. This soldier who was 30 pounds overweight, failed to lose even five pounds in over a year of special counseling and guidance.
_____	_____	142. While on guard duty, this soldier went "joy riding" instead of patrolling the prescribed route in his vehicle.
_____	_____	143. During a mass escape and evasion exercise, this soldier took charge of his administrative squad and led them to the final checkpoint by using his map reading skills and squad patrol techniques. His squad was the only one to complete the course on time.
_____	_____	144. This soldier could not control his diet and exceeded the weight standards.

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
——	——	145. In the TOE unit, this one soldier always complained to others about the Army, his unit and the leaders.
——	——	146. At the scene of an accident with a mobile home, this soldier endangered his own life and incurred severe burns, while attempting to extract an injured couple from the vehicle.
——	——	147. While serving punishment under Article 15, this soldier failed to report for extra duty.
——	——	148. After being informed that he had two weeks to drop his extra weight, this soldier did not try to lose any weight at all.
——	——	149. This soldier lost ten pounds in two weeks when told to do so by his commander.
——	——	150. The commander tasked this soldier to help another unit with tank gunnery. The soldier tried to help the unit in several ways, even though they did not want to listen to him since he was not from their unit.
——	——	151. When assigned as a driver in a desert environment, this soldier became lost. He then left the vehicle which contained supplies and radios and walked miles in the wrong direction before he reached a house where he called for help.
——	——	152. This soldier, an alcohol and drug abuse counselor, was discovered smoking hashish in her barracks.
——	——	153. Although this soldier did not really want to be a driver, when he was assigned the job, he strove to improve his knowledge of the job.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	154. Although the commander had issued an order that no alcoholic beverages other than beer were to be consumed in the barracks, this soldier was caught with a bottle of bourbon in the barracks.
————	————	155. This soldier did not remove a cigarette from his mouth when he saluted an officer.
————	————	156. This soldier was smoking a cigarette in a movie theater. When told by an officer to extinguish his cigarette, the soldier became verbally abusive towards the officer.
————	————	157. This soldier was caught smoking marijuana in the latrine of a Post Service club.
————	————	158. This soldier got into a fight with another soldier in the barracks and pulled a knife on him.
————	————	159. This soldier followed the platoon sergeant's orders to get his hair cut for the Commander's inspection.
————	————	160. The sergeant instructed this soldier to start the platoon tanks in the motor pool at 0800 hours. The soldier did not start the tanks and was found in his bed at 0830 hours.
————	————	161. When told by his platoon sergeant to go down to the motor pool and check the engine oil in his tank, this soldier followed the order promptly.
————	————	162. This soldier was usually on time for formation.
————	————	163. During a field exercise, this soldier took charge and ran the operation center for several hours until an NCO was available to take over.
————	————	164. Without the supervision of an NCO, this soldier made sure that his vehicle was ready for the field exercise well in advance of the starting point time.

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	165. During a personnel shortage, this soldier took charge of the motor shop for two days until an NCO could relieve him.
_____	_____	166. Drug paraphernalia was discovered in this soldier's locker during a health and welfare inspection.
_____	_____	167. At the soldier of the month board, this soldier displayed excellent technical proficiency and correct military bearing.
_____	_____	168. Due to a personnel shortage, this soldier was assigned to fill a slot normally held by an E-5 during an exercise. Throughout the exercise he carried out all tasks with a high degree of technical proficiency.
_____	_____	169. After a field exercise, this soldier took his personal gear to the barracks and dumped it in his room without cleaning it.
_____	_____	170. After being told by the commander to study vehicle identification for the upcoming SQT, this soldier failed to do it. Consequently, he did not pass his SQT.
_____	_____	171. This soldier applied for identification for his second wife, presenting a forged divorce decree from his first wife.
_____	_____	172. This soldier was court martialed for being AWOL and sentenced to restriction to post. The weekend after the court martial he was seen stepping off a civilian bus outside the limits of the military base.
_____	_____	173. This soldier failed to check electronic components before installing them in a vehicle. Consequently, once installed the system failed to operate due to a defective component.

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	174. This soldier borrowed large sums of money from fellow soldiers, agreeing to pay back the loans at high interest rates. By the time he was discovered, he owed several thousand dollars to others.
————	————	175. When the unit training schedule called for intense maintenance on vehicles, this soldier voluntarily stayed at work after normal duty hours to accomplish the required maintenance.
————	————	176. On his first mission since AIT, this soldier made use of the knowledge he had acquired in training.
————	————	177. On several occasions this soldier overslept and missed morning formation.
————	————	178. This soldier pawned his tool box and then filed a report claiming it was stolen.
————	————	179. When this soldier was assigned to be vehicle driver during a field exercise, he worked hard preparing the vehicle for the field, even though it was not his assigned vehicle. Once in the field, he continued to perform maintenance without supervision.
————	————	180. This soldier left on a major off-post field exercise without providing any money for his wife during his absence. His wife had to receive aid from the Army Community Service.
————	————	181. Although this soldier had been ordered to perform maintenance on a vehicle, he did not do it because he was leaving the service in fourteen days.
————	————	182. This soldier did a very superficial job when preparing his room for inspection. Consequently, his room failed the inspection and the entire section was required to stay late to prepare for a second inspection.

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	183. This soldier failed to file correspondence as directed and failed to use care when placing correspondence in file folders. Consequently, the section was often unable to locate needed papers.
_____	_____	184. This soldier was ordered to go on a field exercise at a distant location. After he got there he was then given PCS orders. On short notice, he willingly repacked his belongings and without complaining went about the business of returning to home station.
_____	_____	185. During a major nuclear technical inspection, a squad leader became ill. This soldier, an E-4, who was not the assistant squad leader, voluntarily took charge of the squad and completed the inspection.
_____	_____	186. After working only one hour on a post police detail, these soldiers spent the rest of the day at the snack bar and the indoor pool. The area they were supposed to have policed was later determined to be dirty by the post CSM.
_____	_____	187. When tasked by the motor sergeant to perform a service on a two and a half ton vehicle, this soldier returned the paperwork at the appropriate time, showing the job completed. The sergeant checked the vehicle and discovered the issued repair parts had not been applied but were thrown in the trash.
_____	_____	188. When a vehicle in a military convoy had a major mechanical breakdown, this soldier used some spare parts on hand to temporarily repair the vehicle until they reached their destination.
_____	_____	189. This soldier actively participated in the unit PT program and vigorously exercised after duty hours to maintain the best possible physical condition.
_____	_____	190. This soldier was caught several times using drugs and once selling them.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	191. When he found himself in serious financial trouble, this soldier sought assistance and made every effort to improve his situation.
————	————	192. A list of orders and tasks were given to a soldier, who could have passed some of the tasks on to another soldier. This soldier clarified the requirements with his supervisor and then set about to accomplish the tasks himself.
————	————	193. When this soldier noticed some other soldiers (not in his unit) on post without regulation haircuts, he marched the soldiers down to the post barbershop.
————	————	194. Most of the time this soldier meets appearance standards and requires very little on the spot correction from his supervisor.
————	————	195. During his annual test, this soldier qualified with his personal weapon by hitting the required number of targets within the allocated time.
————	————	196. When assigned to supervise others, this soldier had difficulty accepting other soldiers' ideas and would not listen to what his subordinates had to say.
————	————	197. The soldier was authorized to take courses to improve his skills during duty hours. He was either late or failed to show for most classes.
————	————	198. When an officer was approaching a group of soldiers on detail, the senior man in charge called the detail to attention and saluted the officer.
————	————	199. This soldier lost weight so he could reenlist. After reenlistment, he gained 42 pounds, exceeding the DA standard.
————	————	200. When this soldier got married and moved off post, he began being one to two hours late for morning work call on a continuous basis.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL		
_____	_____	201.	This soldier did not listen to his supervisor's instructions and was unable to complete his assigned task.
_____	_____	202.	This soldier failed to read his duty instruction book and to properly execute the required tasks.
_____	_____	203.	This soldier displayed a high level of job knowledge in his specialty.
_____	_____	204.	The soldier made a special effort to provide junior service members with insight into a military career.
_____	_____	205.	When assigned as CQ, this soldier cleaned the day room and hallways.
_____	_____	206.	When issued an order by his commander, this soldier let him know he disagreed with it.
_____	_____	207.	While being spoken to by a superior officer, this soldier took his time coming to a stand.
_____	_____	208.	This soldier took several correspondence courses to improve his job knowledge.
_____	_____	209.	During his off duty time, this soldier completed his B.S. degree in business management.
_____	_____	210.	This soldier conducted periodic classes to ensure that all personnel understood current regulations.
_____	_____	211.	While preparing for the field, this soldier failed to compare his packing checklist with the loading plan. Consequently, the unit arrived in the field without all their required supplies.
_____	_____	212.	Due to his drug problem, this soldier's physical condition and performance declined.
_____	_____	213.	In spite of repeated warnings, this soldier failed to keep his work area clean and neat.

———— ———— 214. During a manuever that required a military
vehicle to be driven through a fence
on private property, this soldier was
unable to find a gate. He selected a
section of the fence that was in poor
condition, drove the vehicle through
it and then repaired the fence before
going on.

———— ———— 215. When this soldier saw a civilian car
stuck off a paved road, he offered to
use his military vehicle to pull the
car back onto the pavement.

———— ———— 216. While acting as squad leader, this soldier
noticed that a member was not prepared
for the commander's inspection. Instead
of making that member stand inspection,
he sent him out on an assignment.

