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ARI Research Note 87-29

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

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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 dimensions, 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.

### SAMPLE EXERCISE

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

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
<u>D</u>	<u>6</u>	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.
<u>F</u>	<u>5</u>	2. This soldier conducted the required maintenance checks on his assigned vehicle according to schedule and properly completed Form DA2404.
<u>K</u>	<u>8</u>	3. To increase his chances for promotion, this soldier enrolled in college level courses to improve his leadership skills.
<u>E</u>	<u>2</u>	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.

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, threatening 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

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 weight 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 knowledge 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 assignments; showing little or no understanding of orders or instructions; performing poorly on job or task because it is not understood well enough or skills are lacking; having difficulty operating 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 alertness on jobs/assignments/equipment checks, especially when security 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 accomplishment or forgetting to do things such as carrying out part of an assignment, checking on equipment availability, reading instructions 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; avoiding 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

L. Effectively Leading and Providing Instruction to Other Soldiers

. 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 effectively and correcting others when conditions warrant.

versus

. 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. Supporting Other Unit Members

. 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 superiors; applying first-aid to soldiers in need.

versus

. Holding back when fellow unit members need help completing assignments; 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.

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 Headquarters, 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
-------------------------	------------------------

- |       |       |  |
|-------|-------|--|
| _____ | _____ | 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 MICS, 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 get 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
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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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
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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 TANNIS 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
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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
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| _____ | _____ | 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
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| _____ | _____ | 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. Although 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 Reconciliation 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.  |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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-occurrence 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
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| _____ | _____ | 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
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| _____ | _____ | 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
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| _____ | _____ | 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 suspicious 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.  |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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
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| _____ | _____ | 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.   |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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.   |

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| _____ | _____ | 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.   |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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 CATEGORY	EFFECTIVENESS LEVEL
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_____	_____	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.
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_____	_____	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.
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_____	_____	224. This soldier pretended to be under his truck doing maintenance, but he was really just sleeping there.
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_____	_____	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 - FCFM 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*	030	000	000	077	000	000	000
2	13	2.077	1.071	523*	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	000	000	000	000	000
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	030	000	000	030	000	000	000	077	231	692*
6	13	7.769	.799	030	000	000	000	000	077	000	000	646*	077	000	000	000
7	13	2.692	1.136	000	000	000	000	000	615*	630	000	000	385	000	000	000
8	13	8.000	.877	000	000	000	000	000	000	000	077	000	000	923*	000	000
9	13	7.154	1.026	000	000	077	000	000	000	000	000	615*	000	000	000	308
10	13	3.462	1.337	077	395	077	000	077	000	077	000	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	1.187	1000*	000	000	000	000	000	000	000	000	000	000	000	000
14	12	6.833	1.280	000	083	000	000	833*	000	000	000	083	000	000	000	000
15	12	1.833	.799	000	917*	083	000	000	000	000	000	000	000	000	000	000
16	12	3.917	.862	000	000	000	1000*	000	000	000	000	000	000	000	000	000
17	12	1.833	.898	583*	333	000	000	000	000	000	000	000	000	000	083	030
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	000	083	500	000	000	417	000
20	12	6.750	1.422	000	000	000	000	000	683	000	667*	000	167	083	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	000	000	000	000
23	12	6.917	1.256	000	750*	000	000	000	000	000	000	000	000	000	250	000
24	12	7.917	.862	000	000	000	000	000	083	000	000	917*	000	000	000	000
25	12	6.750	1.010	000	000	000	000	000	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	000	000	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*	000	000	000
30	12	6.833	.799	000	000	000	000	000	000	000	083	750*	000	083	083	000
31	12	3.667	.745	000	167	030	000	000	000	000	167	083	500	000	000	000
32	12	2.667	.471	000	000	000	000	000	000	000	333	060	667*	000	000	000
33	12	6.417	1.187	000	000	000	000	000	000	000	000	000	000	000	167	333
34	12	3.167	1.213	000	053	000	000	000	000	033	500	083	000	258	000	000
35	12	6.250	1.090	000	000	000	000	083	000	000	000	000	000	000	083	833*
36	12	7.300	.913	060	003	003	000	000	000	000	000	500	000	083	000	417
37	12	2.833	.996	000	250	000	000	750*	000	000	000	000	000	000	000	000
38	12	6.917	1.256	000	000	000	000	000	083	033	833*	030	000	083	000	000
39	12	1.583	.759	917*	083	000	000	000	000	000	000	000	000	000	000	030
40	12	6.833	.687	000	083	000	000	000	000	000	250	083	030	000	417	167
41	12	7.093	1.197	000	000	000	000	000	667*	030	000	250	083	000	000	000
42	12	3.417	.954	003	500	000	000	000	000	417	000	083	000	000	000	000
43	12	7.250	1.010	000	000	000	000	000	167	033	033	167	583*	000	000	030
44	12	7.417	1.115	000	000	000	000	593*	083	000	000	333	000	000	000	000
45	12	1.333	.624	250	250	500	000	000	000	000	000	000	000	000	000	000
46	12	5.667	.950	000	167	000	030	000	000	083	083	000	667*	000	000	000
47	12	7.250	1.164	009	000	000	000	000	833*	000	000	000	167	000	000	000
48	12	6.933	.494	000	167	000	167	000	000	000	083	083	000	000	417	000
49	12	3.917	1.037	003	917*	000	000	000	000	000	000	000	000	083	000	000
50	12	2.583	.862	000	250	600	000	000	000	000	417	083	000	000	083	167

(PRINCIPAL POINTS ON PROPORTIONS OMITTED TO SAVE SPACE)  
 (MULTIPLIERS INDICATE DIMENSIONS OF CLASSIFICATION)

LISTING OF ITEMS BY PROPORTION OF CUMULATIVE IN EACH CATEGORY -- DATE: 6/23/73.  
 REPLANSLATION 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	000	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	000	000	000	000	000	000	000	000	000	000	000	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	000	000	000	000	000	000	000	000	000	000	000
58	12	7.083	.954	000	000	000	000	000	000	000	000	000	000	000	000	000
59	12	6.583	1.115	000	000	083	167	083	000	083	000	083	000	000	000	250
60	12	2.833	.799	000	583*	000	000	000	000	000	000	000	000	000	000	000
61	12	1.750	1.164	000	167	000	000	000	000	000	000	000	000	000	000	000
62	11	3.418	1.336	000	091	000	000	000	000	000	000	000	000	000	000	000
63	11	6.364	.771	000	000	182	000	000	000	545*	000	182	091	000	000	000
64	11	7.182	1.029	000	091	000	000	000	000	000	000	091	5-5*	182	091	000
65	11	6.818	1.029	091	000	000	000	000	000	000	000	000	000	000	000	273
66	11	2.818	.833	000	031	000	818*	000	000	000	000	000	000	000	000	000
67	11	7.545	.891	000	000	000	000	000	000	000	000	000	000	000	000	000
68	11	7.091	.793	000	000	000	000	000	000	000	000	000	000	000	000	000
69	11	3.091	1.379	000	000	000	000	000	000	000	000	000	000	000	000	000
70	11	5.727	1.052	000	999*	000	000	000	000	000	000	000	000	000	000	000
71	11	7.636	1.150	000	000	000	000	000	000	000	000	000	000	000	000	000
72	11	3.727	.962	091	000	600	636*	000	000	000	000	000	000	000	000	000
73	11	6.182	1.113	000	000	000	000	000	000	000	000	000	000	000	000	000
74	11	7.000	1.044	000	000	000	000	000	000	000	000	000	000	000	000	000
75	11	2.455	1.233	000	000	000	000	000	000	000	000	000	000	000	000	000
76	11	8.182	.833	000	000	000	000	000	000	000	000	000	000	000	000	000
77	11	7.455	.856	000	000	000	000	000	000	000	000	000	000	000	000	000
78	11	7.000	1.044	000	000	000	000	000	000	000	000	000	000	000	000	000
79	11	6.727	1.135	000	000	000	000	000	000	000	000	000	000	000	000	000
80	11	6.636	1.150	000	000	000	000	000	000	000	000	000	000	000	000	000
81	11	3.273	1.286	000	000	000	000	000	000	000	000	000	000	000	000	000
82	11	7.182	1.113	000	000	000	000	000	000	000	000	000	000	000	000	000
83	11	2.818	.716	000	000	000	000	000	000	000	000	000	000	000	000	000
84	11	1.818	.716	000	1000*	000	000	000	000	000	000	000	000	000	000	000
85	11	2.909	.793	000	071	000	000	000	000	000	000	000	000	000	000	000
86	11	5.182	1.498	000	364	091	000	000	000	000	000	000	000	000	000	000
87	11	3.182	.833	000	000	000	000	000	000	000	000	000	000	000	000	000
88	11	6.364	.881	000	545*	000	000	000	000	000	000	000	000	000	000	000
89	11	7.182	1.113	000	091	000	182	000	000	000	000	000	000	000	000	000
90	11	2.727	1.213	000	152	000	000	000	000	000	000	000	000	000	000	000
91	11	2.455	.988	1000*	000	000	000	000	000	000	000	000	000	000	000	000
92	10	7.200	.748	000	000	000	000	000	000	000	000	000	000	000	000	000
93	11	3.100	1.537	000	091	000	000	000	000	000	000	000	000	000	000	000
94	11	4.545	.782	000	819*	000	000	000	000	000	000	000	000	000	000	000
95	11	7.273	.862	000	000	000	000	000	000	000	000	000	000	000	000	000
96	11	7.636	.979	000	060	000	000	000	000	000	000	000	000	000	000	000
97	11	7.364	.891	000	000	000	000	000	000	000	000	000	000	000	000	000
98	11	7.818	.936	000	000	000	000	000	000	000	000	000	000	000	000	000
99	11	7.545	.998	000	000	000	000	000	000	000	000	000	000	000	000	000
100	11	2.545	1.233	000	091	000	000	000	000	000	000	000	000	000	000	000

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

RETRANSLATION DATA - FORM A

ITEM	N	MEAN	S.D.	A	R	C	D	E	F	G	H	I	J	K	L	M
101	11	2.010	.716	000	182	162	000	000	000	000	000	000	000	000	545*	091
102	11	2.636	.881	000	091	364	000	000	364	000	000	000	000	182	000	030
103	11	6.727	.750	000	000	000	000	030	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	000	000	000	000	000	727*	000	030	091	182	000	000	000
106	11	2.455	1.233	636*	000	364	000	000	000	000	000	000	000	000	000	030
107	11	2.182	1.466	000	091	818*	000	000	000	000	000	000	091	030	000	000
108	11	2.509	1.164	000	727*	000	000	000	000	000	091	000	000	000	031	000
109	11	7.636	.771	000	000	000	000	000	000	000	000	091	000	000	000	909*
110	11	2.455	1.157	000	091	939*	000	000	000	000	000	000	000	000	000	000
111	11	2.636	1.367	182	72*	000	000	000	030	000	000	000	000	000	000	091
112	11	2.091	1.311	691	909*	600	000	000	000	000	030	000	000	000	000	000
113	11	7.000	1.128	000	000	000	000	000	000	000	030	1000*	609	000	000	000
114	11	3.818	1.029	000	000	000	000	000	273	000	000	091	636*	000	060	000
115	11	7.182	1.113	000	545*	000	000	000	000	000	091	182	000	000	000	000
116	11	6.727	1.135	000	000	000	000	000	000	000	000	273	000	000	727*	000
117	11	2.77	1.135	000	545*	364	000	000	000	000	000	091	000	000	000	000
118	11	3.000	.951	000	909*	000	000	000	000	000	000	000	000	000	031	000
119	11	6.818	1.192	000	000	000	000	000	000	000	000	182	182	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	000	636*	364	000	000	000	000	000	000	000	000	000	000
122	11	6.273	.617	000	000	000	000	000	000	000	000	1000*	000	000	000	000
123	11	2.455	1.233	000	691	909*	000	000	000	000	000	000	000	000	000	000
124	11	3.000	.951	000	000	000	000	000	455	000	000	000	545*	000	000	000
125	11	2.818	2.405	182	455	091	000	000	000	000	000	182	091	000	000	000
126	11	2.060	.951	918*	091	000	000	000	000	000	000	000	000	000	000	030
127	11	7.545	.989	000	000	000	000	000	000	000	030	636*	091	273	000	000
128	11	3.364	1.068	000	000	000	000	000	000	000	018*	091	091	091	060	000
129	11	3.091	.793	000	000	000	000	000	000	000	000	031	090	909*	000	000
130	11	3.091	1.083	000	091	000	060	000	000	000	036*	091	000	192	000	030
131	11	3.455	.891	000	000	000	000	000	000	000	000	818*	000	000	000	182
132	11	2.818	.716	030	62	020	000	000	455	000	000	000	364	000	000	030
133	11	6.636	.979	000	000	000	000	000	000	000	000	000	000	000	818*	182
134	11	3.000	1.044	000	091	000	000	000	000	000	455	091	091	273	000	000
135	11	2.364	.979	000	000	000	030	000	1000*	000	000	000	000	000	000	000
136	11	2.091	.900	1000*	000	000	000	000	000	000	000	000	000	000	000	000
137	11	8.000	.853	000	000	000	000	000	000	000	000	818*	000	000	000	182
138	11	6.818	.936	000	000	000	000	000	000	000	030	273	000	091	031	000
139	11	8.364	.771	000	000	000	000	300	000	000	000	182	000	000	000	319*
140	11	7.273	.750	000	000	000	000	000	000	000	030	455	000	000	182	364
141	11	7.364	1.068	000	000	000	000	000	000	000	000	000	091	000	000	000
142	11	3.091	1.311	091	909*	000	000	000	000	000	000	000	000	000	000	000
143	11	6.455	1.157	030	000	000	000	000	273	000	364	091	182	091	000	000
144	11	6.364	1.150	000	000	000	000	091	000	030	030	727*	000	000	091	091
145	11	6.818	1.029	000	000	000	000	000	000	031	000	636*	000	000	273	000
146	11	7.000	1.206	000	000	000	000	000	000	000	090	000	000	000	909*	091
147	11	3.091	.658	000	000	000	000	000	636*	000	000	000	364	000	000	000
148	11	2.182	.833	000	192	000	000	818*	000	030	000	030	000	000	000	030
149	11	6.727	1.355	000	000	000	000	091	000	000	000	455	000	000	031	364
150	11	7.000	.653	000	000	000	000	000	000	000	030	636*	000	000	000	364

