

DOES THE ARMY NEED A PROMOTION SYSTEM,  
SIMILAR TO THE OFFICER CORPS, DEVELOPED  
FOR THE NONCOMMISSIONED OFFICER CORPS?

by  
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UNITED STATES ARMY INFANTRY SCHOOL

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The United States Army Infantry School  
Fort Benning, Georgia  
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SUBJECT: Noncommissioned Officer Promotion System

1. PROBLEM. To determine acceptable general modifications to the present noncommissioned officer promotion system to make it more equitable and effective.
2. ASSUMPTIONS.
  - a. That such modifications must be compatible to the present enlisted grade and MOS structure.
  - b. That an individual's immediate commissioned supervisor would retain some control over promotions given.
  - c. That any modified promotion system would use the information and statistical data presently being compiled by the:
    - (1) Promotion Qualification Score System
    - (2) Enlisted Evaluation System
  - d. That such proposed system modifications would be reduced to factors that could be compiled, computed and retained by a centralized automatic data processing system.
3. FACTS BEARING ON THE PROBLEM.
  - ✓a. Currently, there are no procedures for determining promotions in the same grade, MOS and skill level on a multi-unit world-wide basis.
  - ✓b. Great and evident dissatisfaction with the present NCO (E-5 thru E-9) promotion system is to be found both in the officer and enlisted ranks of today's Army.
  - c. That our sister services do have proven effective promotion systems adequate for their needs.
  - d. That a new system for promotion purposes would apply only to enlisted grades E-5 thru E-9, noncommissioned officers.
4. DISCUSSION.
  - a. It has been observed through discussion with all ranks that a need and desire is evident throughout the Army for a more specific Army-wide promotion system for the NCO Corps. If a centralized promotion system is to be considered for the Noncommissioned Officer Corps, it could possibly be molded after or adapted from:
    - (1) The Officers Efficiency and Promotion System of the U.S. Army.
    - (2) The Noncommissioned Officers' Promotion and Efficiency System of the U. S. Marine Corps.
  - b. The Officers' Efficiency Report System of the U. S. Army was established so that the Department of the Army could better utilize officers according to their abilities and the needs of the military establishment. The

present system is designed to give indications of ability, traits, and performance of duty. It is used in promotions, eliminations, and assignments. The required reports are rendered periodically by the rated individual's superior in position and rank.

- c. The U. S. Marine Corps has, in effect, an efficiency report and promotion system similar in general context to that used by the Army's Officer Corps. The Marine Corps system generally falls into three principle categories:
  - (1) The evaluated Marine NCO is rated by his superior enlisted supervisor and officer commander semi-annually, on a change of raters, or upon the rated individual's reassignment. Such reports are evaluated and retained in the enlisted man's records by a central corps headquarters.
  - (2) All enlisted personnel are tested by a military knowledge test by rank and compared on a world-wide basis.
  - (3) Promotion approval is rendered by Headquarters Marine Corps on a name basis. However, final approval rests on the individual's immediate commander.
  
- d. The advantages of using a modification of the Army Officers' system for NCO's could be mentioned as follows:
  - (1) The current system for officers is proven, fault areas have been found and, for the most part, eliminated. The present system is designed for Army needs and mission purposes.
  - (2) Steps have been taken to centralize data in the fields of MOS and individual efficiency. This data could be used to form a base for a centralized efficiency system.
  - (3) Centralized assignment procedures have located and placed all individuals of higher enlisted grades.
  - (4) Enlisted Army personnel are familiar with the officer's promotion and efficiency system, know its favorable aspects, and that it is an effective system. They would more readily accept such a familiar system over an "outside" or totally new concept.
  
- e. Difficulties arising from the use of the officer-type efficiency system should be considered as follows: The size of the NCO Corps presents such bulk that a special administrative department at D. A. level would have to be originated for control. The proposed department would have to depend predominantly on machine records to handle such a large workload. On lower levels such a system would place an additional workload on clerks and commanders. An initial educational program would have to be initiated to educate enlisted and officer raters. The tremendous spread of MOS structure would present problems in establishing acceptable criteria and scores. The constant flux of rating NCO's and indorsing officers would create a tremendous volume of reports being rendered. Also, the NCO Corps is a conservative group and does not readily accept total changes. Rendering

of reports may tend to stifle the free speaking of individuals which is so valuable for a commander. In addition, the officer system is designed for commissioned officers and would require extensive revision in some areas.