———— ———— 217. This soldier voluntarily enrolled in
the Basic Education Skills Program.
Consequently, he was able to improve
his GT score.

———— ———— 218. This soldier was told to prepare for
a class A inspection by the battalion
SGM and to wear all awards on the uniform.
He appeared at inspection with all brass,
ribbons, crest and badges correctly
placed.

———— ———— 219. This soldier was assigned to support
a major training exercise over a three
month period. Although his tasks were
very repetitive, he consistently adhered
to the time schedule and was always at
his duty site at the appointed time.

———— ———— 220. When tasked to conduct a leadership class,
this soldier spent many hours gathering
materials for the class and rehearsing
his presentation. As a result of his
efforts, soldiers still praise that class.

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RETRANSLATION DATA - FORM D

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M

(DECIMAL POINTS ON PROPORTIONS OMITTED TO SAVE SPACE)
(ASTERISKS INDICATE DIMENSIONS OF CLASSIFICATION)

LISTING OF ITEMS BY PROPORTION OF RESPONDENT IN EACH CATEGORY -- DATE: 84/03/13.

RETRANSLATION DATA - FORM F

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M

(DECIMAL POINTS OR PROPORTIONS OMITTED TO SAVE SPACE)
(ASTERISKS INDICATE DIMENSIONS OF CLASSIFICATION)

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LISTING OF ITEMS BY PROPORTION OF ENDORSEMENT IN EACH CATEGORY -- DATE: 84/03/13.
RETRANSLATION DATA - FORM C

ITEM   N    MEAN    S.D.     A    B    C    D    E    F    G    H    I    J    K    L    M
----  ---  ------  ------   ---  ---  ---  ---  ---  ---  ---  ---  ---  ---  ---  ---  ---
 101   11   7.455    .968   000  000  000  000  000  000  000  182  091  000  000  273  455
 102   11   5.545    .891   000  000  000  000  000  091  909* 000  000  000  000  000  000
 103   11   5.091    .666   000  364  000  000  000  000  000  091  091  455  000  000  000
 104   11   1.182    .386   909* 000  091  000  000  000  000  000  000  000  000  000  000
 105   11   5.455    .656   000  000  000  000  000  818* 000  182  000  000  000  000  000
 106   11   7.182    .936   636* 000  000  000  000  000  000  000  273  000  000  000  091
 107   11   1.182    .386   000  182  000  000  000  000  000  000  182  455  000  000  182
 108   11   6.364   1.367   000  273  000  000  000  000  000  273  000  182  000  091  182
 109   11   5.618   1.192   000  818* 091  000  000  000  000  000  091  000  000  000  000
 110   11   2.818    .575   000  000  000  000  000  000  000  545* 000  091  364  000  000
 111   11   6.182   1.660   000  000  000  000  000  000  000  000  182  000  818* 000  000
 112   11   5.273    .617   091  727* 000  091  000  000  000  000  000  091  000  000  000
 113   11   2.545    .782   000  000  000  000  000  091  909* 000  000  000  000  000  000
 114   11   1.455    .656   000  000 1000* 000  000  000  000  000  000  000  000  000  000
 115   11   1.727    .617   091  909* 000  000  000  000  000  000  000  000  000  000  000
 116   11   7.391    .956   000  000  000  000  000  545* 000  000  455  000  000  000  000
 117   11   3.818    .386   000  818* 000  000  000  000  000  000  000  182  000  000  000
 118   11   2.727    .750   000  091  091  000  455  000  000  000  364  000  000  000  000
 119   11   7.000   1.706   000  000  000 1000* 000  000  000  000  000  000  000  000  000
 120   11   7.455   1.076   000  000  000  000  000  091  091  091  455  182  091  000  000
 121   11   6.818   1.029   000  000  000  000  000  000  000  000  182  000  000  273  545*
 122   11   2.273    .862   000  000  000  727* 091  000  000  000  000  000  000  000  182
 123   11   1.818    .575   000  000  000  000  000  000  000  000  727* 091  182  000  000
 124   11   1.000   0.000   818* 182  000  000  000  000  000  000  000  000  000  000  000
 125   11   1.545    .656  1000* 000  000  000  000  000  000  000  000  000  000  000  000
 126   11   7.909    .900   000  000  000  000  000  000  000  091  727* 182  000  000  000
 127   11   6.909    .996   000  000  000  000  000  091  091  091  091  636* 000  000  000
 128   11   6.455    .801   000  000  000  000  000  000  000  000  000  000  000  273  727*
 129   11   6.909   1.564   000  000  000  000  000  000  000  000  818* 091  000  000  091
 130   11   2.727    .962   000  000  000  000  000  909* 000  000  091  000  000  000  000
 131   11   3.182    .716   000  000  182  000  182  000  000  000  636* 000  000  000  000
 132   11   2.545    .456   000  000  000  000  000  000  000  000  000  000  000 1000* 000
 133   11   7.545    .988   000  000  000  000  000  000  000  000  000  000 1000* 000  000
 134   11   3.182    .833   182  727* 000  000  000  000  000  000  000  091  000  000  000
 135   11   6.091    .996  1000* 000  000  000  000  000  000  000  000  000  000  000  000
 136   11   2.818    .716   000  000  000  000  000  455  000  091  000  455  000  000  000
 137   11   6.273   1.135  1000* 000  000  000  000  000  000  000  000  000  000  000  000
 138   11   6.818   1.266   000  091  000  909* 000  000  000  000  000  000  000  000  000
 139   11   1.818    .575   000  000  000  000  000  000  000  091  000  000  000  000  909*
 140   11   1.636    .481   000  545* 182  000  000  000  000  000  000  273  000  000  000
 141   11   1.618    .574   000  000  000  091  909* 000  000  000  000  000  000  000  000
 142   11   1.455    .656   000  636* 000  000  000  000  000  000  273  091  000  000  000
 143   11   7.812    .936   000  000  000  000  000  000  000  000  182  000  000  818* 000
 144   11   2.636    .643   091  000  000  091  818* 000  000  000  000  000  000  000  000
 145   11   1.909    .792   000  273  091  000  000  000  000  000  091  000  000  091  455
 146   10   8.400    .660   000  000  100  000  000  000  000  000  200  000  000  100  500
 147   11   1.636    .643   000 1000* 000  000  000  000  000  000  000  000  000  000  000
 148   11   2.273    .912   000  182  000  091  636* 000  000  000  091  000  000  000  000
 149   11   6.364   1.150   000  182  000  091  727* 000  000  000  000  000  000  000  000
 150   11   5.636   1.611   000  000  000  000  000  000  000  182  273  000  000  545* 000
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(DECIMAL POINTS ON PROPORTIONS OMITTED TO SAVE SPACE)
(ASTERISKS INDICATE DIRECTIONS OF CLASSIFICATION)
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LISTING OF ... FREQUENCY DISTRIBUTION OF ENGAGEMENT IN EACH CATEGORY -- DATE: 84/03/13.
OF TRANSLATION DATA - FORM C

142

KETRANSLATION DATA - FORM C

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
201	11	3.001	.514	000	273	000	000	000	000	000	000	000	727*	000	000	000
202	11	2.618	.716	000	091	000	000	000	000	000	091	000	818*	000	000	000
203	11	7.455	.801	000	000	000	000	000	000	000	909*	000	000	091	000	000
204	11	7.001	.666	000	000	000	000	000	000	091	000	000	000	000	636*	364
205	11	6.273	2.235	000	364	091	000	000	000	000	000	364	091	000	091	000
206	11	3.545	1.777	000	909*	000	000	000	000	000	000	000	000	000	000	000
207	11	2.545	1.305	000	1000*	000	000	000	000	000	000	000	000	000	000	000
208	11	6.818	.714	000	000	000	000	000	000	000	000	091	000	909*	000	000
209	11	7.909	.763	000	000	000	000	000	000	000	000	000	000	000	000	000
210	11	6.818	1.113	000	091	000	000	000	000	000	000	000	000	000	727*	000
211	11	2.818	.833	000	091	000	000	000	000	000	000	091	909*	000	000	273
212	11	1.545	.458	727*	000	000	000	000	000	000	000	000	000	000	000	000
213	11	7.001	.643	000	000	000	000	773	000	000	000	545*	000	000	000	000
214	11	5.909	1.246	000	000	091	000	818	000	1000*	000	000	000	000	000	000
215	11	3.545	2.463	000	000	091	000	000	000	000	000	000	000	000	000	182
216	11	3.545	1.305	000	182	273	000	000	000	000	000	117	000	000	136*	091
217	11	6.364	.841	000	000	000	000	000	000	000	000	000	091	818*	000	000
218	11	6.091	1.043	000	455	000	455	000	000	000	091	000	545*	000	000	000
219	11	6.364	1.265	000	273	000	000	000	000	000	091	091	000	000	000	000
220	11	8.000	.003	000	000	000	000	000	000	000	000	273	000	000	727*	000

(DECIMAL POINTS OR PERCENTAGES OMITTED TO SAVE SPACE)
(ASTERISKS INDICATE DIMENSION OF CLASSIFICATION.)

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ARMY-WIDE PERFORMANCE EXAMPLE
RATING BOOKLET

Form E

Name _____

Rank _____

Post _____

145

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PERFORMANCE   EFFECTIVENESS
CATEGORY   LEVEL

_____ _____ 1. While driving back to his billets during a severe thunderstorm, this soldier stopped to help another soldier change a flat tire on a truck.