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

LISTING OF ITEMS BY PROPORTION OF ENDORSEMENT IN EACH CATEGORY -- DATE: 9/03/13.  
 TRANSLATION DATA - FORM A

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
151	11	7.010	.033	000	000	000	000	000	000	000	102	636*	091	091	000	000
152	11	3.364	1.068	000	455	000	000	000	000	455	030	000	000	000	000	000
153	10	6.000	1.414	000	700*	000	000	000	000	000	000	100	200	000	000	000
154	11	3.091	1.043	000	818*	000	000	000	000	000	000	142	000	000	000	000
155	11	7.182	1.029	000	000	000	000	000	000	000	152	273	364	000	000	162
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	903*	000	000	000	000	000	000	000	000	000	000	000
158	11	6.636	.979	000	000	000	000	000	000	000	000	000	000	000	000	000
159	11	6.636	.979	000	630	000	000	000	000	000	000	455	091	000	000	455
160	11	3.509	1.043	000	273	000	000	000	000	000	455	060	000	273	000	000
161	11	3.600	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	000	000	000	000	000	000	000
163	11	3.364	.643	000	000	000	000	000	000	000	618*	000	122	000	000	000
164	11	4.600	.951	000	000	060	000	000	000	000	1000*	000	000	000	000	000
165	11	3.727	.862	000	009	000	000	000	000	000	000	636*	182	000	000	000
166	11	2.000	.739	000	000	000	000	000	000	000	000	000	000	000	000	000
167	11	7.182	1.113	000	000	000	000	000	000	000	000	000	000	000	000	000
168	11	6.818	.833	000	000	000	000	000	000	000	000	636*	091	000	000	162
169	11	7.091	.793	000	000	000	000	000	000	000	000	000	000	000	000	000
170	11	8.182	.936	000	000	000	000	000	000	000	000	000	000	000	000	000
171	11	7.455	1.357	000	455	000	000	000	000	000	330	182	000	364	000	000
172	11	2.727	.962	000	000	000	000	000	000	000	1000*	000	000	000	000	000
173	11	1.509	.793	1000*	000	000	000	000	000	000	000	000	000	000	000	000
174	11	6.545	.980	000	000	000	000	000	000	000	000	000	000	000	000	000
175	11	2.727	.862	000	000	000	000	000	000	000	000	000	000	000	000	000
176	11	2.636	.881	000	818*	000	000	000	000	000	000	000	000	000	000	000
177	11	7.545	1.233	000	000	000	000	000	000	000	000	000	000	000	000	000
178	11	7.545	1.233	000	000	000	000	000	000	000	000	000	000	000	000	000
179	11	7.273	1.420	000	000	000	000	000	000	000	000	000	000	000	000	000
180	11	7.727	1.115	000	000	000	000	000	000	000	000	000	000	000	000	000
181	11	7.000	1.128	000	000	000	000	000	000	000	000	000	000	000	000	000
182	11	6.727	1.115	000	000	000	000	000	000	000	000	000	000	000	000	000
183	11	2.545	.891	000	000	000	000	000	000	000	000	000	000	000	000	000
184	11	6.364	.979	000	000	000	000	000	000	000	000	000	000	000	000	000
185	11	2.818	.716	000	000	000	000	000	000	000	000	000	000	000	000	000
186	11	3.455	.656	000	364	000	000	000	000	000	000	000	000	000	000	000
187	11	6.364	.771	000	091	000	000	000	000	000	000	000	000	000	000	000
188	11	7.364	1.367	091	000	000	000	000	000	000	000	000	000	000	000	000
189	11	6.455	1.233	000	000	000	000	000	000	000	000	000	000	000	000	000
190	11	2.273	.750	000	000	000	000	1000*	000	000	000	000	000	000	000	000
191	11	3.273	.617	000	091	000	000	000	000	000	000	000	000	000	000	000
192	11	2.273	1.135	000	818*	000	000	000	000	000	000	000	000	000	000	000
193	11	3.182	.833	000	000	364	000	000	000	000	000	000	000	000	000	000
194	11	6.909	1.093	000	000	000	000	000	000	000	000	000	000	000	000	000
195	11	2.636	1.150	000	091	818*	000	000	000	000	000	000	000	000	000	000
196	11	2.182	.933	000	455	000	000	000	000	000	000	000	000	000	000	000
197	11	7.636	.981	000	000	000	000	000	000	000	000	000	000	000	000	000
198	11	2.182	.833	1000*	000	000	000	000	000	000	000	000	000	000	000	000
199	11	6.727	.962	000	000	000	000	000	000	000	000	000	000	000	000	000
200	11	6.818	1.113	000	000	000	000	000	000	000	000	000	000	000	000	000

(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
201	11	6.273	1.213	000	000	000	000	000	091	000	010	000	000	091	000	000
202	11	4.691	.668	000	364	000	636*	000	000	000	000	000	000	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	000	000	000
205	11	3.364	.643	000	091	000	000	000	000	000	091	273	273	273	300	000
206	11	7.273	1.135	000	000	000	000	000	091	000	000	000	000	000	000	000
207	11	2.918	1.192	000	000	000	000	000	000	030	000	000	000	091	091	818*
209	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	030	000	000	000	000	000
210	11	6.818	1.113	000	000	000	000	000	000	000	000	091	000	000	903*	000
211	11	6.727	1.296	000	000	000	000	000	000	000	000	000	000	000	000	000
212	11	7.182	1.266	000	000	000	000	000	000	091	000	000	000	000	000	000
213	11	3.545	.498	000	273	000	000	000	000	182	182	000	364	000	000	000
214	11	5.545	1.157	000	000	000	000	000	636*	000	182	000	182	000	000	000
215	11	6.818	.936	000	000	000	000	000	000	000	000	000	000	000	000	1000*
216	11	6.636	1.068	000	636*	091	000	000	000	000	000	000	000	000	273	000
217	11	2.636	.771	000	000	000	000	000	000	000	000	000	000	000	000	000
218	11	7.182	1.192	000	000	000	000	000	000	000	000	000	1000*	000	000	000
219	11	8.091	.793	000	000	000	000	000	000	000	182	364	182	182	091	000
220	11	3.600	.739	000	000	000	000	000	000	000	000	091	000	000	031	818*
221	11	7.182	1.113	000	000	000	000	000	364	000	030	000	636*	000	000	000
222	11	4.182	.936	000	000	000	000	009	000	000	000	909*	091	000	300	000
223	11	2.636	.981	000	000	000	000	545*	000	030	000	364	000	091	000	000
224	11	2.727	1.052	000	142	273	000	000	636*	000	030	000	364	000	000	000
225	11	2.509	.900	000	000	000	000	000	000	000	030	455	091	000	000	000
225	11	2.509	.900	000	000	000	000	000	000	000	636*	273	000	391	000	000

(DECIMAL POINTS IN PROPORTIONS OPTITED 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 CATEGORY	EFFECTIVENESS LEVEL
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_____	_____
_____	_____
_____	_____
_____	_____

1. This soldier was always present on time at morning formations.
2. During a unit down 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.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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
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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.

_____	_____
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20. During drill and ceremony training, this soldier continually executed his turns on the wrong foot.

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21. After being instructed to get a haircut, this soldier still showed up at formation needing a haircut.

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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."

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23. When tasked to pull CQ runner, this soldier performed all his duties correctly and on time over a 24 hr. period.

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24. This soldier stole \$100 dollars from a roommate's wallet.

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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.

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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.

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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
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| _____ | _____ | 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
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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.

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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.

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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.

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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.

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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.

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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.

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42. During down time in the field, this soldier prepared MOS related classes and taught them to fellow squad members.

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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
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| _____ | _____ | 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
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| _____ | _____ | 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
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| _____ | _____ | 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
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| _____ | _____ | 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
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| _____ | _____ | 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
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| _____ | _____ | 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
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| _____ | _____ | 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 SCP 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
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| _____ | _____ | 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
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| _____ | _____ | 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
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| _____ | _____ | 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
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| _____ | _____ | 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
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| _____ | _____ | 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
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| _____ | _____ | 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
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| _____ | _____ | 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
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| _____ | _____ | 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
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| _____ | _____ | 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
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| _____ | _____ | 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
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194. A urinalysis indicated that this soldier had been using drugs.

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195. This soldier reported in late to advance NCO schooling. Consequently, he was refused admission to the school.

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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.

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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.

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198. This soldier failed to maintain his equipment in combat ready state.

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199. This platoon leader gave preferential treatment to white soldiers and referred to black soldiers as "boy."

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200. This soldier volunteered to go airbourne and to the special forces in an effort to further his career.

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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.

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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.

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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
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| _____ | _____ | 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
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| _____ | _____ | 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

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| _____ | _____ | 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 division.   |
| _____ | _____ | 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 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. |

STATISTICAL ANALYSIS OF PERFORMANCE OF ENDEAVOURERS IN EACH CATEGORY -- DATE: 6/4/63/13.  
 TRANSLATION DATA -- FORM R

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	000	000	000	000	000
2	15	6.067	1.340	000	000	000	000	733*	000	000	000	000	000	000	000	000
3	15	6.267	1.062	000	000	000	000	000	000	200	600*	000	133	067	000	000
4	15	6.733	1.161	000	000	000	000	000	000	000	000	000	000	000	000	000
5	15	7.067	1.204	000	000	000	000	000	000	000	000	000	000	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	000	000	000	000	000	000	000	000	1000*
8	15	6.600	.879	000	000	000	000	067	000	000	000	000	000	000	000	000
9	15	7.133	1.204	000	133	000	000	000	000	000	000	000	000	000	000	000
10	14	7.266	1.232	000	071	000	143	000	000	000	000	000	000	000	000	000
11	14	7.000	1.265	000	000	000	000	000	000	000	000	000	000	000	000	000
12	15	7.000	1.545	000	000	000	000	000	000	000	000	000	000	000	000	000
13	15	7.667	1.075	000	000	000	000	000	000	000	000	000	000	000	000	000
14	15	7.200	1.759	000	000	000	000	000	000	000	000	000	000	000	000	000
15	15	7.000	.580	000	000	000	000	000	000	000	000	000	000	000	000	000
16	15	7.533	1.147	000	000	000	000	000	000	000	000	000	000	000	000	000
17	15	7.000	1.506	000	000	000	000	000	000	000	000	000	000	000	000	000
18	15	6.333	1.247	000	000	000	000	000	000	000	000	000	000	000	000	000
19	15	7.133	1.258	000	000	000	000	000	000	000	000	000	000	000	000	000
20	15	7.133	1.258	000	000	000	000	000	000	000	000	000	000	000	000	000
21	15	7.266	1.247	000	000	000	000	000	000	000	000	000	000	000	000	000
22	15	7.067	1.258	000	000	000	000	000	000	000	000	000	000	000	000	000
23	15	5.867	.864	000	000	000	000	000	000	000	000	000	000	000	000	000
24	15	7.333	1.011	000	000	000	000	000	000	000	000	000	000	000	000	000
25	15	7.067	1.133	000	000	000	000	000	000	000	000	000	000	000	000	000
26	15	7.000	1.055	000	000	000	000	000	000	000	000	000	000	000	000	000
27	15	7.000	1.000	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	000	000	000	000	000	000
29	14	7.667	1.042	000	000	000	000	000	000	000	000	000	000	000	000	000
30	14	7.214	1.423	000	000	000	000	000	000	000	000	000	000	000	000	000
31	14	7.571	1.254	000	000	000	000	000	000	000	000	000	000	000	000	000
32	14	7.714	1.274	000	000	000	000	000	000	000	000	000	000	000	000	000
33	14	7.357	1.172	000	000	000	000	000	000	000	000	000	000	000	000	000
34	14	7.500	.992	000	000	000	000	000	000	000	000	000	000	000	000	000
35	14	7.229	1.100	000	000	000	000	000	000	000	000	000	000	000	000	000
36	14	7.266	.700	000	000	000	000	000	000	000	000	000	000	000	000	000
37	14	7.714	.891	000	000	000	000	000	000	000	000	000	000	000	000	000
38	14	7.571	1.244	000	000	000	000	000	000	000	000	000	000	000	000	000
39	14	7.142	.833	000	000	000	000	000	000	000	000	000	000	000	000	000
40	14	7.429	1.071	000	000	000	000	000	000	000	000	000	000	000	000	000
41	14	7.214	1.071	000	000	000	000	000	000	000	000	000	000	000	000	000
42	14	7.357	.972	000	000	000	000	000	000	000	000	000	000	000	000	000
43	14	7.429	.871	000	000	000	000	000	000	000	000	000	000	000	000	000
44	14	7.214	1.314	000	000	000	000	000	000	000	000	000	000	000	000	000
45	14	7.571	1.070	000	000	000	000	000	000	000	000	000	000	000	000	000
46	14	7.214	.674	000	000	000	000	000	000	000	000	000	000	000	000	000
47	14	7.357	.855	000	000	000	000	000	000	000	000	000	000	000	000	000
48	14	7.000	1.444	000	000	000	000	000	000	000	000	000	000	000	000	000
49	14	7.429	.904	000	000	000	000	000	000	000	000	000	000	000	000	000
50	14	7.529	1.031	000	000	000	000	000	000	000	000	000	000	000	000	000