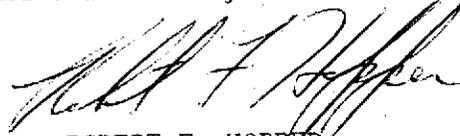
- f. The advantages of the present Marine Corps system are many and varied. The Marine system is specifically designed for line noncommissioned officers similar in rank and position to our own. The system has been in effect, and effective, for some time. Results of the system are known and derived benefits to that particular segment of the Department of Defense are proven. The Marine Corps system provides for semi-annual ratings on developed data forms. World-wide testing similar to the Army's MOS evaluation is done yearly to all grades irregardless of area of assignment. Promotions are based on proven performance and basic promotion criteria established by a central headquarters. Final approval is rendered by the individual's immediate superior. Thus, the Marine Corps NCO's are rated and compete on a uniform world-wide basis.
- g. Utilization of the Marine Corps system in its entirety has several disadvantages. First, it is, from the Army viewpoint, an entirely new system. Second, it is designed for and used by a small select corps of NCO's and officers. Third, the Marine Corps has developed a traits criteria considered desirable in a Marine NCO. This criteria of traits may not agree with the Army's desirable trait characteristics.

5. CONCLUSIONS.

- a. Modification of the present NCO promotion system is needed and desirable.
- b. The present Army officer and Marine noncommissioned officer programs could be adapted, using the best of each, into an effective program for Army noncommissioned officers.
- c. The present MOS testing program and enlisted evaluation system could be used to supply an initial hard core of necessary base data to implement the considered program.
- d. The initial derogatory cost of such a program would be far outweighed by the intangibles of enlisted esprit, raised corps standards, and increased key personnel utilization.

6. ACTION RECOMMENDED.

That the Army noncommissioned officer promotion system be revised by incorporation of portions of the U. S. Army Officers' Corps System and that used by the U. S. Marine Corps.



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ANNEXES:           A - Marine Corps Regulations and Evaluation Form  
                  X - Bibliography

CONCURRENCES:     (Omitted)

NONCONCURRENCES: (Omitted)

CONSIDERATION OF NONCONCURRENCES: (Omitted)

ANNEXES ADDED:   (Omitted)

Date:

Approved (disapproved), including (excluding) exceptions.

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Signature



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
WASHINGTON 25, D. C.

MCO 1414.4  
AOLC-kb  
3 Apr 1961

MARINE CORPS ORDER 1414.4

From: Commandant of the Marine Corps  
To: Distribution List

Subj: Enlisted promotion policies and procedures

Ref: (a) MCO 1414.1B  
(b) MCO 1418.9A  
(c) MCO 1418.12  
(d) MCO 1400.3B  
(e) MCO 1830.1

Encl: (1) Summary of Enlisted Promotion Policies and Procedures

1. Purpose. To supplement and amplify the information now published to the field in references (a) through (d) concerning enlisted promotion policies and procedures.

2. Discussion

a. References (a) through (d) contain information, respectively, on:

- (1) Promotion to private first class
- (2) Promotion to lance corporal and corporal
- (3) Promotion examination procedures, brief summary of promotion provisions for all grades, and complete information on promotion to sergeant, staff sergeant, and gunnery sergeant.
- (4) Promotion to sergeant major, master gunnery sergeant, first sergeant, and master sergeant.

b. Enclosure (1) has been prepared with a view to providing a single source of information, in summary form, on enlisted promotions. Information in references (a), (b), and (c) on promotions through sergeant is sufficiently detailed to permit only a brief summary. The summary on staff noncommissioned officer promotions is more extensive. It includes selection board procedures not outlined in references (c) and (d).

3. Action. Commanding officers will ensure dissemination of the contents of enclosure (1) to all personnel under their command. Local reproduction of enclosure (1) is encouraged.