_____ _____ 2. This soldier unknowingly wrote a check that he did not have sufficient funds to cover.

_____ _____ 3. This soldier was instructed to have the colonel's sedan in front of headquarters by 1300 hours. He dispatched the sedan, washed, waxed, and cleaned the inside, filled it with gas, and had it in front of the building by 1250 hours.

_____ _____ 4. Although this soldier was the first one to see the commander, he did not call the billets to attention when the commander entered the building.

_____ _____ 5. When tasked with performing police call outside the unit area, this soldier quit his task to go home at 1630, although there was still litter in the area.

_____ _____ 6. This soldier enrolled in the Basic Skills Education Program in an attempt to raise his GT score. As a result, he raised his score high enough to apply for OCS.

_____ _____ 7. Four newly assigned soldiers were each given dayroom clean up tasks. This senior ranking soldier accomplished his tasks and then made sure that the others had done their tasks.

_____ _____ 8. The squad leader was personally responsible for seeing that the unit recreation area was cleaned up after a party. He told the squad members to do the clean-up and then he left his post to attend another party.

_____ _____ 9. This soldier volunteered to coach the Dependent Youth Activity Soccer League.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	10. This soldier was instructed by his squad leader to wax and buff the dayroom floor. He argued with the squad leader that the floor had been waxed a week ago and that it did not need to be done again so soon.
————	————	11. When the battalion commander angrily yelled for the radio mechanic, this soldier calmly and politely asked whom the commander wished to speak to on the radio. He then instructed the commander how to change frequencies so he could complete his traffic.
————	————	12. Although this soldier had broken the stock of his weapon by accident, he returned it to the armor saying it was broken on issue.
————	————	13. Because this soldier did not follow the proper procedures in cleaning his weapon, he broke its stock.
————	————	14. This soldier was walking on post, out of uniform, with his shirt unbuttoned and his hat cocked back on his head. When he saw an officer approaching, he straightened up his clothes, but once the officer had passed he quickly returned to his former appearance.
————	————	15. When this soldier saw another soldier walking on post with his shirt unbuttoned, he warned him about an approaching officer.
————	————	16. This soldier noticed that another soldier was having trouble reassembling a vehicle engine; he took out his maintenance manual and showed the soldier how to follow the procedures. Consequently, the vehicle was fixed properly and taken off the dead list on schedule.
————	————	17. During a training mission this soldier found some lost equipment and a wallet. He promptly turned everything in to his platoon leader.

PERFORMANCE   EFFECTIVENESS
CATEGORY   LEVEL

_____ _____ 18. When this soldier discovered that he
                       was missing some tools he had signed
                       out for, he promptly reported it to his
                       platoon sgt. As a result, property ac-
                       count was maintained and the lost equip-
                       ment was replaced.

_____ _____ 19. While studying for the annual SQT test,
                       this soldier offered to help another
                       soldier who was having trouble with one
                       of the exercises. This improved both
                       soldiers' performance.

_____ _____ 20. Although this soldier knew that his room-
                       mate kept marijuana in his wall locker,
                       he did nothing about it. When there
                       was a health and welfare inspection,
                       both soldiers were cited for possession
                       of marijuana.

_____ _____ 21. Because this soldier failed to follow
                       instructions when digging a trench, it
                       took him three hours, instead of the
                       allotted two hours, to finish the task.

_____ _____ 22. This soldier was in charge of a police
                       call detail. When one of the members
                       of his detail became loud and disruptive,
                       he took him aside and ordered him to
                       be quiet.

_____ _____ 23. This soldier was overweight and never
                       participated in the morning two mile
                       runs.

_____ _____ 24. Due to his drinking problem, this sol-
                       dier's performance and appearance began
                       to go downhill. When counseled, he admit-
                       ted his problem and requested help.

_____ _____ 25. Although this soldier had received several
                       notices about his bad checks, he failed
                       to report to the bank to pay them off.

_____ _____ 26. This soldier spent his money on drugs
                       and then was unable to meet his financial
                       responsibilities.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
———	———	27. When told there would be a TA-50 equipment inspection the following day, this soldier cleaned each piece of equipment and properly laid out the display. He also tagged each item he had found and had it ready to turn in.
———	———	28. When assigned to supervise an ammunition stacking operation, this soldier failed to ensure that ammunition was stacked according to regulations. Consequently, the task had to be completely redone by someone else.
———	———	29. This soldier studied on her own, after duty hours, to improve her MOS job skills by using the Army correspondence course program and the training extension course. Consequently, she achieved a score of 100 on her SQT.
———	———	30. When this soldier was instructed to off load the rail cargo ammunition, he accomplished the task to standard in one half the allotted time.
———	———	31. By carefully following standard procedures, this soldier was able to discover a discrepancy in the information recorded on two different documents. He promptly reported the discrepancy to his supervisor.
———	———	32. When directed to deliver computer card transactions to the automation management office, this soldier forgot to drop them off.
———	———	33. When tasked as an ambulance driver, this soldier neglected to perform operator maintenance on his vehicle. Consequently, his vehicle could not be dispatched as required.
———	———	34. After enrollment in a drug and alcohol abuse program, this soldier continued to show up positive on urinalysis tests.

———   ———

35. While acting as squad leader, this soldier noticed that a member was not prepared for the commander's inspection. Instead of making that member stand inspection, he sent him out on an assignment.

———   ———

36. This soldier voluntarily enrolled in the Basic Education Skills Program. Consequently, he was able to improve his GT score.

———   ———

37. This squad leader thoroughly instructed his men on the escape and evasion exercise. Consequently, during the course of the actual exercise all members of the squad made it through and set a time record for running the escape and evasion course.

———   ———

38. When two men could not be found after a parachute jump, this squad leader stayed out all night looking for the missing men.

———   ———

39. After his squad was badly wounded during a surprise attack, this soldier called for medic evacuation and administered first aid until help came.

———   ———

40. This soldier was told to prepare for a class A inspection by the battalion SGM and to wear all awards on the uniform. He appeared at inspection with all brass, ribbons, crest and badges correctly placed.

———   ———

41. When told to conduct a raid, this team leader informed his men of the equipment to carry, time of attack, route to and from objective, the position of each man, and each man's duty. Consequently, the raid was successfully conducted without any men being wounded or killed.

———   ———

42. At a TA-50 layout inspection, this soldier's equipment was so well displayed and laid out that the platoon leader took pictures of it to place on the platoon bulletin board.

PERFORMANCE	EFFECTIVENESS
CATEGORY	LEVEL
————	————

43. When tasked to conduct a leadership class, this soldier spent many hours gathering materials for the class and rehearsing his presentation. As a result of his efforts, soldiers still praise that class.

44. This soldier started a fight in the company day room over the changing of the TV channel.

45. Although this soldier had an opportunity to tell a general officer about several mistakes the platoon leader had made during a recent exercise, he decided not to. Instead, he emphasized his own mistakes and how the platoon sgt. had tried to help him learn the correct procedures during the training exercise.

46. A chopped tree fell in the wrong direction during a work detail; this soldier quickly grabbed another soldier and pulled her away from the falling tree. As a result, this soldier suffered injuries himself, but succeeded in saving the other soldier's life.

47. When offered an opportunity to voluntarily confess to stealing an item, this soldier falsely replied that he had received the item as a gift.

48. In a human relations discussion group other soldiers just joked around, but this soldier quietly but firmly expressed his views. As a result, the others began to listen to what he had to say and he eventually was able to lead the group in a meaningful discussion.

49. When this soldier damaged a one-of-a-kind piece of equipment that was needed for a field exercise, he neglected to tell his supervisor until just before the exercise started. Consequently, his group was not able to participate in the exercise.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	50. A fight was about to break out between two companies over a softball game, and this soldier tried to talk them out of it. When that didn't work, he went to his car and played the national anthem on his tape deck. As a result, the other soldiers quit arguing and a serious incident was avoided.
————	————	51. After four days on an FTX with little sleep or food, this soldier's platoon finally reached the base of the hill that was their objective. Although the Sgt told the group that they were going no further, this soldier said he wanted to push forward to see what was on top of the hill. As a result, the rest of the platoon became motivated too, and they took the hill in less than four hours with only two losses.
————	————	52. Although several NCOs had spent time helping this soldier prepare for a school test that he needed to pass, he failed to show up on the day of the test.
————	————	53. A new unit commander had announced that within 30 days all non-government furniture in the barracks had to be either refurbished or discarded. Only this soldier took the decree seriously and reupholstered his chair. All other soldiers had to get rid of their old furniture.
————	————	54. After being hit in a flag football game, this soldier became enraged and demanded action from the first sergeant. When the first sergeant told him to grow up, this soldier broke a window and smashed a soda machine.
————	————	55. This soldier tried to provoke an incident with an officer who had previously disciplined him by speaking belligerently towards the officer.