(DECIMAL POINTS IN PROPORTIONS INDICATE IN SAME SPACE)  
 (ASTERISKS INDICATE DIRECTIONS OF CLASSIFICATION)

STATISTICAL SUMMARY OF DIMENSIONS OF INSTRUMENT IN EACH CATEGORY -- DATE: 4/10/63/13.  
 TRANSMISSION DATA - TOP P

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
21	14	1.470	.724	920*	000	071	000	000	000	000	000	000	000	000	000	000
22	14	7.000	1.154	000	000	000	000	000	000	000	000	266	000	000	000	214
23	14	7.429	1.116	000	143	000	000	000	000	000	214	500	071	071	000	000
24	14	1.377	.610	000	420	000	000	000	000	000	000	000	500	000	000	071
25	14	2.514	1.266	143	143	071	000	000	000	000	000	071	071	000	357	143
26	14	1.020	.593	000	000	000	070*	000	000	000	000	000	071	000	000	000
27	14	6.642	1.042	000	000	000	000	000	000	071	000	000	266	000	000	000
28	14	2.643	1.172	000	1000*	000	000	000	000	000	000	000	000	000	000	000
29	14	7.214	1.063	000	000	000	000	000	000	000	143	571*	214	000	000	000
30	14	2.071	1.223	000	357	000	000	000	000	071	000	000	000	000	000	000
31	14	7.000	1.116	000	000	000	000	000	000	000	000	000	000	000	000	000
32	14	2.429	1.116	000	000	000	000	000	000	000	000	000	000	000	000	000
33	14	1.643	.572	000	1000*	000	000	000	000	000	000	000	000	000	000	000
34	14	7.071	.769	000	143	000	000	000	000	000	000	000	000	000	000	000
35	14	4.714	.926	000	266	000	000	000	000	000	000	000	000	000	000	000
36	14	6.929	.760	000	000	000	000	000	000	000	000	000	000	000	000	000
37	14	7.000	.678	000	000	000	000	000	000	000	000	000	000	000	000	000
38	14	6.714	1.352	000	000	000	000	000	000	000	000	000	000	000	000	000
39	14	7.257	.652	000	000	000	000	000	000	000	000	000	000	000	000	000
40	14	7.143	.515	000	000	000	000	000	000	000	000	000	000	000	000	000
41	14	1.925	1.031	000	071	000	000	000	000	000	000	000	000	000	000	000
42	14	1.429	.722	000	357	000	000	000	000	000	000	000	000	000	000	000
43	14	1.714	.661	000	000	000	000	000	000	000	000	000	000	000	000	000
44	14	7.071	1.109	000	071	214	000	000	000	000	000	000	000	000	000	000
45	14	7.000	1.040	000	000	000	000	000	000	000	000	000	000	000	000	000
46	14	6.429	.671	000	000	000	000	000	000	000	000	000	000	000	000	000
47	14	7.071	1.720	000	000	000	000	000	000	000	000	000	000	000	000	000
48	14	7.571	1.406	000	000	000	000	000	000	000	000	000	000	000	000	000
49	14	4.929	1.406	000	000	000	000	000	000	000	000	000	000	000	000	000
50	14	1.073	1.072	000	000	000	000	000	000	000	000	000	000	000	000	000
51	14	2.642	1.062	000	000	000	000	000	000	000	000	000	000	000	000	000
52	14	7.000	.510	000	000	000	000	000	000	000	000	000	000	000	000	000
53	14	3.977	1.328	1000*	000	000	000	000	000	000	000	000	000	000	000	000
54	14	5.642	.910	000	077	000	000	000	000	000	000	000	000	000	000	000
55	14	3.906	.621	000	000	000	000	000	000	000	000	000	000	000	000	000
56	14	2.526	1.005	000	000	000	000	000	000	000	000	000	000	000	000	000
57	14	6.154	1.099	000	000	000	000	000	000	000	000	000	000	000	000	000
58	14	1.306	.604	539*	231	231	000	000	000	000	000	000	000	000	000	000
59	14	1.847	.948	000	000	1000*	000	000	000	000	000	000	000	000	000	000
60	14	1.365	.622	077	154	769*	000	000	000	000	000	000	000	000	000	000
61	14	1.692	.501	000	154	846*	000	000	000	000	000	000	000	000	000	000
62	14	2.231	.673	000	154	231	000	000	000	000	000	000	000	000	000	000
63	14	6.385	1.211	000	366	000	000	000	000	000	000	000	000	000	000	000
64	14	7.000	1.478	154	000	644*	000	000	000	000	000	000	000	000	000	000
65	14	2.522	.517	231	615*	077	077	000	000	000	000	000	000	000	000	000
66	14	2.077	1.365	000	231	000	000	000	000	000	000	000	000	000	000	000
67	14	3.000	1.240	000	000	000	000	000	000	000	000	000	000	000	000	000
68	14	1.719	.690	000	000	000	000	000	000	000	000	000	000	000	000	000
69	14	1.615	.634	615*	306	000	000	000	000	000	000	000	000	000	000	000
100	14	7.231	.673	000	000	000	000	000	000	000	000	000	000	000	000	000

DECIMAL POINTS OR PROPORTIONS OMITTED TO SAVE SPACE  
 DASHES INDICATE DIMENSIONS OF CLASSIFICATION

REFRANSLATION DATA - FORM P

ITEM	H	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
101	13	2.365	1.063	385	077	000	000	000	000	000	077	000	000	000	077	385
102	13	1.923	.917	749*	077	000	000	000	000	000	000	000	000	000	077	077
103	13	2.154	.948	000	300	000	000	000	000	000	000	000	000	000	000	000
104	13	7.558	1.082	000	000	000	000	000	000	000	000	000	000	000	000	000
105	13	7.558	1.216	000	000	000	000	000	000	000	000	000	000	000	000	000
106	13	2.000	1.028	462	462	077	000	000	000	000	000	000	000	000	000	000
107	13	7.760	.073	000	000	000	000	000	000	000	000	000	000	000	000	000
108	13	7.231	.073	000	077	000	000	000	000	000	000	000	000	000	000	000
109	13	7.023	.720	000	000	000	000	000	000	000	000	000	000	000	000	000
110	13	2.385	1.063	077	231	615*	000	000	000	000	000	000	000	000	000	000
111	13	7.652	.001	000	000	000	000	000	000	000	000	000	000	000	000	000
112	13	1.749	.072	077	000	000	000	000	000	000	000	000	000	000	000	000
113	13	7.528	.520	000	000	000	000	000	000	000	000	000	000	000	000	000
114	13	7.546	.483	000	000	000	000	000	000	000	000	000	000	000	000	000
115	13	7.231	.759	000	000	000	000	000	000	000	000	000	000	000	000	000
116	13	2.482	1.216	000	077	000	000	000	000	000	000	000	000	000	000	000
117	13	2.000	1.216	000	231	000	000	000	000	000	000	000	000	000	000	000
118	13	4.385	1.077	000	000	000	000	000	000	000	000	000	000	000	000	000
119	13	6.846	.543	000	000	000	000	000	000	000	000	000	000	000	000	000
120	13	3.385	1.211	000	231	000	000	000	000	000	000	000	000	000	000	000
121	13	3.231	1.187	000	000	000	000	000	000	000	000	000	000	000	000	000
122	13	7.000	.479	000	000	000	000	000	000	000	000	000	000	000	000	000
123	13	7.615	1.146	000	000	000	000	000	000	000	000	000	000	000	000	000
124	13	2.538	1.337	000	300	300	077	000	000	000	000	000	000	000	000	000
125	13	2.077	.917	000	077	000	000	000	000	000	000	000	000	000	000	000
126	13	7.647	1.065	000	000	000	000	000	000	000	000	000	000	000	000	000
127	13	2.846	1.059	000	000	000	000	000	000	000	000	000	000	000	000	000
128	13	2.538	1.337	154	077	615*	000	000	000	000	000	000	000	000	000	000
129	13	2.482	1.216	000	300	000	000	000	000	000	000	000	000	000	000	000
130	13	6.523	1.071	000	000	000	000	000	000	000	000	000	000	000	000	000
131	13	2.846	1.187	000	538*	000	000	000	000	000	000	000	000	000	000	000
132	13	6.923	.017	000	000	000	000	000	000	000	000	000	000	000	000	000
133	13	7.528	1.014	000	000	000	000	000	000	000	000	000	000	000	000	000
134	13	1.452	1.016	646*	154	000	000	000	000	000	000	000	000	000	000	000
135	13	2.077	1.071	000	000	000	000	000	000	000	000	000	000	000	000	000
136	13	2.528	1.000	000	615*	000	000	000	000	000	000	000	000	000	000	000
137	13	1.538	.746	923*	000	000	000	000	000	000	000	000	000	000	000	000
138	13	1.923	.917	231	231	000	000	000	000	000	000	000	000	000	000	000
139	13	2.749	1.216	000	000	000	000	000	000	000	000	000	000	000	000	000
140	13	1.615	.738	646*	154	000	000	000	000	000	000	000	000	000	000	000
141	13	7.615	.020	000	000	000	000	000	000	000	000	000	000	000	000	000
142	13	4.000	.027	000	000	000	000	000	000	000	000	000	000	000	000	000
143	13	7.482	.619	000	000	000	000	000	000	000	000	000	000	000	000	000
144	13	2.077	1.202	231	300	077	000	000	000	000	000	000	000	000	000	000
145	13	7.023	.017	000	000	000	000	000	000	000	000	000	000	000	000	000
146	13	6.749	1.216	000	000	000	000	000	000	000	000	000	000	000	000	000
147	13	1.749	.073	000	000	000	000	000	000	000	000	000	000	000	000	000
148	13	7.508	1.016	000	000	000	000	000	000	000	000	000	000	000	000	000
149	13	2.846	1.065	000	000	000	000	000	000	000	000	000	000	000	000	000
150	13	7.231	1.065	000	000	000	000	000	000	000	000	000	000	000	000	000

(ORIGINAL POINTS ON PREDICTIONS OF ITEM TO SAVE SPACE)  
 (ASTERISKS INDICATE DIMENSIONS OF CLASSIFICATION)



RETANSPIRATION DATA - PRRY B

ITEM	N	PFAW	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	P
201	12	1.083	.862	0.0	6.07*	0.0	0.0	0.0	0.0	1.77	0.3	0.0	0.3	0.0	0.0	0.0
202	12	1.033	.808	0.0	2.5*	0.0	7.0*	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
203	12	2.000	.816	0.0	1.67	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
204	12	3.167	1.516	0.3	0.0*	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
205	12	1.917	.819	0.0	0.17*	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
206	12	1.583	.862	0.0	2.5*	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
207	12	2.417	1.187	0.3	0.17*	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
208	12	1.917	1.037	0.0	0.83	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
209	12	3.583	.759	1.070*	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
210	12	1.417	.640	7.0*	1.67	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
211	12	0.083	1.111	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
212	12	7.033	.824	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
213	12	1.917	2.179	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
214	12	1.033	.876	7.0*	2.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
215	12	2.000	1.174	0.0	4.17	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
216	12	2.333	1.179	0.0	3.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
217	12	7.033	.986	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
218	12	2.167	1.143	0.0	1.3*	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
219	12	7.033	.946	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
220	12	0.583	.640	0.3	0.0	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
221	12	0.083	.013	0.0	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
222	12	6.067	1.441	0.0	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
223	11	0.091	1.144	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
224	12	2.000	1.155	0.0	1.7	7.0*	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
225	12	1.917	1.037	1.7*	1.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