4. Reserve Applicability. This order is not applicable to the Marine Corps Reserve.

A. L. BOWSER  
By direction

DISTRIBUTION: "A"

SUMMARY OF  
ENLISTED PROMOTION POLICIES AND PROCEDURES

1. PROMOTION TO GRADES THROUGH SERGEANT

a. Promotion to Private First Class

(1) Ref: MCO 1414.1B.

(2) Promotions to this grade are decentralized to the commanding officer. He may promote any private under his command to private first class upon completion of a minimum of six months service, provided the individual is qualified under terms of the reference. Exception: By separate authority, the Commanding Generals, Marine Corps Recruit Depots, Commanding Officers of the Infantry Training Regiments, and Commanding Officers of designated aviation schools are authorized to promote up to 10% of graduating recruits/students who are outstanding.

b. Promotion to Lance Corporal and Corporal

(1) Ref: MCO 1418.9A

(2) Promotions to these grades are decentralized to the commanding officer. Commanding generals may consolidate and allocate promotions for their subordinate commands. Promotion to each of these grades may be made upon completion of a minimum of seven months in the next lower grade (four months for exceptional individuals) provided other requirements stipulated in the reference are met. Promotions are prebational for a six-month period. Unless terminated for cause within that period, the appointment becomes permanent upon completion of six months in grade. Promotion quotas are based on the unit's authorized number of personnel, by MOS, within each of these grades. Substitution of MOSs within the same occupational field may be made.

c. Promotion to Sergeant

(1) Ref: MCO 1418.12

(2) Control of promotions to the grade of sergeant is centralized. To be promoted to this grade a Marine must have the currently specified minimum time in grade, pass the appropriate GMST, have the approval of his commanding officer, and have a composite score equal to or higher than the minimum score announced for the individual's occupational field by Headquarters Marine Corps. The composite score is the device employed by Headquarters to control the numbers of promotions made, by occupational field, and to ensure that certain quality standards are met.

2. PROMOTION TO THE STAFF NONCOMMISSIONED OFFICER GRADES

a. Ref: MCO 1400.3B, MCO 1418.12, MCO 1830.1

b. General. The policies and procedures discussed in this subparagraph are applicable for promotion to all the grades, staff sergeant and above.

(1) Method of Control. Promotion to these grades is centralized at Headquarters, ~~Marine Corps~~. Promotions are allocated by occupational field, based on estimated vacancies for the fiscal year concerned.

Enclosure (1)

(2) Method of Selection. Noncommissioned officer selection boards are convened by the Commandant of the Marine Corps to select eligible Marines for promotion to each of these grades, within the quotas allocated to each occupational field.

(a) General Procedures of the Selection Board. The board is provided with a roster of all personnel eligible for consideration for promotion to the grade concerned. Also provided to the board are the service records of each Marine on the eligible list. The individual record maintained on each Marine at Headquarters is a complete history of his service. It includes record books closed out after all prior enlistments, copies of all correspondence pertaining to the Marine (to include favorable and unfavorable matter), and fitness reports which provide a record of the individual's performance. Pertinent material is extracted from fitness reports and other documents in the record and recorded for consideration by the board. Of major importance in this connection is the fact that the information so extracted is considered in the light of a standard set of criteria which was approved by the Commandant in August 1960. These criteria are set forth in Appendix A to this enclosure. A vote of two-thirds of the board members present is now required to select a Marine for promotion into these grades.

(b) Approval of Selection Board Proceedings. The selection board submits a report of its proceedings, to include names of Marines selected, to the Commandant of the Marine Corps. Selections must be approved by the Commandant.

(c) Method of Effecting Promotions. Promotion certificates are prepared and signed at Headquarters Marine Corps and mailed to commanding officers of Marines who have been selected. Presentation of promotion certificates is generally made a matter of unit ceremony.

c. Procedures Applicable to Sergeant Major, Master Gunnery Sergeant, First Sergeant, and Master Sergeant. In addition to the general procedures described in subparagraph 2.b., the following are applicable to promotion into pay grades E-8 and E-9:

(1) Basic Eligibility Requirements. To be eligible for consideration for promotion to first sergeant or master sergeant a Marine must have a minimum of two years in grade in the next lower grade and a minimum of eight years enlisted service; for promotion to sergeant major or master gunnery sergeant the requirements are two years in grade and ten years enlisted service.