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	56. When local German officials made an appeal to military authorities to remove a heavy construction trailer that was stuck on a river bank, this soldier volunteered to join the recovery effort even though it was on a weekend.
_____	_____	57. Although there had been no command emphasis, this soldier volunteered to participate as a sponsor for the local Kiwanis Club Special Olympics.
_____	_____	58. This soldier failed to secure and check the battalion vault at the end of the the day. The following morning, two secret documents were missing from the vault.
_____	_____	59. During a field training exercise, this soldier failed to inform his platoon of reporting times and locations for their assigned tasks. Consequently, his unit was unable to carry out its assigned mission.
_____	_____	60. During the quarterly physical readiness test, this soldier achieved a maximum score of 300 by maxing the pushup, situp and two mile run events.
_____	_____	61. This soldier continually maintained his appearance in a classic regulation version of the model soldier.
_____	_____	62. While off duty, at a local bar, this soldier became drunk and disorderly. He had to be forceably removed from the bar.
_____	_____	63. This soldier volunteered to go on a bridge exercise so that he could receive cross training in rafting and bridge repair.
_____	_____	64. Instead of moving out to the field location, this soldier went on sick call.
_____	_____	65. Even after repeated instruction, this soldier could not remember the proper way to complete his tasks.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	66. This soldier failed to pay his bills and had to receive Army loans to meet his family's needs.
————	————	67. When this soldier had to take over the squad leader's job with no advance notice, he accomplished all the assigned tasks to standard.
————	————	68. This soldier was not physically strong enough to dig a fighting position.
————	————	69. During three inventories, this soldier's TA-50 equipment was found to have missing items and unserviceable equipment.
————	————	70. When tasked to recover a five-ton truck, this soldier, using his winch, block and tackle, properly rigged the vehicle and recovered it without any resulting damage.
————	————	71. This soldier was disrespectful toward and did not follow the order of a former roommate who was promoted to E-5 and was his legitimate superior. He did this even though the E-5 was tactful and proper in giving the order.
————	————	72. When scheduled for road marches, this soldier either attended sick call or went on the march but then dropped out. As a result during FTX, his platoon had to slow down considerably just to keep him in the exercise.
————	————	73. This soldier spent additional hours in the motor pool, often unsupervised, in an effort to improve his vehicle. During a maintenance inspection, it was rated an exceptional vehicle with "no faults noted."
————	————	74. This soldier was assigned as the NBC NCO for the first time during preparation for an ACI. He asked a neighboring unit NBC NCO for suggestions and then spent several nights preparing the NBC room. As a result, the unit passed inspection and he received a commendable.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	75. There was a heavy snowfall during preparation for squad ARTEP testing, but no overwhites had been issued for camouflage. This soldier went to the mess hall and signed for cook's whites that could be used to cover normal fatigue uniforms, resulting in a commendable rating for his squad.
————	————	76. Although this soldier had been reminded about the SQT testing date and knew it required 100% attendance, he failed to show up on time. His whole unit had to schedule a make-up session.
————	————	77. When this soldier, acting as the assigned armorer, lost a weapon, he prepared a false maintenance form to cover up the loss.
————	————	78. This soldier couldn't understand the sample problems during land navigation class. After class he returned to the learning center and continued working with the programmable learner until he understood the problems. As a result, during the FTX, his patrol was able to make maximum points for finding each of the required locations.
————	————	79. When this soldier was tasked with digging a fighting position for a training course, he continued to work on it even after he had passed the OIC inspection. His position was so well constructed that it was chosen to be a permanent fixture in the installation.
————	————	80. When tasked with filling the M-2 burner for the night shift, this soldier spilled gas on the ground causing a fire in the fueling area.
————	————	81. Some soldiers were standing around the hanger when an officer came up. Although this soldier was not the senior, he called the group to attention and saluted the officer.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	82. Because this soldier felt that he needed help to pass the SQT, he obtained the proper technical manuals and asked his first line supervisor to help him study for the test.
————	————	83. While enrolled in the drug abuse program, this soldier promptly showed up for all classes and was attentive throughout the classes.
————	————	84. During inspection of a vehicle, this motor sergeant failed to notice a leaking rear seal. Consequently, the seal was not repaired and the truck incurred greater damage.
————	————	85. When assigned to repair weapons for an upcoming FTX, this soldier failed to do so, explaining that he lacked the necessary transportation. As a result, the weapons were not ready on time and the FTX was unsatisfactory.
————	————	86. When assigned to bring additional radio batteries for ARTEPS, this soldier forgot to bring them. Thus, the company net control station could not communicate with one platoon and mission accomplishment was severely hampered.
————	————	87. When assigned as the point/compass man on a very difficult patrolling exercise, this soldier led throughout the patrol and then volunteered for additional leader's reconnaissance. As a consequence, his patrol was the only one to complete all objectives successfully.
————	————	88. This soldier was on a platoon ARTEP and had been moving for two days without sleep. When his platoon arrived at its defensive position, he immediately began digging a fighting position even though quite tired. His willingness to continue working seemed to spread and several others began digging in.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	89. This soldier was able to correctly identify 18 out of 20 vehicles on a test of friendly vs. threat vehicles.
————	————	90. This soldier cleared, disassembled, assembled, and pulled a functions check on his M-16 rifle in two minutes.
————	————	91. This soldier was able to put on his M-25 protective mask within 12 seconds.
————	————	92. When assigned to police up the area, this soldier failed to pick up all the cigarette butts.
————	————	93. This soldier took time to prepare his wall locker for a health and welfare inspection. Consequently, he passed inspection and the platoon used his locker as an example of excellence for the rest of the platoon.
————	————	94. When this soldier's friend was wrongly accused of cheating on a test, he stood up for him and explained the situation. Consequently, the charges of cheating were dropped.
————	————	95. This soldier went on leave when his mother was sick and then failed to return to the platoon at the end of leave.
————	————	96. While on phone duty, this soldier answered the phone, saying "Yankee Stadium, third base."
————	————	97. When this soldier noticed that another soldier on guard duty at the ammunition dump was sleeping, he promptly reprimanded him. This soldier then radioed the sgt. of the guard about the incident.
————	————	98. This soldier saw another soldier in uniform getting very drunk in a local bar; he tactfully advised the other soldier to leave before there was trouble. The other soldier apologized for his actions and left the bar.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL

_____ _____   99. While raising a vehicle to remove a wheel, this soldier neglected to check the emergency brake and did not use check blocks. When the jack slipped, the vehicle rolled into another vehicle, causing minor damage to both.

_____ _____   100. While preparing for an IG inspection on the NBC room, this soldier was asked to stay late to help out (everyone else had gone home). Because this soldier agreed to stay on until the work was completed, the NBC room passed the inspection.

_____ _____   101. When asked to stay late with another soldier to prepare the NBC room for inspection, this soldier decided to leave since he knew he was not required to stay.

_____ _____   102. When assigned to guard a helicopter with sensitive commo equipment during an FTX, this soldier stayed at his post even though his relief was eight hours late.

_____ _____   103. When asked by a Korean national to purchase something for him at the PX, this soldier agreed to do so, but then quietly alerted the MPs.

_____ _____   104. Although this soldier knew about the Korean black market, when asked to purchase small items from the PX for a young Korean woman, he agreed to do so.

_____ _____   105. During an FTX in Germany this soldier took his vehicle downtown, although he knew it was against regulations.

_____ _____   106. While unloading and preparing to go to the field, this soldier claimed that the work was too hard for her. As a result, the others had to do her share of the work as well as their own.

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	107. This soldier took on the role of barracks lawyer and advised another soldier, who was up for a company grade article 15, to take a court martial instead. The other soldier followed his advice and ended up with a more severe punishment than he would have under article 15.
————	————	108. After preparing his areas for the upcoming inspection, this soldier helped other soldiers on their areas.
————	————	109. When this soldier was found to be over-weight, he started a diet. By the end of three months his weight was in the acceptable range.
————	————	110. While doing checks on his vehicle, this soldier failed to notice that there was no oil in the engine. Subsequently, the engine blew during operation of the vehicle.
————	————	111. This soldier was given special privileges so that he would have more time to ensure that the area of TAMMS and PGL was up to IG standards. During IG inspection both TAMMS and PGL failed to meet standards.
————	————	112. This radio operator was very good at her job, but she always got out of field exercises by complaining of menstrual cramps.
————	————	113. While his platoon leader was on leave, this soldier was responsible for seeing that the CCMSEC account would be ready for inspection. He completed the task on time and the unit received a no deficiency, no shortcoming rating on the inspection.
————	————	114. When assigned to guard ammunition, this soldier left his post to go find his replacement. As a result, the ammunition was left unguarded and several children took electrical fuzes.

———   ———   115. While in the field, this soldier had
                    someone place an emergency call for him
                    saying that his daughter was very sick.
                    After a replacement had been sent to
                    the field and this soldier was back in
                    garrison, he admitted that he did not
                    have a daughter.

———   ———   116. When the Communications Chief suddenly
                    took ill before the AIG, this soldier
                    had to replace him in escorting the in-
                    specting officer and answering questions.
                    This soldier correctly recited the number
                    and types of radio systems in the unit
                    and received a commendable rating.

———   ———   117. While awaiting orders this soldier was
                    put to work as a clerk in the orderly
                    room. Although she was going to school
                    to be a cryptosystems repairer, she did
                    the work well and with enthusiasm.

———   ———   118. This soldier was not overweight, but
                    he looked chubby and was often weighed
                    in by directive when he wore his Class
                    A uniform. Although he was not required
                    to, he lost 20 pounds and had his uniforms
                    specially tailored.

———   ———   119. When this soldier's battalion was left
                    on post support duty, he constantly com-
                    plained about it and advised others not
                    to finish a detail ahead of schedule
                    because there would just be more work.