(DECIMAL POINTS IN PHOTOGRAPH 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 CATEGORY	EFFECTIVENESS 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 alcohol.
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 problem, 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 soldier.
8. This soldier, a radio systems mechanic, was unfamiliar with the chart from the technical manual that was used to ascertain 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
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|-------|-------|---|
| _____ | _____ | 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
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_____	_____

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
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| _____ | _____ | 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
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| _____ | _____ | 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
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| <hr/> | <hr/> | 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. |
| <hr/> | <hr/> | 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.  |
| <hr/> | <hr/> | 48. This soldier appeared before a promotion board with his patches and insignia improperly placed.  |
| <hr/> | <hr/> | 49. This new soldier missed morning formation, explaining that he forgot the time formation was to be held.  |
| <hr/> | <hr/> | 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.  |
| <hr/> | <hr/> | 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.   |
| <hr/> | <hr/> | 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.   |
| <hr/> | <hr/> | 53. This soldier did not do the pre-operation checks before dispatching a vehicle from the motor pool.   |
| <hr/> | <hr/> | 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
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|-------|-------|---|
| _____ | _____ | 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
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| <hr/> | <hr/> | 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.                           |
| <hr/> | <hr/> | 66. When counseled about his overdrawn checks, this soldier asked for assistance in making arrangements to pay back his bad checks.   |
| <hr/> | <hr/> | 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. |
| <hr/> | <hr/> | 68. During a bomb scare, this soldier stayed around after being told to leave the area.   |
| <hr/> | <hr/> | 69. After being assigned specific tasks related to his job as unit TAMMS clerk, this soldier failed to perform the tasks.   |
| <hr/> | <hr/> | 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.  |
| <hr/> | <hr/> | 71. This soldier made up a fake excuse for his tardiness to a counseling session.   |
| <hr/> | <hr/> | 72. This soldier did not properly clean his weapon.   |
| <hr/> | <hr/> | 73. This soldier did not know his general orders.   |
| <hr/> | <hr/> | 74. When restricted to the company area, this soldier left to meet his girlfriend.  |
| <hr/> | <hr/> | 75. This individual failed to update 201 files for promotion after being instructed to do so.   |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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|-------|-------|---|
| _____ | _____ | 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, aggravated that he had the extra duty, attempted to "frag" the first sergeant. |
| _____ | _____ | 85. This soldier kept his truck in good condition and painted it before an inspection.  |
| _____ | _____ | 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.  |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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 100% rating.  |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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 over-drew 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
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| _____ | _____ | 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
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| _____ | _____ | 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 CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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.  |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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
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| _____ | _____ | 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
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| _____ | _____ | 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
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| _____ | _____ | 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.   |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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
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| _____ | _____ | 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
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| _____ | _____ | 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

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| _____ | _____ | 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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RETRANSLATION DATA - FORM C

ITEM	N	MEAN	S.O.	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	000
2	14	1.714	.700	000 1000*	000	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	000	000	000
4	14	0.143	.639	000 000	000	000	000	000	000	000	000	000	000	000	000	000
5	14	2.786	.558	000 571*	000	000	000	000	000	000	000	000	000	000	000	000
6	14	7.786	.860	000 000	000	000	000	000	000	000	000	000	000	000	000	000
7	14	7.143	1.187	000 786*	143	000	000	000	000	000	000	000	000	000	000	000
8	14	3.071	.799	000 000	000	000	000	000	000	000	000	000	000	000	000	000
9	14	7.643	.610	000 000	000	000	000	000	000	000	000	000	000	000	000	000
10	14	1.786	.773	000 857*	000	000	000	000	000	000	000	000	000	000	000	000
11	14	1.429	.495	000 000	000	000	000	000	000	000	000	000	000	000	000	000
12	14	1.286	.589	1000*	000	000	000	000	000	000	000	000	000	000	000	000
13	14	1.571	.728	000 286	500	000	000	000	000	000	000	000	000	000	000	000
14	14	7.571	.904	000 000	000	000	000	000	000	000	000	000	000	000	000	000
15	14	6.857	1.125	000 000	000	000	000	000	000	000	000	000	000	000	000	000
16	14	2.071	.799	000 286	000	000	000	000	000	000	000	000	000	000	000	000
17	14	1.500	.627	000 071	929*	000	000	000	000	000	000	000	000	000	000	000
18	14	1.571	.728	000 000	000	000	000	000	000	000	000	000	000	000	000	000
19	14	0.000	.655	000 000	000	000	000	000	000	000	000	000	000	000	000	000
20	14	2.000	.926	000 286	429	000	000	000	000	000	000	000	000	000	000	000
21	14	2.143	1.059	000 1000*	000	000	000	000	000	000	000	000	000	000	000	000
22	14	1.529	.593	000 1000*	000	000	000	000	000	000	000	000	000	000	000	000
23	14	1.071	.258	000 716*	000	000	000	000	000	000	000	000	000	000	000	000
24	14	1.714	.795	000 000	000	000	000	000	000	000	000	000	000	000	000	000
25	14	2.571	.904	000 000	000	000	000	000	000	000	000	000	000	000	000	000
26	14	7.786	1.013	000 000	000	000	000	000	000	000	000	000	000	000	000	000
27	14	0.071	.004	000 000	000	000	000	000	000	000	000	000	000	000	000	000
28	14	6.786	1.264	000 000	000	000	000	000	000	000	000	000	000	000	000	000
29	14	2.000	.756	000 643*	000	000	000	000	000	000	000	000	000	000	000	000
30	14	7.714	.700	000 000	000	000	000	000	000	000	000	000	000	000	000	000
31	14	0.000	.926	000 000	000	000	000	000	000	000	000	000	000	000	000	000
32	14	2.500	.982	000 000	000	000	000	000	000	000	000	000	000	000	000	000
33	14	6.571	2.412	000 214	500	000	000	000	000	000	000	000	000	000	000	000
34	14	7.571	1.348	000 000	000	000	000	000	000	000	000	000	000	000	000	000
35	14	1.714	2.050	000 557*	000	000	000	000	000	000	000	000	000	000	000	000
36	14	6.857	.639	000 000	000	000	000	000	000	000	000	000	000	000	000	000
37	14	7.000	1.069	000 000	000	000	000	000	000	000	000	000	000	000	000	000
38	14	3.071	.703	000 143	000	000	000	000	000	000	000	000	000	000	000	000
39	14	1.925	.799	000 929*	000	000	000	000	000	000	000	000	000	000	000	000
40	14	1.857	.833	000 500	000	000	000	000	000	000	000	000	000	000	000	000
41	14	1.071	.258	1000*	000	000	000	000	000	000	000	000	000	000	000	000
42	14	1.786	.773	1000*	000	000	000	000	000	000	000	000	000	000	000	000
43	14	7.714	.953	000 571*	000	000	000	000	000	000	000	000	000	000	000	000
44	14	2.857	1.187	000 000	000	000	000	000	000	000	000	000	000	000	000	000
45	14	7.357	1.172	000 000	000	000	000	000	000	000	000	000	000	000	000	000
46	14	7.571	1.954	000 714*	286	000	000	000	000	000	000	000	000	000	000	000
47	14	7.143	.915	000 357	000	000	000	000	000	000	000	000	000	000	000	000
48	14	3.143	1.187	000 000	000	000	000	000	000	000	000	000	000	000	000	000
49	14	3.643	1.208	000 643*	000	000	000	000	000	000	000	000	000	000	000	000
50	14	6.714	1.007	000 000	000	000	000	000	000	000	000	000	000	000	000	000

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

LISTING OF ITEMS BY PROPORTION OF ENLARGEMENT IN EACH CATEGORY -- Inset dw/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	.728	000	857*	000	000	071	000	000	000	000	071	000	000	000
53	14	2.357	1.042	000	071	000	000	000	206	000	071	000	571*	000	000	000
54	14	6.329	1.231	000	000	000	000	000	000	000	000	857*	000	000	000	143
55	14	2.357	1.540	000	214	000	000	000	000	214	000	429	143	000	000	000
56	14	7.714	.795	000	071	000	000	000	000	000	071	000	071	000	643*	143
57	14	7.143	.915	929*	000	000	000	071	000	000	000	000	000	000	000	000
58	14	4.529	1.437	000	429	000	571*	000	000	030	000	300	000	000	000	000
59	14	2.286	1.030	000	857*	000	006	000	000	000	000	071	071	000	000	000
60	14	7.357	.610	000	000	000	000	000	000	000	071	929*	000	000	000	000
61	14	2.500	.906	000	000	000	000	929*	000	030	000	060	000	071	000	000
62	13	2.077	.917	000	003	090	154	846*	000	000	000	000	000	000	000	000
63	14	8.214	.558	000	000	000	000	000	071	657*	000	071	000	000	000	000
64	14	7.571	1.050	000	000	000	000	000	000	000	000	266	071	500	143	000
65	14	7.429	.623	000	000	000	000	000	214	030	000	643*	000	143	000	000
66	14	5.500	1.547	929*	071	000	000	000	000	000	000	000	000	000	000	000
67	14	7.143	1.059	000	000	000	000	000	000	000	143	000	143	143	571*	000
68	14	2.643	1.342	000	1090*	030	000	000	000	000	000	000	000	000	000	000
69	14	2.286	.881	000	214	030	000	000	000	000	357	357	000	071	000	000
70	14	2.071	.703	000	003	000	000	000	000	000	000	000	000	000	786*	214
71	14	2.000	1.069	000	143	857*	000	000	000	000	000	000	000	000	000	000
72	14	3.000	1.069	030	000	000	000	000	1000*	000	000	000	000	000	000	000
73	14	3.143	1.125	000	143	030	000	030	071	000	571*	000	071	143	030	000
74	14	2.000	1.000	000	1000*	000	000	000	000	000	000	000	000	000	000	000
75	14	2.214	1.145	000	429	000	000	000	000	000	000	143	143	214	000	071
76	13	2.000	.961	000	1000*	000	000	000	000	000	000	365	154	000	000	154
77	13	2.000	.961	000	1000*	000	000	000	000	000	000	000	000	000	000	000
78	13	2.615	1.146	000	000	000	000	000	000	000	000	000	000	000	000	000
79	13	2.385	.923	000	000	030	000	000	000	000	692*	600	000	308	000	000
80	13	6.946	1.231	000	000	000	000	000	000	308	000	308	385	000	000	000
81	13	2.231	1.049	154	462	000	000	000	000	000	000	000	000	000	000	395
82	13	2.769	1.120	077	000	692*	000	000	000	000	000	000	000	000	000	231
83	13	1.154	.533	523*	000	000	000	077	000	000	000	000	000	000	000	000
84	13	1.154	.533	538*	462	000	000	000	000	000	000	000	000	000	000	000
85	13	6.385	.923	000	000	000	000	000	615*	077	030	154	154	000	000	030
86	13	2.538	1.009	000	462	000	538*	000	000	000	000	000	000	000	000	000
87	13	1.523	1.071	000	077	154	000	000	000	000	000	000	000	000	000	000
88	13	2.615	1.146	077	309	077	000	000	308	154	000	000	000	000	000	000
89	13	2.385	1.146	000	000	000	000	000	000	000	000	000	000	000	000	000
90	13	3.000	.784	030	000	000	000	000	615*	000	231	030	000	000	000	000
91	13	5.692	.910	000	692*	000	000	000	077	077	077	077	000	000	000	030
92	13	7.231	1.476	000	003	000	030	000	769*	000	077	000	154	000	000	000
93	13	7.462	.843	000	003	000	000	000	000	000	462	385	000	154	000	000
94	13	7.231	.697	000	003	030	000	000	000	000	000	000	030	000	077	923*
95	11	7.091	.996	000	182	000	000	000	000	031	091	273	364	000	000	000
96	13	6.538	1.337	000	308	000	000	000	231	355	006	077	000	000	000	000
97	13	7.077	.730	030	000	000	000	030	003	000	077	846*	000	000	000	077
98	13	5.923	1.071	030	231	000	000	000	077	462	000	000	231	000	000	000
99	13	3.385	1.003	000	077	000	000	000	000	000	077	846*	000	000	000	000
100	13	6.538	1.009	000	000	000	030	000	000	000	000	923*	077	000	000	030