(2) Selection Board Procedures. The selection board is provided with a list of the average time in service for each occupational field. The board is also provided with time in service information on each Marine eligible for promotion to these grades. The board is advised that selections should generally be made above the average time in service; selections from among those Marines with less than the average time in service should be on the basis that the Marine is so outstanding that it would be against the best interests of the Marine Corps not to select him.

(3) Active Service Requirement. In accordance with the requirements set forth in reference (e), each selectee for promotion to these grades must agree to serve a minimum of three years active duty after appointment. If such agreement is not made, the appointment for promotion will not be delivered.

d. Procedures Applicable to Gunnery Sergeant and Staff Sergeant. In addition to the general procedures described in subparagraph 2.b., the following is applicable to promotion to these grades:

Enclosure (1)

(1) Basic Eligibility Requirements. To be eligible for consideration for promotion to these grades a Marine must have the currently specified time in grade, pass the appropriate OMST, and have the approval of his commanding officer.

(2) Selection Board Procedures. The selection board is provided with a list of the average time in grade for each occupational field. The board is also provided with time in grade information on each Marine eligible for promotion to these grades. The board is advised as follows:

(a) For Selections to Gunnery Sergeant. In each occupational field, not less than 90% of the selections must come from among the population with time in grade equal to or more than the announced average time in grade, as long as personnel fully qualified for promotion are available in this group. The board may make up the 10% of selections from among those with less than the announced average time in grade on the basis of superior abilities that completely justify selection and advancement before qualified Marines with longer time in grade and more experience. If the board cannot find a sufficient number of qualified Marines to meet the 90% requirement, it must request the Commandant to permit a specified additional percentage in the junior group.

(b) For Selections to Staff Sergeant. In each occupational field the percentage of selections in the senior and junior groups is 75% and 25%, respectively. However, for this grade percentage allocation is a guide only; it is not mandatory as in the case of the gunnery sergeant allocation. The board may deviate from these percentages when, in the opinion of the board, it is in the best interests of the Marine Corps.

3. POLICY BACKGROUND. Some background on the considerations leading to the staff noncommissioned officer policies is appropriate:

a. Time in Grade/Time in Service. Experience (time in grade/service) had been a factor in the considerations of selection boards in earlier years. However, on this factor as on selection procedures in general, the boards were granted wide latitude as to weighting. With a view to ensuring standardized consideration of the experience factor and with a view to alleviating the problem faced by Marines long in grade through limited vacancies in their occupational field, a study was made of the time in grade/time in service characteristics of the senior NCO population. On the basis of this study, it was determined that the most equitable means of accomplishing this end was through the procedure described in paragraphs 2.c.(2) and 2.d.(2) above.

b. Selection Criteria. The area of selection criteria was another aspect of the study noted in paragraph 3.a. above. The criteria listed in Appendix A were developed as the standard to be used by all Staff NCO selection boards. Such a standard list ensures uniformity from year to year in the factors considered.

c. Changes to Procedures. FY61 is the first year in which standardized time in grade/time in service factors and standard criteria have been employed. The reports of each selection board for each year are reviewed with the object, among others, of determining the adequacy of promotion procedures. If analysis indicates a need for change, such will be made.

4. PROMOTION REQUIREMENTS REFERENCE SHEET. Appendix B to this enclosure, a tabular presentation of the promotion requirements for all grades, is provided for use as a concise reference. The minimum time in grade requirements shown therein are subject to change from time to time.

Enclosure (1)

QUALIFICATIONS TO BE CONSIDERED IN SELECTION  
OF NCOs FOR PROMOTION

This list of basic qualifications for promotion, and of information which indicates the presence and degree of such qualification, is provided to assist selection boards in organizing factors pertinent to evaluation and to provide for consistency among selection boards. No definite weights can be given to basic qualifications. They are grouped for convenience. No priority within groups is intended.

This list is provided as guidance. Detailed judgments must be made by the board. It is not intended that an NCO be denied promotion for lack of one of these qualifications or one of the indicators. A weakness in one area may be offset by strength in another. Each eligible Marine must be considered in light of his entire record and evaluated in comparison with others.