———   ———   120. A new soldier was unable to fix the radio-
                    teletype after several tries. This sol-
                    dier stepped in and successfully talked
                    the new soldier through the manual
                    troubleshooting procedures.

———   ———   121. Although field-grade officers had person-
                    ally commended this soldier on her perfor-
                    mance, appearance and soldiership, she
                    told her fellow soldiers that the officers
                    had praised the entire unit and not just
                    herself.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	122. When a young lieutenant told this soldier to drive through a light fence, he politely asked if he could look the area over first. The soldier discovered that the fence blocked off a large snow-covered ditch and a serious accident was prevented.
————	————	123. When another soldier was having extreme pains in his feet due to the cold, this soldier immediately removed his boots and socks and placed his feet inside his own shirt and jacket. As a result, a serious case of frostbite was prevented.
————	————	124. When this soldier was walking through a neighboring battalion, he picked up some litter and went out of his way to deposit it in a waste can.
————	————	125. When another soldier complained of extreme foot pain due to the cold, this soldier replied that everyone was cold and that he would have to wait for relief until the next stop. Since the next stop wasn't for another two hours, the cold soldier would have developed severe frostbite if someone else hadn't stepped in to apply first aid.
————	————	126. While firing on a live fire range, this soldier noticed the person next to him was pointing his rifle at another soldier. He quickly reported this to the nearest safety NCO.
————	————	127. This soldier explained to another driver, who was always having vehicle problems, that following the manual and maintaining it properly would keep his vehicle up and be a help to everyone else. As a result, the driver became motivated to take better care of his vehicle.
————	————	128. When exiting a building just as retreat was sounding, this soldier stepped back into the building so that he would not have to show the appropriate honors to the colors.

| PERFORMANCE | EFFECTIVENESS |
CATEGORY	LEVEL
——— ———	——— ———	129. When exiting a building just as retreat was sounding, this soldier, rather than stay inside, continued out the building, stopped and executed a sharp salute.

PERFORMANCE   EFFECTIVENESS
CATEGORY   LEVEL

_____   _____   129. When exiting a building just as retreat
                          was sounding, this soldier, rather than
                          stay inside, continued out the building,
                          stopped and executed a sharp salute.

_____   _____   130. This soldier was disrespectful towards
                          an NCO who had over 20 years in service.

_____   _____   131. This soldier failed to accomplish any
                          of his assigned tasks during motor
                          stables.

_____   _____   132. This soldier failed to prepare his room
                          for inspection.

_____   _____   133. Although this soldier was briefed on
                          the importance of making a levy appoint-
                          ment, he failed to go to it.

_____   _____   134. This soldier spent a great deal of time
                          studying for his first SQT. Consequently,
                          he scored a 98 on the test.

_____   _____   135. This team chief failed to follow up on
                          his assigned personnel to make sure that
                          they were properly carrying out their
                          tasks.

_____   _____   136. This soldier forgot to set his alarm
                          for morning formation and consequently
                          slept through it.

_____   _____   137. When assigned to install radio teletype
                          communications at a field location, this
                          soldier positioned the rigg, set up his
                          equipment, and had radio and clear page
                          copies within 20 minutes.

_____   _____   138. When tasked with developing a CO new
                          driver's course, this junior NCO did
                          such a good job that the battalion adopted
                          his ideas for a battalion-wide course.

_____   _____   139. This soldier failed to use a ground guide
                          when backing up his vehicle. As a result
                          he drove into another vehicle.

_____   _____   140. This soldier did not check the water
                               and oil levels while doing maintenance
                               on a track vehicle. Subsequently, during
                               a field movement, the vehicle's engine
                               overheated and was damaged.

_____   _____   141. When this soldier saw two others involved
                               in a heated argument, he separated them
                               and calmed them down, before they could
                               break into a fist fight.

_____   _____   142. During a FTX, when all squad leaders
                               were removed from the problem, this sol-
                               dier took charge of the squad and success-
                               fully put them through maneuvers and
                               position defense.

_____   _____   143. When told to study for the upcoming common
                               task test, this soldier gathered all
                               the reading materials he could find on
                               the subject and also spent time at the
                               learning center reviewing tapes. As
                               a result, he received a 100% or the common
                               task test.

_____   _____   144. After this soldier had been told that
                               he must attend a field training exercise,
                               he went AWOL.

_____   _____   145. This soldier left his post when he was
                               on guard duty.

_____   _____   146. This SM was instructed to remain at a
                               road intersection to show the follow-on
                               convoy the direction to go. Instead,
                               he fell asleep resulting in half the
                               convoy going the wrong way.

_____   _____   147. This soldier kept rabbits in his room
                               in the barracks against local regulations.

_____   _____   148. While this soldier was watching the order-
                               ly room for the 1SG, he received several
                               telephone calls to pass on information
                               to others in the unit. He forgot to
                               do this, resulting in considerable confu-
                               sion and time lost on an important mission.

_____   _____   149. When his buddy and fellow squad member
got drunk in a downtown bar, this soldier
guided him back to the barracks and put
him to bed.

_____   _____   150. This soldier was directed by the 1SG
to collect personnel reports from the
platoon sgts. He did this but also
checked them against the unit manning
roster, accounted for personnel not at
formation, and filled out the battalion
report prior to the 1SG's return, thereby
saving the 1SG about 45 minutes work.

_____   _____   151. When this soldier's squad returned from
an extended field exercise, he and his
wife had squad members over to their
apartment for a party.

_____   _____   152. This SM was transporting three other
SMs on a mission to another post, when
his vehicle broke down enroute. He made
no attempt to diagnose the problem or
fix the vehicle even though it turned
out to be a minor malfunction he could
have fixed. A wrecker was dispatched
to look for the vehicle and repair it,
wasting everyone's time and delaying
the mission.

_____   _____   153. This soldier was a 1st Sgt.'s driver
on a field problem when the 1st Sgt.
was given the responsibility of delivering
chow to troops in the field. When the
1st Sgt. couldn't pick up the chow due
to another commitment, the soldier picked
it up, delivered it to each platoon,
and returned what was left to the mess
site, all without supervision.

_____   _____   154. While on guard duty, this SM was required
to make radio checks every half hour
and check building security every twenty
minutes. Instead, the soldier turned
his radio off and fell asleep under a
truck until he was found an hour after
failing to check in.