(DECIMAL POINTS ON PROPORTIONS OPTIMIZED TO SAVE SPACE)  
 FACTORISKS 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	6.536	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	030
105	13	6.462	1.151	000	077	000	000	030	000	000	536*	000	385	000	000	000
106	13	7.231	1.250	000	077	000	000	000	000	000	077	000	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	536*	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	077	000	000	000	000	000
111	13	2.462	1.082	000	077	000	000	000	154	000	305	000	385	000	000	000
112	13	6.692	.921	000	000	000	000	077	000	077	000	692*	077	077	030	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	060	000	000	000	000
116	13	2.231	.973	000	231	000	030	000	077	462	000	000	231	000	000	000
117	13	1.846	.948	769*	154	077	000	000	000	000	000	060	000	000	000	000
118	13	1.846	.948	846*	000	154	000	000	000	000	030	000	000	000	000	030
119	13	1.592	.910	000	000	000	000	000	154	000	000	000	077	000	000	769*
120	13	1.536	.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	077	000	000	000	923*
122	13	2.615	1.003	000	769*	000	000	000	077	154	000	000	000	000	000	000
123	13	1.769	.830	000	1000*	000	000	000	000	000	000	000	000	000	000	000
124	13	3.154	1.231	000	000	000	000	000	000	000	154	308	308	231	000	000
125	13	7.305	1.273	000	308	000	000	000	000	000	231	077	231	077	000	077
126	13	5.538	.929	000	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	000	000	000	000
128	13	3.154	1.460	000	536*	308	000	000	000	000	000	077	077	000	000	000
129	13	1.846	.769	523*	000	077	000	000	000	000	000	000	000	000	000	000
130	13	2.231	.973	000	1000*	000	000	000	000	000	000	000	000	000	000	000
131	13	1.615	.736	000	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	536*	154	154	077	000	000
133	13	8.231	.576	000	000	000	000	000	000	000	000	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	000	000	385	077	000	000
136	13	2.523	1.439	000	077	000	000	000	077	000	305	000	462	000	000	000
137	13	6.154	.863	000	536*	385	000	000	000	000	000	000	000	000	000	077
138	13	1.615	.736	000	000	1000*	000	000	000	000	000	050	000	000	000	000
139	13	8.308	.606	000	000	000	000	000	000	000	030	923*	000	000	000	077
140	13	7.769	1.250	000	000	000	000	000	000	000	000	846*	000	000	000	154
141	13	8.308	.722	000	000	000	000	000	000	000	000	000	000	000	769*	000
142	13	7.462	.943	000	000	000	000	000	000	077	231	077	536*	077	000	000
143	13	3.077	1.206	000	231	000	615*	000	077	000	000	077	000	000	000	030
144	13	7.000	1.109	000	000	000	000	000	615*	000	077	308	000	000	000	000
145	13	2.308	.991	000	000	000	000	1000*	000	000	000	000	000	000	000	000
146	13	7.000	.961	000	000	846*	000	000	077	000	000	077	000	000	000	000
147	13	7.692	.991	000	000	000	000	000	000	000	231	308	000	462	000	000
148	13	6.077	.917	000	385	000	000	000	000	000	000	154	077	385	000	000
149	13	7.708	.621	000	000	000	000	000	000	000	000	000	308	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!

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

ITEM	N	MEAN	S.D.	A	R	C	D	E	F	G	H	I	J	K	L	M
151	13	3.462	1.393	000	009	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	1000*	000	000	000	000	000	000	000	000	000	000	000
154	12	4.167	1.875	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	000	000	000	1000*	000	000	000	000	000	000	000	000
157	12	2.083	.759	000	333	000	000	000	000	230	600	063	167	000	167	000
158	12	6.833	.799	000	167	000	000	000	000	000	333	250	157	000	000	083
159	12	7.083	.862	000	000	000	917*	000	000	000	030	083	000	000	000	000
160	12	1.750	.722	000	917*	083	000	000	000	030	000	000	030	000	030	000
161	12	1.750	.829	333	667*	000	000	000	000	030	000	000	000	000	000	003
162	12	1.750	.924	000	1900*	000	000	000	000	000	000	000	000	000	000	000
163	12	1.417	.640	083	933*	000	000	000	000	030	000	000	000	000	000	000
164	12	1.083	.276	917*	083	030	000	000	000	000	030	000	000	000	000	030
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	003	000	000	000	083	000	000	000	000	000	003
167	12	2.417	.493	000	333	583*	000	000	000	030	000	000	000	000	000	083
168	12	6.917	.954	000	083	000	003	917*	000	030	000	000	000	000	000	000
169	12	6.417	1.706	030	167	000	000	000	000	000	000	063	500	167	000	083
170	12	2.417	.882	000	831*	000	000	000	000	000	000	000	000	000	000	003
171	12	2.250	1.010	917*	000	063	000	000	000	000	030	000	000	000	000	000
172	12	2.333	.943	917*	000	383	000	000	030	000	000	000	000	000	000	030
173	12	2.250	.595	000	750*	000	030	000	167	000	000	000	000	000	000	000
174	12	2.167	.687	000	500	000	000	000	000	000	030	000	417	000	000	303
175	12	2.667	.624	000	917*	000	000	000	000	000	000	000	000	000	030	030
176	12	2.833	.986	000	030	000	000	000	000	1000*	000	000	000	000	000	000
177	12	1.917	.954	003	000	1000*	000	000	000	000	000	000	000	000	000	000
178	12	1.917	.759	300	000	000	000	000	000	833*	000	000	000	000	000	000
179	12	1.750	.829	1000*	000	000	000	000	000	000	030	000	000	000	000	030
180	12	2.167	.799	000	000	000	000	000	000	000	000	000	167	000	750*	083
181	12	7.333	.624	917*	000	093	000	000	030	000	000	000	000	000	000	000
182	12	3.333	.943	000	000	000	000	000	333	000	030	500	000	000	000	083
183	12	2.417	1.115	000	000	167	000	000	000	083	000	750*	000	000	000	000
184	12	6.583	1.256	000	000	000	000	000	000	000	083	833*	000	000	000	000
185	12	2.500	.764	083	833*	083	000	000	000	000	000	000	000	000	000	000
186	12	7.750	1.299	000	000	000	000	000	000	000	083	417	250	000	000	250
187	12	7.567	.624	000	000	000	000	000	000	000	000	000	000	000	333	583*
188	12	2.000	.707	000	1000*	000	000	000	000	000	000	000	000	000	000	000
189	12	2.167	.553	000	500	000	000	000	000	000	000	000	000	000	167	333
190	12	6.250	1.090	000	917*	083	000	000	000	000	000	000	000	000	000	000
191	11	6.691	1.379	818*	000	091	000	000	000	000	000	000	000	091	000	000
192	12	7.417	1.337	000	250	000	000	000	083	000	000	417	250	000	000	000
193	12	2.333	1.027	000	083	000	917*	000	000	000	000	000	000	000	000	000
194	12	7.083	1.115	000	687*	300	167	000	003	000	033	083	000	000	000	000
195	12	2.417	.759	750*	083	000	003	000	000	000	000	000	000	000	000	003
196	12	7.500	.865	000	007	000	000	000	250	006	000	500	167	030	083	000
197	12	7.250	.924	000	167	000	000	030	000	000	023	750*	000	000	000	000
198	12	7.900	.707	000	000	333	000	000	000	083	000	333	250	000	000	000
199	12	1.667	.624	1000*	009	000	000	000	000	000	000	000	000	000	000	000
200	12	7.567	.745	000	000	583*	000	000	000	000	000	333	000	000	000	083

(DECIMAL POINTS ON PROPORTIONS OPTIRED 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	000	1000*	000	000	000	000	000	000	000	000
204	12	1.833	.986	000	083	000	000	000	583*	000	083	000	250	000	000	000
205	12	2.003	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	000	417	000	000	000	000	000	000	000	000	000	000	500
208	12	1.500	.500	917*	000	083	000	000	000	000	000	000	000	000	000	000
209	11	1.364	.643	182	364	000	000	000	000	000	000	091	060	364	000	000
210	12	2.333	.850	000	000	600	000	000	000	000	000	833*	000	083	000	000
211	12	2.633	.687	000	000	000	000	000	000	000	000	750*	000	167	000	000
212	12	2.583	.954	000	000	000	000	000	000	083	000	667*	083	000	167	000
213	12	7.000	.707	000	000	000	000	000	000	000	000	167	000	000	633*	000
214	12	7.250	.829	000	000	000	000	000	000	000	000	000	000	000	167	833*
215	12	7.750	.929	000	000	000	250	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	000	000	000	000	167	000	000	000	000
219	12	7.667	.943	000	250	000	000	000	000	000	000	000	250	000	000	000
220	12	7.833	.946	083	000	000	833*	000	000	000	000	000	000	000	000	083
221	12	2.500	1.190	000	593*	000	000	250	000	000	000	000	000	083	000	000
222	12	1.667	.624	500	167	000	333	300	000	000	000	000	000	000	060	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 CATEGORY	EFFECTIVENESS LEVEL
-------------------------	------------------------

\_\_\_\_\_

\_\_\_\_\_

1. When tasked to give a class on map reading, 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 removed from his home by the MPs.

\_\_\_\_\_

\_\_\_\_\_

10. When this soldier was approached by an officer outdoors, he saluted in an obligatory and unenthusiastic manner.

\_\_\_\_\_

\_\_\_\_\_

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

PERFORMANCE CATEGORY	EFFECTIVENESS 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 without further damage. |
| _____ | _____ | 14. When invited to a civilian home for the holidays, this new soldier was well behaved 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 leaving, 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.   |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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- |       |       |   |
|-------|-------|---|
| _____ | _____ | 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
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- |       |       |  |
|-------|-------|--|
| _____ | _____ | 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
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| _____ | _____ | 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  
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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.

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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.

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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.

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

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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.

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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.

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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
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| _____ | _____ | 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
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| _____ | _____ | 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.   |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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 CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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.  |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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 completion 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
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| _____ | _____ | 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 acquired 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 complains 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 inspection 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 inspection. |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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 rain-storm, this soldier continued to work on grading the airstrip, while his co-workers 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
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| _____ | _____ | 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.   |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
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| _____ | _____ | 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	
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| _____ | _____ | 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.                                       |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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 martialled 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.                                 |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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.   |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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
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| _____ | _____ | 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
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| _____ | _____ | 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.  |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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	F	F	G	H	I	J	K	L	M
1	12	6.750	.829	060	000	000	000	000	000	000	250	000	000	000	750*	000
2	12	7.225	.543	000	177	000	000	000	000	000	000	000	000	000	000	000
3	12	7.417	.640	000	000	000	000	000	000	000	000	000	000	000	000	000
4	12	2.250	.722	000	500	000	000	000	000	000	000	000	000	000	000	000
5	12	8.000	.913	000	000	000	000	000	000	000	000	000	000	000	000	000
6	12	1.667	.943	1000*	000	000	000	000	000	000	000	000	000	000	000	000
7	12	1.417	.640	000	417	500	000	000	000	000	000	000	000	000	000	000
8	12	2.500	.744	167	000	750*	000	000	000	000	000	000	000	000	000	000
9	12	2.500	1.256	1000*	000	000	000	000	000	000	000	000	000	000	000	000
10	12	4.000	.707	000	750*	000	250	000	000	000	000	000	000	000	000	000
11	12	5.000	1.037	000	000	000	167	000	000	000	000	000	000	000	000	000
12	12	2.500	.862	000	000	000	000	000	000	000	000	000	000	000	000	000
13	12	4.000	1.512	000	000	000	000	000	000	000	000	000	000	000	000	000
14	12	6.167	.856	500*	167	000	250	000	000	000	000	000	000	000	000	000
15	12	2.417	1.077	000	000	000	000	000	000	000	000	000	000	000	000	000
16	12	6.667	1.027	000	000	000	000	000	000	000	000	000	000	000	000	000
17	12	2.500	1.050	000	167	000	000	000	000	000	000	000	000	000	000	000
18	12	1.667	.744	000	1000*	000	000	000	000	000	000	000	000	000	000	000
19	12	2.750	1.650	167	000	000	000	000	000	000	000	000	000	000	000	000
20	11	7.000	1.174	000	000	000	000	000	000	000	000	000	000	000	000	000
21	11	7.000	.500	000	000	000	000	000	000	000	000	000	000	000	000	000
22	11	6.000	.888	000	000	000	000	000	000	000	000	000	000	000	000	000
23	11	2.000	.955	000	000	000	000	000	000	000	000	000	000	000	000	000
24	11	1.000	.500	000	000	000	000	000	000	000	000	000	000	000	000	000
25	11	7.000	.752	000	000	000	000	000	000	000	000	000	000	000	000	000
26	11	7.000	.888	000	000	000	000	000	000	000	000	000	000	000	000	000
27	11	7.000	1.124	777*	167	000	000	000	000	000	000	000	000	000	000	000
28	11	1.618	.716	618*	167	000	000	000	000	000	000	000	000	000	000	000
29	11	6.667	.771	000	314	000	000	000	000	000	000	000	000	000	000	000
30	11	5.167	.714	000	545*	000	000	000	000	000	000	000	000	000	000	000
31	11	2.364	.771	000	000	000	000	000	000	000	000	000	000	000	000	000
32	11	2.000	.500	000	000	000	000	000	000	000	000	000	000	000	000	000
33	11	6.455	1.233	000	000	000	000	000	000	000	000	000	000	000	000	000
34	11	6.455	1.076	000	000	000	000	000	000	000	000	000	000	000	000	000
35	11	7.000	.955	000	000	000	000	000	000	000	000	000	000	000	000	000
36	11	7.000	.955	000	000	000	000	000	000	000	000	000	000	000	000	000
37	11	1.909	.792	000	167	000	000	000	000	000	000	000	000	000	000	000
38	11	7.000	.900	000	000	000	000	000	000	000	000	000	000	000	000	000
39	11	2.455	.712	000	000	000	000	000	000	000	000	000	000	000	000	000
40	11	6.455	1.076	000	000	000	000	000	000	000	000	000	000	000	000	000
41	11	7.167	1.402	000	000	000	000	000	000	000	000	000	000	000	000	000
42	11	1.000	.267	000	000	000	000	000	000	000	000	000	000	000	000	000
43	11	1.818	.823	1000*	167	000	000	000	000	000	000	000	000	000	000	000
44	11	7.314	1.221	000	000	000	000	000	000	000	000	000	000	000	000	000
45	11	7.273	.750	000	000	000	000	000	000	000	000	000	000	000	000	000
46	11	6.000	1.311	000	000	000	000	000	000	000	000	000	000	000	000	000
47	11	1.314	.451	000	000	1000*	000	000	000	000	000	000	000	000	000	000
48	11	7.273	.750	000	000	000	000	000	000	000	000	000	000	000	000	000
49	11	7.000	.752	000	000	000	000	000	000	000	000	000	000	000	000	000
50	11	1.455	.257	000	000	1000*	000	000	000	000	000	000	000	000	000	000