BASIC QUALIFICATIONS

INDICATORS

GROUP I

Requisite Service

- When basic requirements are met, preference should be given to those who are senior in time in grade and second time in service, other things being equal.

Achievement

- Performance of regular and additional duties as indicated on fitness reports.  
Awards (e.g. marksmanship)  
Letters of commendation/appreciation  
Meritorious mast  
Specific accomplishments (e.g. inventions, development of systems, constructive recommendations, establishment or conduct of schools or courses, etc).  
Special honors (e.g. DI of the year)  
Education courses completed (high school, trade school, college courses, USAFI material).  
Off-duty military training completed (e.g. MCI and extension courses)  
Class standing in schools/courses  
Activities which bring public credit to Marine Corps.  
Recommended for special personnel programs (e.g. OCS)

Leadership

- Evidence in fitness reports (Leadership, handling enlisted personnel tactically and routinely).  
Successful performance of duty requiring high order of leadership, such as DI or recruiting duty.  
Successful performance of independent type duty.  
Successful performance of duty involving heavy responsibility

APPENDIX A  
ENCLOSURE (1)

NCO 1414.4  
3 Apr 1961

Leadership  
(Cont'd) - Record of performance in combat or in unusual or emergency situations.

Lack of disciplinary problems or personality problems.

Remarks in Section D, Fitness Report

Experience

- Combat
- Varied assignments
- Demanding assignments
- Special responsibilities
- Assignments demanding a high order of leadership, imagination, and/or initiative

GROUP II

Growth  
Potential

- Estimated ability to perform in next higher rank

Self-improvement efforts  
Scholastic record: military and civilian  
Performance of duty  
Remarks in Section D, Fitness Report

Motivation

- Initiative
- Evidence of volunteering for critical or important duty (combat, overseas in undesirable areas, DI, recruiter, State Department), Fitness Reports
- Correspondence courses, particularly in military skills.

GROUP III

General Military  
Proficiency

- Qualification in marksmanship, swimming, and other prescribed military skills.
- Evidence in fitness reports

Physical Condi-  
tion  
(Aspects under  
man's control)

- Fitness reports
- Picture (appearance)
- PULHES
- Record

Special Quali-  
fications

- Language skills
- Ability to speak in public and instruct
- Capability to play or coach athletic teams at unit, camp, or higher level
- Community activities

NOTE: Inevitably, in comparative evaluation, the individual's GCT comes to the board's attention. This factor should be considered only as related to other factors. That is, a low GCT may be valid explanation for a minimal scholastic record, whereas a high GCT would indicate that such a record was not justified. The fact that one man's GCT is higher than another's should not be, in itself, reason to favor him for promotion.

PROMOTION REQUIREMENTS

1. Time in grade/ time in service minimum requirements for promotion to next higher grade.

<u>GRADE</u>	<u>MINIMUM TIME IN GRADE</u> (Months)	<u>MINIMUM ENLISTED SERVICE</u> (Years)
First Sergeant, Master Sergeant	24	10 *
Gunnery Sergeant.....	24	8 *
Staff Sergeant.....	30	-
Sergeant.....	29	-
Corporal.....	19	-
Lance Corporal.....	7 *	-
Private First Class.....	7 *	-
Private.....	6 **	-

\* Required by 37 U.S. Code 232 (c).

\* Four months in exceptional cases.

\*\* Three to Five months in exceptional cases.

2. Other Promotion Requirements

Promotion to:

E-9, E-8 Grades  
(Notes 2 and 3)

GySgt and SSgt  
(Notes 1, 2, and 3)

Sergeant  
(Notes 1, 3, 4, and 5)

Cpl and LCpl  
(Notes 5, 6, and 7)

Private First Class  
(Notes 6 and 7)

NOTES

1. Pass GMST
2. Selection by HQMC Staff WCO selection board, based on entire record.
3. Approval of commanding officer.
4. Marine Corps-wide competition based on proficiency, conduct, time in grade, and time in service.
5. Screening by local boards.
6. Passing appropriate local examination.
7. Be considered qualified for promotion in all respects by commanding officer.