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	155. When this training NCO was tasked with making preparations for company NBC training, he failed to do any of the necessary coordination activities. Consequently, the commander had to cancel the training on the scheduled day.
————	————	156. The company was ordered not to use drugs in the field. At a health and welfare inspection given upon departing the field, this soldier was found to have been using drugs.
————	————	157. Although he knew the standing orders of the guard mount, this soldier was found sleeping on three different occasions.
————	————	158. This soldier lost control of his weapon for three hours. As a result, the company had to stop training and search for the weapon.
————	————	159. Although this soldier was aware of regulations prohibiting alcohol and women in the billets, he was found by the FOD with a woman and a bottle of liquor in his room. —
————	————	160. This soldier was with members of his unit at a club in Canada after duty hours. When he heard a group of Canadians disparaging the U.S. Army, he spoke out supporting our Army.
————	————	161. This soldier stole rings, watches, radios and other personal items from the barracks.
————	————	162. This soldier, who was from Panama, could speak English but could not read or write it very well. He voluntarily enrolled in night classes at the learning center to improve his English language skills.
————	————	163. The material coordinator told this soldier to take excess, but serviceable, materials to the dump. He took the materials back to the battalion area, instead, and reported the incident to his commander.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
_____	_____	164. When assigned as vehicle operator during a field exercise, this soldier logged over 400 miles in four days, recovered two stuck vehicles, and assisted the squad he was assigned to in general construction.
_____	_____	165. During a field exercise this soldier was told to help shovel gravel into a culvert. Instead of working, the soldier stood around and tried to disrupt the others who were shoveling.
_____	_____	166. When this soldier needed ten dollars for booze, he convinced his platoon sgt. to lend him the money by saying that he had no money to buy baby formula.
_____	_____	167. When this soldier's unit was preparing to deploy to California for a training exercise, he told his squad leader, company commander, and other soldiers that he would not go because it was all worthless. Consequently, he persuaded several other soldiers to request to not accompany the unit to California.
_____	_____	168. This soldier was arrested by local law officials for dealing with drugs.
_____	_____	169. This soldier consistently wrote bad checks.
_____	_____	170. This soldier continued to work on his assigned vehicle after duty hours to prepare for an inspection.
_____	_____	171. This soldier gave false excuses for his repeated tardiness at formations.
_____	_____	172. While the unit was out on a FTX, this soldier broke into his roommate's locker and stole his stereo and camera.
_____	_____	173. This soldier put in extra hours to make sure that his radio equipment would have no deficiencies noted at the annual general inspection.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
———	———	174. When during a chow run in the field, this soldier's vehicle broke down, he walked to the nearest German garrison. Although he did not speak German, he managed to get help. As a result, he was able to accomplish his mission and the troops were fed on time.
———	———	175. This soldier could not perform his ten basic soldier skills.
———	———	176. When this soldier was tasked with repairing a tank, he stayed up all night working on it until the tank was fully operational.
———	———	177. While walking to the mess hall, a male soldier was harassing a female soldier. This soldier went up to the man and corrected him on his conduct.
———	———	178. During a field training exercise a soldier was injured when he fell off an armored personnel carrier. This soldier grabbed the unconscious soldier by the shoulders and pulled him into a sitting position. This resulted in additional injuries to the other soldier.
———	———	179. This soldier, who was commended for his excellent performance on the SQT, refused to help another soldier prepare for the next SQT.
———	———	180. This soldier was assigned to guard duty at the Tactical Operations Center. When the commanding general requested entry to TOC without the proper access orders, this soldier politely refused to admit him.
———	———	181. Although he had been told to prepare for a display of his vehicle equipment, this soldier failed to replace his missing pliers, screwdriver, or adjustable wrench.
———	———	182. This soldier failed to bring his initial issue items of clothing or his TA-50 items for inspection prior to his enrollment in the NCO Academy.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	183. During a night field training exercise, this soldier made loud noises and turned lights on and off.
————	————	184. This soldier went AWOL for five days.
————	————	185. When tasked to lead the unit PT, this soldier could not do the cadence call and failed to call 15 repetitions of each exercise.
————	————	186. This soldier was caught stealing a watch from his roommate.
————	————	187. When this soldier was assigned to be Family Day host, she failed to show up for duty.
————	————	188. When assigned to sweep out the magazines on her row, this soldier accomplished it in about one half the time allotted.
————	————	189. When assigned to warehouse a magazine in his local ASP, this soldier accomplished the task to standard in less than the allotted time.
————	————	190. While on guard duty, this soldier fell asleep. Several cars were vandalized as a result of the soldier's failure to guard the area.
————	————	191. This soldier was caught driving a military vehicle while under the influence of alcohol.
————	————	192. When given an order by the unit commander to perform five days of extra duty, this soldier failed to show up and perform her duties.
————	————	193. When this soldier received orders for Hawaii, he took his 30 days leave even though he had no intention of going to Hawaii.
————	————	194. When this soldier's wife left him with two children, he neglected to arrange for adequate child care. Neighbors reported to the housing authority that the children were unattended and the house was a mess. The Army had to intervene and instruct this soldier how to get things in order.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL		
_____	_____	195.	When assigned the task of guarding the battalion motor pool, this soldier fell asleep at his post.
_____	_____	196.	This soldier stood on the sidewalk with his hands in his pocket and failed to salute the company commander when he passed by.
_____	_____	197.	When ordered to report to the motor pool at 0800 hours, this soldier did not report until 1600, explaining that he had other things to do.
_____	_____	198.	During his off duty time, this soldier is a volunteer fire fighter for the local community.
_____	_____	199.	This soldier, who was already on the military police report for a DWI, was picked up by the state police for crossing the center line while driving. An alcohol test indicated his alcohol level was 1.8 at the time.
_____	_____	200.	Because this soldier demonstrated a continual inability to balance his checking account, his post check cashing privileges were suspended for six months.
_____	_____	201.	While working on a warehouse project, this soldier ensured that all construction materials were properly utilized. Consequently, the project was completed on time with a cost savings due to the efficient use of materials.
_____	_____	202.	This soldier appeared at work call inspection unshaven and without his boots shined.
_____	_____	203.	Before a TA-50 layout inspection, this soldier failed to remove dirt from the barrel of his weapon.
_____	_____	204.	During a load out alert for deployment, this soldier completed loading his baggage and then helped other soldiers load and secure their baggage.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	205. During a monthly battalion maintenance inspection, the inspection team did not find any deficiencies with this soldier's bulldozer.
————	————	206. At the scene of an auto accident, in which a person was trapped in a burning car, this soldier pulled the victim from the car and administered CPR. As a result of his actions, the person's life was saved.
————	————	207. When this soldier discovered a friend of his was involved in a black market deal, he reported him to his commander.
————	————	208. When this soldier was asked to drink from the charged "grog" in payment for a social misdemeanor, he responded that he was at his alcohol tolerance point and requested an uncharged grog.
————	————	209. This soldier was given time off to attend high school equivalency classes. He failed to prepare for classes, did not participate in group discussions, did not respond to teacher assistance and failed all tests.
————	————	210. Twelve months following entry in the unit's physical fitness training program, this soldier is still unable to meet the three mile, twenty-seven minute objective.
————	————	211. This soldier failed to properly ground guide the forklift during off loading of ammunition. As a result, a pallet of rockets were dropped and damaged.
————	————	212. When assigned as a checker during ammunition issue operations, this soldier carefully followed all standard operating procedures.
————	————	213. Although this soldier had been instructed not to smoke while on perimeter guard in the FTX, he went ahead and did so.

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
————	————	214. When ordered by the PSG to prepare her room, this soldier made the bed, cleaned the area, and arrayed her locker according to standards.
————	————	215. While pulling PMCS on his assigned vehicle, this soldier discovered a major leak in the hydraulics system. He correctly reported the leak to the maintenance section by completing the proper form.
————	————	216. After being ordered to prepare his room for a formal inspection by the commander, this soldier went AWOL, failing to do his tasks or show up for the inspection.

RETRANSLATION DATA - FORM E

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
1	12	7.500	1.323	000	000	000	000	000	000	000	000	000	000	000	000	1000*
2	13	3.000	1.414	1000*	000	000	000	000	000	000	000	000	000	000	000	000
3	13	7.615	1.273	003	077	000	000	000	000	000	077	538*	308	000	000	000
4	13	2.846	1.026	000	1000*	000	000	000	000	000	000	000	000	000	000	000
5	13	2.308	1.202	000	000	000	000	000	000	231	000	538*	231	000	000	000
6	13	7.846	1.026	000	000	000	000	000	000	083	000	000	000	1000*	000	083
7	12	7.500	.866	000	154	000	000	077	000	000	000	083	083	000	467*	000
8	13	2.154	1.099	000	000	846*	000	000	000	000	000	077	077	077	692*	000
9	13	7.308	1.380	000	000	000	000	077	000	000	000	615*	000	077	077	154
10	13	2.154	.963	077	692*	000	000	000	000	077	000	154	000	000	000	000
11	13	7.538	1.151	000	677	000	000	000	077	000	462	231	000	000	000	154
12	13	2.385	1.077	000	000	923*	000	000	538*	000	000	000	154	000	000	000
13	13	2.077	1.206	000	077	000	923*	000	000	000	000	000	000	000	000	000
14	13	1.923	.917	000	077	000	077	000	000	000	077	000	308	000	308	462
15	13	4.769	1.864	050	154	000	000	000	000	000	000	077	000	000	000	300
16	13	7.231	2.189	000	000	000	000	000	000	000	000	000	000	000	615*	300
17	13	7.538	2.061	000	000	846*	000	000	000	000	000	077	000	000	000	077
18	13	6.769	1.120	000	000	308	000	000	462	000	000	000	231	000	385	538*
19	13	7.308	1.136	000	000	000	000	000	000	000	000	077	000	077	077	000
20	13	2.154	1.099	077	769*	000	000	000	000	077	000	000	308	000	000	000
21	13	2.538	1.151	000	077	000	000	000	000	000	538*	077	000	000	077	000
22	13	7.000	1.301	000	000	000	000	000	000	000	000	000	000	000	1000*	000
23	13	2.385	2.021	000	000	000	000	1000*	000	000	000	000	000	000	000	000
24	13	4.615	1.332	1000*	000	000	000	000	000	000	000	000	000	000	000	000
25	13	1.615	.625	1000*	000	000	000	000	000	000	000	000	000	000	000	000
26	13	1.077	.256	1000*	000	000	000	000	000	000	000	000	000	1000*	000	000
27	13	7.462	1.393	000	077	000	000	000	692*	154	000	077	000	000	231	000
28	13	2.231	1.316	000	000	000	000	000	000	000	000	000	692*	923*	000	000
29	13	8.308	.910	000	077	000	000	000	000	000	615*	977	000	000	000	000
30	13	8.000	.577	000	000	000	077	000	000	000	385	385	385	000	000	000
31	13	7.000	1.038	000	077	000	000	000	000	000	000	077	923*	000	154	154
32	13	2.231	.773	000	077	000	000	000	305	000	000	077	462	000	154	615*
33	13	2.000	.877	000	000	000	000	000	000	000	000	000	000	000	000	000
34	13	1.769	2.119	1000*	000	000	000	000	000	000	000	000	000	000	000	000
35	13	2.769	1.049	000	000	231	000	000	000	000	231	538*	000	030	692*	077
36	13	5.769	.076	000	000	000	000	000	000	000	000	000	077	000	000	000
37	13	7.538	1.278	000	000	000	000	000	000	000	077	000	231	1000*	1000*	000
38	13	7.923	1.263	000	000	000	000	000	000	000	000	538*	000	000	308	154
39	13	7.538	1.447	000	077	000	000	000	000	077	000	231	000	000	154	615*
40	13	6.077	.997	000	154	000	592*	000	077	000	000	000	000	000	000	000
41	13	7.692	1.202	000	000	000	000	000	000	000	231	000	077	000	692*	000
42	12	9.154	.940	000	000	000	000	000	308	000	000	538*	077	000	000	000
43	13	8.077	.997	000	000	000	000	000	000	000	000	308	231	000	308	000
44	13	1.515	.923	816*	077	077	000	000	000	077	000	077	000	000	000	154
45	13	5.692	1.202	000	000	000	000	000	000	000	000	677	000	000	077	692*
46	12	9.167	.567	500	000	006	000	000	000	000	000	083	000	000	006	917*
47	12	1.417	.640	000	000	000	000	000	000	000	000	003	000	000	000	000
48	12	7.417	.759	000	000	1000*	000	000	000	000	000	083	083	000	083	083
49	12	1.667	.471	000	000	500	000	000	313	000	000	000	000	000	000	000
50	12	8.000	1.060	000	000	000	000	000	000	000	000	250	000	000	500	250