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

LISTING OF ITEMS BY PROPORTION OF INCURRMENT IN EACH CATEGORY -- DATE: 04/03/13.  
 SET-ANALYSIS DATA - FORM P

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
1	11	7.410	1.477	000	000	000	000	000	000	000	000	000	000	000	000	000
2	11	7.374	.771	000	000	000	000	000	000	000	000	000	000	000	000	000
3	11	7.455	1.205	000	000	000	000	000	000	000	000	000	000	000	000	000
4	11	7.727	1.175	000	000	000	000	000	000	000	000	000	000	000	000	000
5	11	7.374	2.012	000	000	000	000	000	000	000	000	000	000	000	000	000
6	11	7.727	.822	000	000	000	000	000	000	000	000	000	000	000	000	000
7	11	7.473	.643	000	000	000	000	000	000	000	000	000	000	000	000	000
8	11	7.445	.498	000	000	000	000	000	000	000	000	000	000	000	000	000
9	11	7.152	.514	000	000	000	000	000	000	000	000	000	000	000	000	000
10	11	7.727	.471	000	000	000	000	000	000	000	000	000	000	000	000	000
11	11	7.436	.771	000	000	000	000	000	000	000	000	000	000	000	000	000
12	11	7.727	1.057	000	000	000	000	000	000	000	000	000	000	000	000	000
13	11	7.727	.972	000	000	000	000	000	000	000	000	000	000	000	000	000
14	11	7.051	.954	000	000	000	000	000	000	000	000	000	000	000	000	000
15	11	7.819	.931	000	000	000	000	000	000	000	000	000	000	000	000	000
16	11	7.445	.891	000	000	000	000	000	000	000	000	000	000	000	000	000
17	11	7.505	1.071	000	000	000	000	000	000	000	000	000	000	000	000	000
18	11	7.727	1.065	000	000	000	000	000	000	000	000	000	000	000	000	000
19	11	7.727	1.442	000	000	000	000	000	000	000	000	000	000	000	000	000
20	11	7.727	1.135	000	000	000	000	000	000	000	000	000	000	000	000	000
21	11	7.152	.931	000	000	000	000	000	000	000	000	000	000	000	000	000
22	11	7.125	.471	000	000	000	000	000	000	000	000	000	000	000	000	000
23	11	7.727	.750	000	000	000	000	000	000	000	000	000	000	000	000	000
24	11	7.773	.750	000	000	000	000	000	000	000	000	000	000	000	000	000
25	11	7.777	1.227	000	000	000	000	000	000	000	000	000	000	000	000	000
26	11	7.152	.521	000	000	000	000	000	000	000	000	000	000	000	000	000
27	11	7.152	1.113	000	000	000	000	000	000	000	000	000	000	000	000	000
28	11	7.727	.750	000	000	000	000	000	000	000	000	000	000	000	000	000
29	11	7.152	.716	000	000	000	000	000	000	000	000	000	000	000	000	000
30	11	7.051	.814	000	000	000	000	000	000	000	000	000	000	000	000	000
31	11	7.455	.854	000	000	000	000	000	000	000	000	000	000	000	000	000
32	11	7.000	.739	000	000	000	000	000	000	000	000	000	000	000	000	000
33	11	7.374	.579	000	000	000	000	000	000	000	000	000	000	000	000	000
34	11	7.374	.579	000	000	000	000	000	000	000	000	000	000	000	000	000
35	11	7.051	.753	000	000	000	000	000	000	000	000	000	000	000	000	000
36	11	7.445	.752	000	000	000	000	000	000	000	000	000	000	000	000	000
37	11	7.445	1.071	000	000	000	000	000	000	000	000	000	000	000	000	000
38	11	7.900	.753	000	000	000	000	000	000	000	000	000	000	000	000	000
39	11	7.636	.891	000	000	000	000	000	000	000	000	000	000	000	000	000
40	11	7.000	.900	000	000	000	000	000	000	000	000	000	000	000	000	000
41	11	7.612	.521	000	000	000	000	000	000	000	000	000	000	000	000	000
42	11	7.727	.750	000	000	000	000	000	000	000	000	000	000	000	000	000
43	11	7.152	.921	000	000	000	000	000	000	000	000	000	000	000	000	000
44	11	7.436	.643	000	000	000	000	000	000	000	000	000	000	000	000	000
45	11	7.000	.514	000	000	000	000	000	000	000	000	000	000	000	000	000
46	11	7.727	1.052	000	000	000	000	000	000	000	000	000	000	000	000	000
47	11	7.324	.471	000	000	000	000	000	000	000	000	000	000	000	000	000
48	11	7.000	.991	000	000	000	000	000	000	000	000	000	000	000	000	000
49	11	7.000	.752	000	000	000	000	000	000	000	000	000	000	000	000	000
50	11	7.445	.752	000	000	000	000	000	000	000	000	000	000	000	000	000

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

LISTING OF ITEMS BY PROPORTION OF ENGAGEMENT IN EACH CATEGORY -- DATE: 64/03/13.  
 REPARATION DATA - FORM C

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
101	11	7.45*	.968	000	000	000	000	000	000	000	1P2	091	000	000	273	493
102	11	5.745	.851	000	000	000	000	000	091	909*	000	000	000	000	000	000
103	11	7.091	.666	000	364	000	000	000	000	000	091	091	455	000	000	000
104	11	1.112	.386	909*	000	000	000	000	000	000	000	000	000	000	000	000
105	11	7.455	.658	000	000	000	000	000	000	000	000	000	000	000	000	000
106	11	7.182	.636	000	000	000	000	000	000	000	000	000	000	000	000	000
107	11	1.112	.386	000	000	000	000	000	000	000	000	000	000	000	000	000
108	11	6.264	1.387	000	000	000	000	000	000	000	000	000	000	000	000	000
109	11	7.614	1.192	000	000	000	000	000	000	000	000	000	000	000	000	000
110	11	2.819	.575	000	000	000	000	000	000	000	000	000	000	000	000	000
111	11	6.162	1.400	000	000	000	000	000	000	000	000	000	000	000	000	000
112	11	6.272	.617	000	000	000	000	000	000	000	000	000	000	000	000	000
113	11	7.545	.762	000	000	000	000	000	000	000	000	000	000	000	000	000
114	11	1.455	.856	000	000	000	000	000	000	000	000	000	000	000	000	000
115	11	1.727	.617	000	000	000	000	000	000	000	000	000	000	000	000	000
116	11	7.301	.857	000	000	000	000	000	000	000	000	000	000	000	000	000
117	11	3.619	.386	000	000	000	000	000	000	000	000	000	000	000	000	000
118	11	2.727	.750	000	000	000	000	000	000	000	000	000	000	000	000	000
119	11	7.600	1.700	000	000	000	000	000	000	000	000	000	000	000	000	000
120	11	7.455	1.076	000	000	000	000	000	000	000	000	000	000	000	000	000
121	11	6.819	1.079	000	000	000	000	000	000	000	000	000	000	000	000	000
122	11	2.727	.662	000	000	000	000	000	000	000	000	000	000	000	000	000
123	11	1.819	.575	000	000	000	000	000	000	000	000	000	000	000	000	000
124	11	1.600	6.000	000	000	000	000	000	000	000	000	000	000	000	000	000
125	11	1.545	.656	000	000	000	000	000	000	000	000	000	000	000	000	000
126	11	7.609	.900	000	000	000	000	000	000	000	000	000	000	000	000	000
127	11	6.909	.996	000	000	000	000	000	000	000	000	000	000	000	000	000
128	11	6.455	.901	000	000	000	000	000	000	000	000	000	000	000	000	000
129	11	6.609	1.564	000	000	000	000	000	000	000	000	000	000	000	000	000
130	11	2.727	.662	000	000	000	000	000	000	000	000	000	000	000	000	000
131	11	3.112	.716	000	000	000	000	000	000	000	000	000	000	000	000	000
132	11	2.845	.458	000	000	000	000	000	000	000	000	000	000	000	000	000
133	11	7.545	.988	000	000	000	000	000	000	000	000	000	000	000	000	000
134	11	3.112	.633	000	000	000	000	000	000	000	000	000	000	000	000	000
135	11	2.819	.696	000	000	000	000	000	000	000	000	000	000	000	000	000
136	11	6.272	1.112	000	000	000	000	000	000	000	000	000	000	000	000	000
137	11	6.819	1.268	000	000	000	000	000	000	000	000	000	000	000	000	000
138	11	6.819	1.268	000	000	000	000	000	000	000	000	000	000	000	000	000
139	11	1.618	.575	000	000	000	000	000	000	000	000	000	000	000	000	000
140	11	1.676	.641	000	000	000	000	000	000	000	000	000	000	000	000	000
141	11	1.618	.557	000	000	000	000	000	000	000	000	000	000	000	000	000
142	11	1.455	.656	000	000	000	000	000	000	000	000	000	000	000	000	000
143	11	2.819	.926	000	000	000	000	000	000	000	000	000	000	000	000	000
144	11	2.819	.653	000	000	000	000	000	000	000	000	000	000	000	000	000
145	11	1.900	.752	000	000	000	000	000	000	000	000	000	000	000	000	000
146	11	6.455	1.000	000	000	000	000	000	000	000	000	000	000	000	000	000
147	11	1.676	.642	000	000	000	000	000	000	000	000	000	000	000	000	000
148	11	2.272	.612	000	000	000	000	000	000	000	000	000	000	000	000	000
149	11	6.264	1.110	000	000	000	000	000	000	000	000	000	000	000	000	000
150	11	6.819	1.671	000	000	000	000	000	000	000	000	000	000	000	000	000