APPENDIX B  
ENCLOSURE (1)

**NONCOMMISSIONED OFFICER FITNESS REPORT**

U.S. MARINE CORPS  
NAVMC 10233-PD (REV. 8-62)  
(SUPERSEDES 9-58 EDITION WHICH WILL BE USED. ALL OTHER EDITIONS ARE OBSOLETE)

**SECTION A.**

EMBOSSSED PLATE IMPRESSION (Name, Grade, Service No., MOS's)		EMBOSSSED PLATE IMPRESSION (Organization)	
--	--	---	--

*1. NAME (Last) (First) (Middle initial)	GRADE	SERVICE NO.
	USMC _____	

\*2. ORGANIZATION

*3. PRIMARY MOS	ADDITIONAL MOS'S
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4. OCCASION FOR THIS REPORT (Check appropriate box)

SEMIANNUAL       TRANSFER OF NONCOMMISSIONED OFFICER REPORTED ON (Enter unit or station to which detached, below)       CHANGE OF REPORTING OFFICER       OTHER (Explain below)

5. PERIOD COVERED: FROM (Day, month, year) TO (Day, month, year) MONTHS

6. PERIODS OF NONAVAILABILITY (30 DAYS OR MORE) (Explain)

7. DUTY ASSIGNMENTS DURING PERIOD COVERED: A. REGULAR (Dates, descriptive title, and duty MOS)

B. ADDITIONAL (Descriptive title and number of months)

8. WIFE'S ADDRESS

9. NAME, AGE, RELATIONSHIP OF DEPENDENTS REQUIRING TRANSPORTATION

10. NONCOMMISSIONED OFFICER'S PREFERENCE FOR NEXT ASSIGNMENT (1st choice)

(2d choice) (3d choice)

SIGNATURE (Noncommissioned officer reported on)	DATE
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**SECTION B. (To be completed by reporting officer)**

11. NAME AND GRADE OF REPORTING OFFICER	12. DUTY ASSIGNMENT
US _____	

13. RECOMMENDATIONS FOR NONCOMMISSIONED OFFICER'S NEXT DUTY ASSIGNMENT

14. DURING THE PERIOD COVERED BY THIS REPORT:

	YES	NO	
(a) Has the work of this noncommissioned officer been reported on in a commendatory way?	<input type="checkbox"/>	<input type="checkbox"/>	If YES in (a) or (b), and a report has NOT been submitted to the CMC, attach separate statement of nature and attendant circumstances. If a report has been submitted to the CMC, reference such report below:
(b) Was this noncommissioned officer the subject of any disciplinary action that should be included on his record?	<input type="checkbox"/>	<input type="checkbox"/>	

15A. ENTRIES ON THIS REPORT ARE BASED ON (Check appropriate box)	15B. TO BE COMPLETED ON ORGANIZED RESERVE NCO
<input type="checkbox"/> DAILY CONTACT AND CLOSE OBSERVATION OF THIS NCO'S WORK <input type="checkbox"/> FREQUENT OBSERVATIONS OF THIS NCO'S WORK <input type="checkbox"/> INFREQUENT OBSERVATIONS OF THIS NCO'S WORK	ATTENDED _____ OF _____ SCHEDULED DRILLS

\* If embossed plate impression is used, do not complete items 1, 2 and 3.

**SECTION C. (To be completed in ink by reporting officer)**

Considering the noncommissioned officer reported on in comparison with all other noncommissioned officers of the same grade whose professional abilities are known to you personally, indicate your estimate of this noncommissioned officer by marking "X" in the appropriate spaces below.