(DECIMAL POINTS ON PROPORTIONS OMITTED TO SAVE SPACE)
(ASTERISKS INDICATE DIMENSIONS OF CLASSIFICATION)

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LISTING OF ITEMS BY PROPORTION OF ENDORSEMENT IN EACH CATEGORY -- DATE: 84/03/13.
RETRANSLATION DATA - FORM E

ITEM   N    MEAN    S.D.     A     B     C     D     E     F     G     H     I     J     K     L     M
----  ---  ------  ------   ---   ---   ---   ---   ---   ---   ---   ---   ---   ---   ---   ---   ---
  51   12   9.250    .722   000   000   000   000   000   000   000   000   583*  000   000   417   000
  52   12   1.417    .493   083   250   000   000   000   000   000   000   167   083   417   000   000
  53   12   6.833    .985   000   167   000   000   000   333   333   000   083   083   000   000   000
  54   12   1.500    .645   917*  000   083   000   000   000   000   000   000   000   000   000   000
  55   12   1.500    .764   417   583*  000   000   000   000   000   000   000   000   000   000   000
  56   12   7.917    .852   000   000   000   000   000   000   000   000   917*  000   000   000   083
  57   12   7.167   1.404   000   000   000   000   000   000   000   000   667*  000   083   000   250
  58   12   1.333    .524   000   083   000   000   000   000   000   000   000   917*  000   000   000
  59   12   1.667    .624   000   083   000   000   000   000   000   083   083   583*  000   167   000
  60   12   7.917   1.037   000   000   000   000  1000*  000   000   000   000   000   000   000   000
  61   12   8.000   1.080   000   000   000   917*  000   000   000   000   083   000   000   000   000
  62   12   1.667    .745   917*  000   083   000   000   000   000   000   000   000   000   000   000
  63   12   7.167    .607   000   000   000   000   000   000   000   000   250   000   750*  000   000
  64   12   1.833   1.143   000   083   417   000   000   000   000   000   333   000   000   000   167
  65   12   2.000   1.000   000   000   000   000   000   000   000   667*  083   083   167   000   000
  66   12   2.667   1.027  1000*  000   000   000   000   000   000   000   000   000   000   000   000
  67   12   6.833    .935   000   000   000   000   000   000   000   000   083   000   000   917*  000
  68   12   2.250    .829   000   000   000   000  1000*  000   000   000   000   000   000   000   000
  69   12   2.583   1.001   000   000   000   000   000  1000*  000   000   000   000   000   000   000
  70   12   6.333   1.213   000   000   000   000   000   000   000   917*  000   083   000   000   000
  71   12   2.000    .913   000  1000*  000   000   000   000   000   000   000   000   000   000   000
  72   12   1.833    .607   000   000   083   083   333   000   000   000   167   000   167   000   167
  73   12   8.167    .687   000   000   000   000   000   083   000   083   833*  000   000   000   000
  74   12   8.000   1.000   000   000   000   000   000   000   000   000  1000*  000   000   000   000
  75   12   7.667    .943   000   000   000   000   000   000   000   000   917*  083   000   000   000
  76   12   1.583    .640   000   500   000   000   000   000   000   000   000   167   167   000   167
  77   12   1.250    .433   000   000  1000*  000   000   000   000   000   000   000   000   000   000
  78   12   7.833    .985   000   000   000   000   000   000   000   000   000   000  1000*  000   000
  79   12   8.333    .850   000   000   000   000   000   000   000   000  1000*  000   000   000   000
  80   12   2.167    .799   000   000   000   000   000   000   000   417   000   583*  000   000   000
  81   12   6.667    .943   000   667*  000   000   000   000   000   000   083   000   083   167   000
  82   12   6.917    .954   000   000   000   000   000   000   000   083   083   000   833*  000   000
  83   12   6.333   1.179   833*  167   000   000   000   000   000   000   000   000   000   000   000
  84   12   3.333   1.105   000   000   000   000   000   000   000   167   000   750*  000   083   000
  85   12   2.167    .898   000   000   000   000   000   000   083   083   500   333   000   000   000
  86   12   2.500   1.190   000   000   000   000   000   000   000   000   083   917*  000   000   000
  87   12   7.917    .862   000   000   000   000   000   000   000   333   417   000   000   250   000
  88   12   7.417    .759   000   000   000   000   083   000   000   000   500   000   000   417   000
  89   12   6.333   1.196   000   000   000   000   000   000   000   583*  000   000   417   000   000
  90   12   6.417   1.115   000   000   000   000   000   250   000   667*  000   000   083   000   000
  91   12   5.000   1.354   000   000   000   000   000   000   000   833*  000   000   167   000   000
  92   12   3.583   1.037   000   000   000   000   000   000   500   000   000   500   000   000   000
  93   12   4.917   1.256   000   083   000   000   000   083   500   000   167   167   000   000   000
  94   12   7.167   1.280   000   000   250   000   000   000   000   000   000   000   000   000   750*
  95   12   2.333   1.106   000  1000*  000   000   000   000   000   000   000   000   000   000   000
  96   12   2.583    .954   000   833*  000   000   000   000   000   000   000   083   000   000   083
  97   12   7.000   1.414   000   417   000   000   000   000   000   000   083   083   000   333   083
  98   12   7.000   1.291   000   000   000   000   000   000   000   000   000   000   000   333   667*
  99   12   2.417    .954   000   000   000   000   000   083   000   167   000   750*  000   000   000
 100   12   7.083   1.037   000   000   000   000   000   000   083   000   667*  000   083   000   167
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(DECIMAL POINTS ON PROPORTIONS OMITTED TO SAVE SPACE)
(ASTERISKS INDICATE DIMENSIONS OF CLASSIFICATION)
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LISTING OF ITEMS BY PROPORTION OF ENDORSEMENT IN EACH CATEGORY -- DATE 04/03/15.
RETRANSLATION DATA - FORM E

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
101	12	2.833	1.143	000	000	000	000	000	000	000	000	500	000	083	000	417
102	12	7.667	.943	000	417	333	000	000	000	000	000	500	083	000	000	000
103	12	7.167	1.067	000	667*	333	000	000	000	000	000	000	000	000	000	000
104	12	2.833	1.213	000	667*	333	000	000	000	000	000	000	000	000	000	000
105	12	2.333	1.179	000	1000*	000	000	000	000	000	000	250	000	083	000	333
106	12	2.167	1.213	000	000	000	000	333	000	000	000	000	000	000	250	750*
107	12	1.417	.493	000	000	000	000	000	000	000	000	000	000	000	083	833*
108	12	7.583	1.037	000	000	000	250	467*	000	083	000	000	750*	000	000	000
109	12	6.667	1.374	000	083	000	000	000	000	000	000	000	250	000	000	083
110	12	1.557	.350	000	000	000	000	000	000	000	000	000	000	083	000	083
111	12	1.750	.829	000	000	167	000	000	000	083	417	000	250	083	000	091
112	11	1.818	.938	091	000	545*	000	000	000	000	000	273	000	000	083	083
113	12	7.667	1.247	000	000	000	000	000	000	000	250	250	333	000	083	000
114	12	1.333	.471	000	833*	000	000	000	000	000	000	083	083	000	000	000
115	12	1.667	.943	000	000	1000*	000	000	000	000	000	000	000	000	000	000
116	12	7.583	1.320	000	000	000	000	000	000	000	500	250	000	000	250	000
117	12	7.500	1.304	000	000	000	000	000	000	000	167	750*	000	083	000	000
118	12	8.000	1.000	000	000	000	750*	167	000	000	000	083	000	000	000	000
119	12	2.000	1.080	000	083	000	000	000	000	000	000	417	000	083	417	000
120	12	7.583	1.037	000	917*	000	000	000	000	000	000	000	000	000	833*	167
121	12	6.667	1.748	000	917*	250	000	000	000	000	000	000	000	000	083	467*
122	12	7.750	1.422	000	917*	000	000	000	000	000	000	667*	250	000	083	000
123	12	8.003	.954	000	000	000	000	000	000	000	083	167	000	083	000	667*
124	12	7.667	1.247	000	000	000	000	000	000	500	000	250	000	000	000	147
125	12	1.917	1.037	000	250	000	000	000	000	000	083	000	000	000	333	583*
126	12	5.333	2.248	000	000	000	000	000	000	000	083	000	500	000	083	167
127	12	7.003	.954	000	000	000	000	000	000	000	000	000	000	000	833*	167
128	12	2.833	1.213	000	917*	000	000	000	000	000	000	000	000	083	000	000
129	12	6.503	1.037	000	917*	000	000	000	000	750*	000	000	000	000	000	000
130	12	2.333	.050	000	750*	000	000	000	000	000	000	000	000	083	000	000
131	12	1.917	.862	000	000	000	000	000	333	000	167	000	417	000	000	000
132	12	2.417	.954	000	083	000	000	000	000	750*	000	083	167	000	917*	000
133	12	2.333	.745	000	750*	000	000	000	000	000	000	083	167	000	000	000
134	12	7.417	1.320	000	000	000	000	000	000	000	000	157	000	750*	000	000
135	12	3.050	1.603	000	000	000	000	000	000	000	083	000	000	000	917*	000
136	12	2.667	1.247	000	417	000	000	000	000	000	000	167	417	000	000	000
137	12	7.000	1.950	000	000	000	000	000	000	000	1000*	000	000	000	000	000
138	12	8.250	.624	000	000	000	000	000	000	000	167	750*	000	000	333	000
139	12	2.083	.862	000	250	000	000	000	000	000	083	000	667*	083	083	000
140	11	1.635	.643	000	000	000	000	000	000	000	000	000	833*	083	833*	167
141	12	7.417	1.115	000	000	000	000	000	334	000	000	000	000	083	000	000
142	12	8.000	.913	000	000	000	000	000	000	000	000	250	000	000	417	583*
143	12	7.033	1.314	000	000	000	000	000	000	250	000	250	000	000	750*	000
144	12	1.250	.525	000	1000*	000	000	000	000	000	000	000	000	000	000	000
145	12	1.333	.471	000	917*	003	000	000	000	000	000	000	083	000	083	000
146	12	1.503	.759	000	583*	000	000	000	000	000	000	167	250	000	000	000
147	12	1.750	.924	000	750*	000	000	000	000	250	000	000	000	000	000	000
148	12	2.250	.924	000	167	000	000	000	000	000	000	157	583*	000	000	083
149	12	7.000	1.000	083	000	000	000	000	000	000	000	000	000	000	000	917*
150	12	7.503	.853	000	000	000	000	000	000	000	003	917*	000	000	000	000