DECIMAL POINTS OR PROPORTIONS OMITTED TO SAVE SPACE  
 ASTERISKS INDICATE DEVIATIONS OF CLASSIFICATION

LISTING OF TYPE IV SUBSTITUTION OF ENDSUBSTITUT IN EACH CATEGORY -- DATE: 04/03/13.  
 TRANSLATION DATA - FUPY C

STEP	N	MEAN	S.D.	A	B	C	D	E	F	F	H	I	J	K	L	M
151	11	2.415	.651	060	1P2	000	000	000	001	000	364	000	273	091	000	000
152	11	1.182	.384	055*	091	000	000	000	000	000	000	000	000	000	000	000
153	11	2.116	.632	000	000	000	000	000	000	000	000	000	000	000	000	000
154	11	2.273	.751	001	000*	000	000	000	000	000	000	000	000	000	000	000
155	11	2.245	.691	000	000*	000	000	000	000	000	000	000	000	000	000	000
156	11	1.273	.617	051	000*	000	000	000	000	000	000	000	000	000	000	000
157	11	1.544	.614	000*	001	000	000	000	000	000	000	000	000	000	000	000
158	11	1.374	.643	1000*	000	000	000	000	000	000	000	000	000	000	000	000
159	11	5.000	1.044	051	545*	000	273	000	000	000	000	000	000	000	000	000
160	11	1.455	.726	000	727*	000	000	000	000	000	000	000	000	000	000	000
161	11	5.273	.770	000	610*	000	000	000	000	000	000	000	000	000	000	000
162	11	6.236	.811	000	000*	000	000	000	000	000	000	000	000	000	000	000
163	11	6.455	1.524	000	000	000	000	000	000	000	000	000	000	000	000	000
164	11	6.909	1.573	000	000	000	000	000	000	000	000	000	000	000	000	000
165	11	7.273	.942	000	000	000	000	000	000	000	000	000	000	000	000	000
166	11	7.051	.703	000	000	000	000	000	000	000	000	000	000	000	000	000
167	11	7.182	1.500	000	000	000	000	000	000	000	000	000	000	000	000	000
168	11	7.364	1.064	000	000	000	000	000	000	000	000	000	000	000	000	000
169	11	7.909	.703	000	000	000	000	000	000	000	000	000	000	000	000	000
170	11	7.273	.710	000	000	000	000	000	000	000	000	000	000	000	000	000
171	11	1.344	.643	000	000	000*	000	000	000	000	000	000	000	000	000	000
172	11	1.455	.751	000	1000*	000	000	000	000	000	000	000	000	000	000	000
173	11	2.516	.716	000	000	000	000	000	000	000	000	000	000	000	000	000
174	11	3.244	.643	000	000	000	000	000	000	000	000	000	000	000	000	000
175	11	7.091	.753	000	000	000	000	000	000	000	000	000	000	000	000	000
176	11	5.727	1.064	000	000	000	000	000	000	000	000	000	000	000	000	000
177	11	2.182	.716	000	000	000	000	000	000	000	000	000	000	000	000	000
178	11	1.001	.251	000	000	1000*	000	000	000	000	000	000	000	000	000	000
179	11	7.091	1.443	000	000	000	000	000	000	000	000	000	000	000	000	000
180	11	2.273	1.064	1000*	000	000	000	000	000	000	000	000	000	000	000	000
181	11	2.091	.500	000	545*	000	000	000	000	000	000	000	000	000	000	000
182	11	2.182	.632	000	000	000	000	000	000	000	000	000	000	000	000	000
183	11	2.010	1.555	000	000	000	000	000	000	000	000	000	000	000	000	000
184	11	6.455	1.373	000	727*	000	000	000	000	000	000	000	000	000	000	000
185	11	7.273	1.213	000	000	000	000	000	000	000	000	000	000	000	000	000
186	11	1.455	.643	000	000	000	000	000	000	000	000	000	000	000	000	000
187	11	1.273	.465	000	000	000	000	000	000	000	000	000	000	000	000	000
188	11	6.073	1.344	000	000	000	000	000	000	000	000	000	000	000	000	000
189	11	7.010	.643	000	000	000	000	000	000	000	000	000	000	000	000	000
190	11	1.000	0.900	1000*	000	000	000	000	000	000	000	000	000	000	000	000
191	11	6.500	1.311	1000*	000	000	000	000	000	000	000	000	000	000	000	000
192	11	6.010	1.064	000	1P2	000	000	000	000	000	000	000	000	000	000	000
193	11	7.010	1.064	000	000	000	000	000	000	000	000	000	000	000	000	000
194	11	7.010	1.064	000	000	000	000	000	000	000	000	000	000	000	000	000
195	11	7.010	1.064	000	000	000	000	000	000	000	000	000	000	000	000	000
196	11	7.010	1.064	000	000	000	000	000	000	000	000	000	000	000	000	000
197	11	7.010	1.064	000	000	000	000	000	000	000	000	000	000	000	000	000
198	11	7.010	1.064	000	000	000	000	000	000	000	000	000	000	000	000	000
199	11	7.010	1.064	000	000	000	000	000	000	000	000	000	000	000	000	000
200	11	7.010	1.064	000	000	000	000	000	000	000	000	000	000	000	000	000

NUMERICAL POINTS ON PROJECTIONS OTHER THAN SPACED  
 (ASTERISKS INDICATE DIMENSIONS OF CLASSIFICATION)

RETRANSLATION DATA - FORM D

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	2.816	.716	000	091	000	000	000	000	000	091	000	818*	000	000	000
203	11	7.474	.891	000	000	000	000	000	000	000	909*	000	000	000	000	000
204	11	7.001	.688	000	000	000	000	000	000	000	000	000	000	000	000	000
205	11	5.273	2.205	000	364	000	000	000	000	000	000	000	000	000	000	000
206	11	3.544	1.777	000	909*	091	000	000	000	000	000	000	000	000	000	000
207	11	3.544	1.205	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	000	000	000	000	000
209	11	7.909	.753	000	000	000	000	000	000	000	000	000	000	000	000	000
210	11	6.818	1.113	000	000	000	000	000	000	000	000	000	000	000	000	000
211	11	2.818	.833	000	051	000	000	000	000	000	000	000	000	000	000	000
212	11	1.545	.458	727*	000	000	000	000	000	000	000	000	000	000	000	000
213	11	2.384	.643	000	000	000	000	000	000	000	000	000	000	000	000	000
214	11	7.091	1.240	000	000	091	000	000	000	000	000	000	000	000	000	000
215	11	3.909	2.383	000	182	091	000	000	000	000	000	000	000	000	000	000
216	11	3.544	1.305	000	000	273	000	000	000	000	000	000	000	000	000	000
217	11	6.384	.811	000	000	000	000	000	000	000	000	000	000	000	000	000
218	11	6.091	1.043	000	475	000	455	000	000	000	000	000	000	000	000	000
219	11	6.384	1.258	000	273	000	000	000	000	000	000	000	000	000	000	000
220	11	8.000	.853	000	000	000	000	000	000	000	000	000	000	000	000	000

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

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ARMY-WIDE PERFORMANCE EXAMPLE  
RATING BOOKLET

Form E

Name \_\_\_\_\_

Rank \_\_\_\_\_

Post \_\_\_\_\_

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PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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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
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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.

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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.

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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.

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13. Because this soldier did not follow the proper procedures in cleaning his weapon, he broke its stock.

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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.

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15. When this soldier saw another soldier walking on post with his shirt unbuttoned, he warned him about an approaching officer.

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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.

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17. During a training mission this soldier found some lost equipment and a wallet. He promptly turned everything in to his platoon leader.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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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 account was maintained and the lost equipment was replaced.

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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.

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20. Although this soldier knew that his roommate 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.

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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.

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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.

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

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24. Due to his drinking problem, this soldier's performance and appearance began to go downhill. When counseled, he admitted his problem and requested help.

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

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

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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.   |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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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.

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

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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.

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

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

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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.

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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.

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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 CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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
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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.

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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.

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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.

\_\_\_\_\_

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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.

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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.

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55. This soldier tried to provoke an incident with an officer who had previously disciplined him by speaking belligerently towards the officer.

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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 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
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| _____ | _____ | 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
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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.

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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.

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77. When this soldier, acting as the assigned armorer, lost a weapon, he prepared a false maintenance form to cover up the loss.

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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.

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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.

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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.

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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
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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.

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83. While enrolled in the drug abuse program, this soldier promptly showed up for all classes and was attentive throughout the classes.

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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.

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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.

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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.

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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.

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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
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| _____ | _____ | 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
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| _____ | _____ | 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.  |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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 overweight, 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.  |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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 inspecting 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 complained 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 soldier stepped in and successfully talked the new soldier through the manual troubleshooting procedures.   |
| _____ | _____ | 121. Although field-grade officers had personally commended this soldier on her performance, appearance and soldiership, she told her fellow soldiers that the officers had praised the entire unit and not just herself.   |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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 CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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 appointment, 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 rig, 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.   |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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 soldier took charge of the squad and successfully 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% on 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 orderly room for the ISG, he received several telephone calls to pass on information to others in the unit. He forgot to do this, resulting in considerable confusion and time lost on an important mission.        |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL	
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| _____ | _____ | 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.   |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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
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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.

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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.

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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.

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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.

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168. This soldier was arrested by local law officials for dealing with drugs.

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169. This soldier consistently wrote bad checks.

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170. This soldier continued to work on his assigned vehicle after duty hours to prepare for an inspection.

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171. This soldier gave false excuses for his repeated tardiness at formations.

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172. While the unit was out on a FTX, this soldier broke into his roommate's locker and stole his stereo and camera.

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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
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|-------|-------|---|
| _____ | _____ | 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 TCC 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
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| _____ | _____ | 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
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| _____ | _____ | 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
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| _____ | _____ | 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.  |

PERFORMANCE CATEGORY	EFFECTIVENESS LEVEL
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| _____ | _____ | 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	000	077	000	000	000	000	000	077	538*	308	000	000	030	
4	13	2.845	1.026	000	1000*	000	000	000	000	000	000	000	000	000	000	050	
5	13	2.308	1.202	000	000	000	000	000	000	000	231	000	538*	231	000	000	
6	13	7.845	1.026	000	000	000	000	000	000	000	000	000	000	1000*	000	000	
7	12	7.500	.866	000	000	000	000	000	000	083	000	083	083	000	667*	083	
8	13	2.154	1.099	000	154	000	000	000	000	000	000	000	077	077	000	692*	000
9	13	7.308	1.300	000	000	000	000	077	000	000	000	615*	000	077	077	154	
10	13	2.154	.963	077	592*	000	000	000	000	077	000	154	060	000	000	000	
11	13	7.538	1.151	000	077	000	000	000	000	000	462	231	000	000	077	154	
12	13	2.385	1.077	000	000	923*	000	000	077	000	000	000	000	000	000	000	
13	13	2.077	1.206	000	077	000	000	000	538*	000	000	000	000	000	000	000	
14	13	1.923	.917	000	077	000	923*	000	000	000	000	000	000	000	000	000	
15	13	4.769	1.804	000	154	000	077	000	000	000	000	000	000	000	000	060	
16	13	7.231	2.189	000	000	000	000	000	000	000	077	000	000	000	615*	308	
17	13	7.538	2.061	000	000	844*	000	000	000	000	000	077	000	000	000	077	
18	13	5.769	1.120	000	000	308	000	000	462	000	000	000	231	060	000	000	
19	13	7.308	1.126	000	000	000	000	000	000	000	000	000	000	077	385	538*	
20	13	2.154	1.099	077	769*	000	000	000	000	077	000	000	000	000	077	000	
21	13	2.538	1.151	000	077	000	000	000	000	000	538*	077	308	000	000	000	
22	13	7.000	1.301	000	000	000	000	000	000	000	000	000	000	000	1000*	000	
23	13	2.285	2.021	000	000	000	000	1000*	000	000	000	000	000	000	000	000	
24	13	4.615	1.332	1900*	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	.266	1000*	000	000	000	000	000	000	000	000	000	000	000	000	
27	13	7.462	1.393	000	077	000	000	000	692*	154	000	077	000	000	000	000	
28	13	2.231	1.310	000	077	000	000	000	000	000	000	000	492*	000	231	000	
29	13	8.208	.910	000	000	000	000	000	000	000	000	077	000	000	000	000	
30	13	8.000	.977	000	000	000	000	000	000	000	615*	335	000	000	000	000	
31	13	7.000	1.038	000	077	000	077	000	000	000	000	000	308	000	000	000	
32	13	2.231	.973	000	077	000	000	000	000	000	000	000	923*	000	000	000	
33	13	2.000	.877	000	077	000	000	000	305	000	000	077	462	000	000	000	
34	13	1.769	2.118	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	000	000	000	000	692*	077	
36	13	5.769	.890	000	000	000	000	000	000	000	000	000	000	1000*	000	000	
37	13	7.538	1.278	000	000	000	000	000	000	000	000	000	000	000	1000*	000	
38	13	7.923	1.205	000	000	000	000	000	000	000	000	538*	000	000	308	154	
39	13	7.538	1.447	000	000	000	000	000	000	000	000	231	000	000	154	615*	
40	13	4.077	.997	000	154	000	592*	000	077	000	077	000	000	000	000	000	
41	13	7.692	1.202	000	000	000	000	000	000	000	000	000	000	000	000	000	
42	13	9.154	.940	000	000	000	000	000	303	077	000	538*	077	000	000	000	
43	13	0.077	.997	000	000	000	000	000	000	000	000	000	000	000	000	000	
44	13	1.615	.923	816*	000	000	000	000	000	000	000	000	000	000	000	154	
45	13	5.692	1.202	000	077	077	000	000	000	000	000	000	000	000	077	692*	
46	12	9.167	.507	000	000	000	000	000	000	000	000	000	000	000	000	000	
47	12	1.417	.649	000	000	1000*	000	000	000	000	000	000	000	000	000	000	
48	12	7.417	.759	000	000	000	000	000	000	000	000	000	000	000	833*	083	
49	12	1.667	.471	000	000	500	000	000	313	000	000	000	000	000	000	000	
50	12	0.000	1.000	000	000	000	000	000	000	000	000	250	000	000	500	250	

(DECIMAL POINTS ON FEEDBACKS OMITTED TO SAVE SPACE)  
 (DASHES INDICATE DIMENSIONS ON CLASSIFICATION)