**16. PERFORMANCE OF DUTY (Based on fact)**

	NOT OBSERVED	UNSATISFACTORY	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	OUTSTANDING
(a) REGULAR DUTIES							
(b) ADDITIONAL DUTIES							
(c) ADMINISTRATIVE DUTIES							
(d) HANDLING ENLISTED PERSONNEL							
(e) TRAINING PERSONNEL							
(f) TACTICAL HANDLING OF TROOPS (Unit appropriate to noncommissioned officer's rank)							

**17. TO WHAT DEGREE HAS HE EXHIBITED THE FOLLOWING?**

	NOT OBSERVED	UNSATISFACTORY	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	OUTSTANDING
(a) ENDURANCE (Physical and mental ability for carrying on under fatiguing conditions)							
(b) PERSONAL APPEARANCE (The trait of habitually appearing neat, smart, and well-groomed in uniform or civilian attire)							
(c) MILITARY PRESENCE (The quality of maintaining appropriate dignity and soldierly bearing)							
(d) ATTENTION TO DUTY (Industry; the trait of working thoroughly and conscientiously)							
(e) COOPERATION (The faculty of working in harmony with others, military and civilian)							
(f) INITIATIVE (The trait of taking necessary or appropriate action on own responsibility)							
(g) JUDGMENT (The ability to think clearly and arrive at logical conclusions)							
(h) PRESENCE OF MIND (The ability to think and act promptly and effectively in an unexpected emergency or under great strain)							
(i) FORCE (The faculty of carrying out with energy and resolution that which is believed to be reasonable, right or duty)							
(j) LEADERSHIP (The capacity to direct, control, and influence others and still maintain high morale)							
(k) LOYALTY (The quality of rendering faithful and willing service, and unswerving allegiance under any and all circumstances)							
(l) PERSONAL RELATIONS (Faculty for establishing and maintaining cordial relations with military and civilian associates)							
(m) ECONOMY (Effective utilization of men, money and materials)							

**18. Considering the possible requirements of service in war, indicate your attitude toward having this noncommissioned officer under your command.**

Would you—  NOT OBSERVED  PREFER NOT TO HAVE?  BE WILLING TO HAVE?  BE GLAD TO HAVE?  PARTICULARLY DESIRE TO HAVE?

**19. (a) Indicate your estimate of this noncommissioned officer's "General Value to the Service" by marking "X" in the appropriate box:**

NOT OBSERVED	UNSATISFACTORY	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	OUTSTANDING
<input type="checkbox"/>						

**(b) Show distribution of all Item 19(a) markings awarded noncommissioned officers of his grade for this reporting occasion:**

NOT OBSERVED	UNSATISFACTORY	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	OUTSTANDING
<input type="checkbox"/>						

**SECTION D. (To be completed by reporting senior in pen and ink. This space may be used to record additional information that would further classify the noncommissioned officer's performance and qualifications.)**

**SECTION E. (To be completed by the reporting Senior)**

I CERTIFY that to the best of my knowledge and belief all entries made hereon are true and without prejudice and partiality.

(Signature of reporting senior)

(Date)

**SECTION F. (To be completed when required)**

I have seen this completed report.

I HAVE NO STATEMENT TO MAKE

I HAVE ATTACHED A STATEMENT

(Signature of noncommissioned officer reported on)

(Date)

**SECTION G. (To be completed by reviewing officer)**

**NAME AND GRADE OF REVIEWING OFFICER**

**DUTY ASSIGNMENT**

US \_\_\_\_\_

INITIALS \_\_\_\_\_

ANNEX X--Bibliography

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13. AR 624-200, 3 July 1962, Changes 1 and 2, "Appointment and Reduction of Enlisted Personnel.
14. Marine Corps Order 1400.36 A o/c - MGv, 4 May 1961, subject: Promotion to Pay Grades E-8 and E-9.
15. Marine Corps Order 1414.4 A o/c - MGv, 4 May 1961, subject: Enlisted Promotion Policies and Procedures. Ref: MCO 1414.1b; MCO 1418.9A; MCO 1418.12; MCO 1400.3B; MCO 1830.1.
16. Marine Corps Bulletin 1418 A o/c - K6, 20 May 1964, subject: Promotion to Lance Corporal and Corporal.
17. Marine Corps Order 1418.9D A o/c - iLM, 20 May 1964, subject: Meritorious Promotion Policy and Criteria for Lance Corporal and Corporal.
18. Marine Corps Order 1418.16A DH13 - REd - 2, 6 February 1964, subject: General Military Subjects Test for Corporals, Sergeants and Staff Sergeants.
19. Marine Corps Order 1430.156 A o/c - RRP, 27 April 1964, subject: Meritorious Promotions to Sergeant, Staff Sergeant, and Gunnery Sergeant.