(DECIMAL POINTS ON PROPORTIONS OMITTED TO SAVE SPACE)
(ASTERISKS INDICATE DIMENSIONS OF CLASSIFICATION)

175

LISTING OF ITEMS BY PROPORTION OF ENDORSEMENT IN EACH CATEGORY -- DATE: 84/05/13.
RETRANSLATION DATA - FORM E

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
151	12	7.250	1.299	000	000	000	000	000	000	000	000	000	000	000	000	1000*
152	12	2.117	.759	000	000	000	000	000	250	000	250	250	167	000	000	083
153	12	7.337	1.312	000	000	000	000	000	000	000	000	833*	000	000	083	083
154	12	1.500	.445	000	833*	000	000	000	000	000	000	083	083	000	000	000
155	12	1.533	.340	000	000	000	000	000	000	000	167	033	667*	000	000	000
156	12	1.250	.433	750*	250	000	000	000	000	000	000	000	000	000	000	000
157	12	1.333	.471	000	917*	000	000	000	000	000	000	000	083	083	000	000
158	12	1.500	.645	250	250	000	000	000	417	000	000	000	250	000	000	000
159	12	1.917	.759	250	750*	000	000	000	000	000	000	083	000	000	250	417
160	12	6.417	1.754	167	083	833*	000	000	000	000	000	083	000	000	000	083
161	12	1.093	.276	083	000	000	000	000	000	000	000	000	000	000	000	000
162	12	1.533	.957	000	000	000	000	000	000	000	000	083	000	917*	000	000
163	12	7.000	1.953	000	000	750*	000	000	167	000	000	167	083	000	000	000
164	12	7.583	1.057	000	000	000	000	000	000	000	417	500	083	083	000	333
165	12	1.857	.524	000	167	000	000	000	000	000	000	167	083	083	167	000
166	11	1.727	.962	182	000	818*	000	000	000	000	000	000	000	000	000	000
167	12	1.250	.595	000	083	083	000	000	000	000	000	083	000	000	583*	167
168	12	1.250	.431	1000*	000	000	000	000	000	000	000	000	000	000	000	000
169	12	1.333	.471	1000*	000	000	000	000	000	000	000	000	000	000	000	000
170	12	7.583	.951	000	083	000	000	000	167	000	000	833*	000	000	000	000
171	12	1.917	.852	000	091	917*	000	000	000	000	000	000	000	000	000	000
172	11	1.273	.617	273	091	545*	000	000	000	000	000	000	000	000	000	091
173	12	7.500	1.041	000	000	000	000	000	167	000	000	833*	083	000	000	000
174	12	7.750	1.090	000	000	000	000	000	000	000	000	917*	083	000	000	000
175	12	1.583	.752	000	000	000	000	000	000	000	583*	000	000	417	000	000
176	12	7.833	1.213	000	000	000	000	000	083	000	000	917*	000	000	000	000
177	12	7.250	1.164	000	000	000	000	000	000	000	000	000	000	000	833*	167
178	11	2.515	1.437	000	000	000	000	000	000	000	364	091	000	182	000	364
179	12	7.250	1.070	000	000	750*	000	000	000	000	033	000	000	000	083	917*
180	12	7.583	1.001	000	667*	000	000	000	500	000	000	000	250	000	000	000
181	12	2.917	.642	000	083	000	000	000	333	000	000	000	333	000	000	000
182	12	2.500	1.110	000	250	000	000	000	000	000	250	000	250	000	000	000
183	12	1.917	.842	167	333	000	000	000	000	000	000	000	000	000	000	083
184	12	1.333	.624	000	833*	000	000	000	000	000	000	000	157	000	000	000
185	12	3.167	1.067	083	000	000	000	000	000	000	500	000	000	000	250	000
186	12	1.917	2.216	000	000	750*	000	000	000	000	000	000	157	000	083	167
187	12	1.500	.645	000	833*	000	000	000	000	000	033	000	167	000	000	000
188	12	4.750	.072	000	000	000	000	000	500	000	250	750*	000	000	000	000
189	12	6.033	.178	000	667	000	000	000	333	000	417	583*	000	000	000	000
190	12	1.500	.866	000	750*	000	000	000	000	000	000	083	000	000	083	000
191	12	1.417	.473	667*	333	000	000	000	000	000	000	000	000	083	000	000
192	12	1.167	.373	833*	000	000	000	000	000	000	000	000	000	000	000	167
193	10	2.500	1.025	000	900*	000	000	000	000	000	000	000	000	000	000	000
194	12	2.417	.954	083	083	000	000	000	000	000	000	083	083	083	000	083
195	12	1.500	.645	000	750*	000	000	000	000	000	000	083	083	000	000	000
196	12	2.033	1.115	000	333	000	000	000	333	167	000	000	000	000	000	000
197	12	1.560	.764	083	083	000	000	000	000	000	000	167	083	083	000	083
198	12	6.667	1.491	000	000	000	000	000	000	000	000	500	000	000	000	000
199	12	1.256	.431	917*	083	000	000	000	000	000	000	000	000	000	000	417
200	12	1.533	.759	1000*	000	000	000	000	000	000	000	000	000	000	000	000

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201	12	7.503	1.187	000	000	000	000	000	000	000	417	333	250	000	000	000
202	12	2.600	.707	000	083	000	917*	000	000	000	000	000	000	000	000	000
203	12	2.593	.954	000	000	000	000	000	750*	000	000	000	250	000	000	000
204	12	4.833	.799	000	000	000	000	000	000	000	250	147	000	000	083	750*
205	12	7.333	1.546	000	000	083	000	000	333	000	250	250	333	000	000	000
206	12	8.500	.764	000	000	583*	000	000	000	000	000	000	000	167	083	500
207	12	7.500	1.170	000	333	083	000	000	000	000	000	000	000	000	000	000
208	12	7.333	1.247	917*	000	000	000	000	000	000	000	000	000	750*	000	000
209	12	1.923	.759	000	000	000	000	1000*	000	000	250	250	000	000	000	000
210	12	2.167	1.047	000	000	000	000	000	000	000	000	633	000	000	000	000
211	12	2.000	1.000	000	250	000	000	000	000	500	250	583*	000	000	000	000
212	12	4.833	1.271	000	000	000	000	000	000	000	083	083	583*	000	000	000
213	12	2.333	.850	000	1000*	000	000	000	000	000	000	000	000	000	000	000
214	12	5.583	.954	000	000	000	000	000	000	083*	000	083	083	000	000	000
215	12	4.500	1.354	000	083	000	000	000	417	000	033	417	000	000	000	000
216	12	1.250	.595	000	1000*	000	000	000	000	000	000	000	000	000	000	000

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Behavioral Definitions	Project A
Criterion Measures	Rating Scales
First-Tour Evaluation	Soldier Effectiveness

20. ABSTRACT (Continue on reverse side if necessary and identify by block number)

This research note supplements ARI Technical Report 741. Development of a Model of Soldier Effectiveness. The research described was performed under the overall heading of "Project A", the Army's current effort to improve the selection, classification, and use of Army enlisted personnel. It is part of an effort to develop dimensions for soldier performance for use in an "Army-wide" rating scale. The rating scale will be used in evaluating first-term soldiers

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ARI RESEARCH NOTE 87-29

20. Abstract (continued)

in any type of Military Occupation Specialty (MOS).

A review of the literature and previous experience with enlisted soldiers provided the basis for a preliminary conceptual model of soldier effectiveness. Behavioral analysis workshps involving 77 officers and noncommissioned officers then provided more than 1300 examples of effective and ineffective soldier behavior. Another 61 officers and NCOs sorted these examples into categories, and rated the effectiveness levels of the behavior. Seventy-eight percent of the examples were retranslated into a single consistent category within a narrow range of effectiveness. Comprehensive definitions of behavior were prepared for each of the 11 dimensions represented. Behavior-based rating scales for use as Army-wide criteria in Project A validation research were then developed.

This research note provides the lists of behavioral examples in the translation books, and the details of their analysis.