LISTING OF ITEMS BY PROPORTION OF ENGAGEMENT IN EACH CATEGORY -- DATE: 04/03/13.  
 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	060	000	000	000	000	000	167	083	417	000	000
53	12	6.833	.585	000	167	000	000	000	333	333	000	000	000	000	000	000
54	12	1.500	.545	917*	600	083	600	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	600	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	000	000	250
58	12	1.333	.524	600	083	000	600	000	000	000	000	000	917*	500	000	000
59	12	1.667	.624	000	083	000	000	000	000	000	000	000	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	000	000	000	000	000
62	12	1.537	.745	917*	600	083	600	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	1.141	600	083	417	600	600	600	000	000	333	000	600	000	167
65	12	2.000	1.000	000	000	000	000	000	000	000	667*	083	083	167	000	000
66	12	2.537	1.027	1000*	600	000	600	000	000	000	000	000	000	000	000	000
67	12	6.833	.935	000	000	000	000	000	000	000	000	000	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	5.833	1.211	000	000	000	600	600	000	000	000	000	633	000	000	000
71	12	2.000	.911	000	1000*	000	000	000	000	000	000	000	000	000	000	000
72	12	1.833	.607	600	000	083	083	333	000	000	000	000	167	500	167	000
73	12	8.167	1.607	000	000	000	000	000	000	000	000	000	000	000	000	000
74	12	8.000	1.600	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	000	000	000	000	000
76	12	1.500	.540	600	500	600	000	000	000	000	000	000	167	157	000	167
77	12	1.250	.431	000	000	1000*	000	000	000	000	000	000	000	000	000	000
78	12	7.917	.505	000	000	000	000	000	000	000	000	000	000	000	000	000
79	12	8.333	.850	000	000	000	000	000	000	000	000	000	000	000	000	000
80	12	2.167	.797	000	000	000	000	000	000	000	000	000	000	000	000	000
81	12	6.667	.943	000	667*	000	000	000	000	000	000	000	000	000	000	000
82	12	6.917	.954	000	000	000	000	000	000	000	000	000	000	000	000	000
83	12	6.333	1.179	811*	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	000	000	000	000	000	000
85	12	2.167	.898	000	000	000	000	000	000	000	000	000	000	000	000	000
86	12	2.500	1.100	000	000	000	000	000	000	000	000	000	000	000	000	000
87	12	7.917	.862	000	000	000	000	000	000	000	000	000	000	000	000	000
88	12	7.417	.799	000	000	000	000	000	000	000	000	000	000	000	000	000
89	12	6.333	1.106	000	000	000	000	000	000	000	000	000	000	000	000	000
90	12	6.417	1.115	000	000	000	000	000	000	000	000	000	000	000	000	000
91	12	2.000	1.351	000	000	000	000	000	000	000	000	000	000	000	000	000
92	12	3.583	1.037	000	000	000	000	000	000	000	000	000	000	000	000	000
93	12	4.917	1.256	000	083	000	000	000	000	000	000	000	000	000	000	000
94	12	7.167	1.200	600	600	250	600	000	000	000	000	000	000	000	000	000
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	811*	000	000	000	000	000	000	000	000	000	000	000
97	12	7.000	1.414	000	417	000	000	000	000	000	000	000	000	000	000	000
98	12	7.000	1.291	600	000	000	000	000	000	000	000	000	000	000	000	000
99	12	2.417	.954	000	000	000	000	000	000	000	000	000	000	000	000	000
100	12	7.031	1.037	000	000	000	000	000	000	000	000	667*	000	083	000	167

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

LISTING OF ITEMS BY PROPORTION OF EMPORSEMENT IN EACH CATEGORY -- Form: 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
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	000	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	000	000	000	000	000
106	12	2.167	1.213	000	000	000	000	333	000	000	000	250	000	083	000	333
107	12	1.417	.493	000	000	000	000	000	000	000	000	000	000	000	250	750*
108	12	7.583	1.037	000	000	000	000	000	083	000	000	000	000	000	000	833*
109	12	6.667	1.374	000	083	000	250	667*	000	000	000	000	000	000	000	000
110	12	1.557	.650	000	000	000	000	250	000	000	000	000	750*	000	000	000
111	12	1.750	.829	000	000	167	000	000	000	003	417	000	250	000	000	083
112	11	1.818	.935	091	000	545*	000	000	000	000	250	273	000	000	000	091
113	12	7.667	1.247	000	000	000	000	000	000	000	000	000	333	000	083	083
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	7.593	1.320	000	000	000	000	000	000	000	000	250	000	000	250	000
117	12	7.500	1.384	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	000	000	000	000	000
119	12	2.000	1.080	000	000	000	000	000	000	000	000	417	000	083	417	000
120	12	7.593	1.627	000	000	000	000	000	000	000	000	000	000	000	833*	167
121	12	6.667	1.748	000	000	250	000	000	000	000	000	000	000	000	083	667*
122	12	7.750	1.422	000	000	000	000	000	000	000	000	000	657*	250	000	000
123	12	8.003	.954	000	000	000	000	000	000	000	000	000	167	000	000	667*
124	12	7.667	1.247	000	000	000	000	000	000	000	000	000	250	000	000	167
125	12	1.917	1.037	000	000	000	000	000	000	000	003	000	000	000	333	583*
126	12	5.333	2.248	000	250	000	000	000	000	000	000	000	000	000	000	167
127	12	7.083	.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	000	000	000
129	12	6.583	1.037	000	917*	000	000	000	000	000	000	000	000	000	000	000
130	12	2.333	.850	000	917*	000	000	000	000	000	000	000	000	000	000	000
131	12	1.917	.862	000	000	000	000	000	333	000	167	083	417	000	000	000
132	12	2.417	.954	000	083	000	000	000	000	750*	000	000	157	000	000	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	3.060	1.683	000	000	000	000	000	000	000	083	000	000	000	917*	000
136	12	2.627	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	9.250	.924	000	000	000	000	000	000	000	167	750*	000	000	000	000
139	12	2.083	.862	000	550	000	000	000	000	000	083	000	667*	000	000	000
140	11	1.635	.643	000	000	000	000	000	334	000	000	000	000	633*	000	000
141	12	7.417	1.115	000	000	000	000	000	000	000	000	000	000	000	417	583*
142	12	8.000	.913	000	000	000	000	000	000	000	000	250	000	750*	000	000
143	12	7.833	1.314	000	000	000	000	000	000	000	000	250	000	600	750*	000
144	12	1.250	.595	000	1000*	000	000	000	000	000	000	000	000	000	000	000
145	12	1.323	.471	000	917*	000	000	000	000	000	000	000	000	000	000	000
146	12	1.583	.759	000	503*	000	000	000	000	000	000	157	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	1.020	000	000	000	000	000	000	000	000	000	000	000	000	917*
150	12	7.583	.862	000	000	000	000	000	000	000	003	917*	000	000	000	000

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

LISTING OF ITEMS BY PROPORTION OF ENFORCEMENT IN EACH CATEGORY -- DATE: 01/03/13.  
 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	7.547	1.312	000	000	000	000	000	000	000	000	833*	000	000	083	083
154	12	1.500	.645	000	833*	000	000	000	000	000	000	083	083	000	000	000
155	12	1.533	.540	000	000	000	000	000	000	000	157	083	637*	000	083	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	000	000	000
158	12	1.500	.645	000	250	000	000	000	417	000	000	000	250	083	000	000
159	12	1.917	.759	250	750*	000	000	000	000	000	000	000	000	000	000	000
160	12	6.417	1.754	167	083	000	000	000	000	000	000	083	000	000	250	417
161	12	1.093	.276	083	000	833*	000	000	000	000	000	000	000	000	000	083
162	12	7.550	.957	000	000	000	000	000	000	000	000	083	000	917*	000	000
163	12	7.000	1.958	000	000	750*	000	000	000	000	000	000	000	000	000	000
164	12	7.583	1.037	000	000	000	000	000	000	000	417	500	083	000	000	000
165	12	1.537	.524	000	167	000	000	000	000	000	000	157	083	083	157	333
166	11	1.727	.962	182	000	811*	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	.433	1000*	050	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	000	000	000	000	167	000	000	833*	000	000	000	000
171	12	1.917	.852	000	093	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*	000	000	000	000
174	12	7.750	1.090	000	000	000	000	000	000	000	000	917*	083	000	000	000
175	12	1.533	.757	000	000	000	000	000	000	000	583*	000	000	417	000	000
176	12	7.033	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*	157
178	11	2.515	1.437	000	000	000	000	000	000	000	364	091	000	182	000	364
179	12	2.250	1.070	000	000	000	000	000	000	000	000	000	000	000	000	000
180	12	7.583	1.091	000	000	000	000	000	000	000	000	833*	000	000	000	000
181	12	2.917	.842	000	083	000	000	000	000	000	583*	000	000	417	000	000
182	12	2.500	1.118	000	250	000	000	000	323	000	000	000	333	083	000	000
183	12	1.917	.852	000	333	000	000	000	000	000	250	000	250	000	083	083
184	12	1.333	.624	167	833	000	000	000	000	000	000	000	000	000	000	000
185	12	3.167	1.067	000	000	000	000	000	000	000	500	000	157	083	250	000
186	12	1.917	2.216	083	000	750*	000	000	000	000	000	000	000	000	000	167
187	12	1.500	.645	000	833*	000	000	000	000	000	000	000	167	000	000	000
188	12	6.750	1.079	000	000	000	000	000	000	000	250	750*	000	000	000	000
189	12	6.033	1.172	000	000	000	000	000	000	000	417	533*	000	000	000	000
190	12	1.500	.866	000	750*	000	000	000	000	000	000	083	083	000	000	083
191	12	1.417	.471	627*	323	000	000	000	000	000	000	000	000	000	000	000
192	12	1.167	.373	000	917*	000	000	000	000	000	000	000	000	000	000	000
193	16	2.500	1.075	000	360	700*	000	000	000	000	000	000	000	000	000	000
194	12	2.417	.954	583*	083	000	000	000	000	167	000	083	083	000	000	000
195	12	1.500	.645	000	750*	000	000	000	000	000	000	167	083	000	000	000
196	12	2.033	1.115	000	1000*	000	000	000	000	000	000	000	000	000	000	000
197	12	1.500	.764	000	313*	000	000	000	000	000	000	000	000	000	000	000
198	12	6.667	1.491	000	000	000	000	000	000	000	000	500	000	083	000	417
199	12	1.250	.433	917*	083	000	000	000	000	000	000	000	000	000	000	000
200	12	1.533	.757	1000*	000	000	000	000	000	000	000	000	000	000	000	000

CELLING POINTS ON PROPORTIONS LIMITED TO SAVE SPACE  
 APOSTROPHES INDICATE FRACTIONS OR CLASSIFICATION

LISTING OF ITEMS BY INDUCTION OF LABOR ELEMENT IN EACH CATEGORY - Part: 04/03/13.  
 RETRANSLATION DATA - FORM E

ITEM	N	MEAN	S.D.	A	B	C	D	E	F	G	H	I	J	K	L	M
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	003	000	917*	000	000	000	000	000	000	000	000	000
203	12	2.593	.954	000	000	000	000	000	7.0*	000	000	000	250	000	000	000
204	12	4.833	.799	000	000	000	000	000	000	000	000	167	000	000	000	000
205	12	7.333	1.546	000	000	000	000	000	333	000	250	003	333	000	000	750*
206	12	8.500	.764	000	000	000	000	000	000	000	000	250	000	167	000	500
207	12	7.566	1.190	000	333	583*	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	000	000	000
209	12	1.323	.799	000	000	000	000	000	000	000	000	000	000	000	000	000
210	12	2.157	1.067	050	000	000	000	1000*	000	000	000	000	000	000	000	000
211	12	2.000	1.050	000	000	000	000	000	000	000	000	000	583*	000	000	000
212	12	4.853	1.230	000	2.0	000	000	000	000	000	250	003	583*	000	000	000
213	12	2.331	.850	000	10.10*	000	000	000	000	000	000	000	000	000	000	000
214	12	5.583	.954	000	000	000	000	000	000	000	000	000	000	000	000	000
215	12	4.500	1.354	000	000	000	000	000	000	000	000	000	000	000	000	000
216	12	1.250	.595	000	1000*	000	000	000	000	000	000	000	000	000	000	000

(DECIMAL POINTS ON FRACTIONS OMITTED TO SAVE SPACE)  
 (ASTERISKS INDICATE INCLUSIONS OF CLASSIFICATION)

UNCLASSIFIED

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER ARI Research Note 87-29	2. GOVT ACCESSION NO. <b>ADA181832</b>	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) DEVELOPMENT OF A MODEL OF SOLDIER EFFECTIVENESS: Retranslation Materials and Results		5. TYPE OF REPORT & PERIOD COVERED Final Report October 83 - September 85
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11. CONTROLLING OFFICE NAME AND ADDRESS U.S. Army Research Institute for the Behavioral and Social Sciences, 5001 Eisenhower Avenue, Alexandria, VA 22333-5600		12. REPORT DATE May 1987
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19. KEY WORDS (Continue on reverse side if necessary and identify by block number)  Army-Wide Measures                      Performance Dimensions 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. <u>Development of a Model of Soldier Effectiveness.</u> The research described was performed under the overall heading of "Project A", the Army's current effort to improve the selec- tion, 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		

(OVER)

ARI RESEARCH NOTE 87-2920. 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 workshops 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.