

OFFICER EVALUATION REPORT (OER)

1. ADMINISTRATIVE DATA

a. NAME (Last) Noel
 (Initials) J E
 b. SSN [Redacted]
 c. GRADE O2
 d. DATE OF RANK (YYYYMMDD) 2003/08/13
 e. DATE REPORTED (YYYYMMDD) 2004/06/07

f. UNIT USCGC HEALY (WAGB-20)
 g. ATU - OFFAC 21 - 14102
 h. DAYS NOT OBSERVED LV 20 OTHER 00

i. PERIOD OF REPORT (YYYYMMDD) 2005/06/01 to 2006/02/12
 j. OCCASION FOR REPORT (Mark only one)
 Annual/Semiannual Detachment/Change of Reporting Officer Detachment of Officer Promotion
 k. EXCEPTION REPORT Special Concurrent
 l. DATE SUBMITTED 2006/02/21

2. DESCRIPTION OF DUTIES: List primary duty and summarize all duties and responsibilities (provide Reserve time if applicable).

PRIMARY DUTY: **DECK WATCH OFFICER**

Deck Watch Officer: Responsible to the Commanding Officer for underway and inport Officer of the Deck (OOD) responsibilities including safe operation of cutter in open & ice-covered waters, conducting science ops, & response to emergencies. Marine Science Officer (MSO): Division Officer for 6 Marine Science Technicians (MST) who work directly w/embararked scientists; liaison between scientists & crew; monitor equipment load-outs; ensure shipboard instruments maintained; train, evaluate MSTs, manage \$90K budget. Dive Officer: lead 5-member team, manage training and dive gear, open water, under ice diving. Civil Rights Officer.

ATTACHMENTS:

3. PERFORMANCE OF DUTIES: Measures an officer's ability to manage and to get things done.

a. PLANNING AND PREPARATION:	1	2	3	4	5	6	7	NO	
Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a shared vision of the unit's and Coast Guard's future.	Got caught by the unexpected; appeared to be controlled by events. Set vague or unrealistic goals. Used unreasonable criteria to set priorities and deadlines. Rarely had plan of action. Failed to focus on relevant information.	Consistently prepared. Set high but realistic goals. Used sound criteria to set priorities and deadlines. Used quality tools and processes to develop action plans. Identified key information. Kept supervisors and stakeholders informed.	Exceptional preparation. Always looked beyond immediate events or problems. Skillfully balanced competing demands. Developed strategies with contingency plans. Assessed all aspects of problems, including underlying issues and impact.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to manage time, materials, information, money, and people (i.e. all CG components as well as external publics).	Concentrated on unproductive activities or often overlooked critical demands. Failed to use people productively. Did not follow up. Mismanaged information, money, or time. Used ineffective tools or left subordinates without means to accomplish tasks. Employed wasteful methods.	Effectively managed a variety of activities with available resources. Delegated, empowered, and followed up. Skilled time manager, budgeted, and subordinates time productively. Ensured subordinates had adequate tools, materials, time and direction. Cost conscious, sought ways to cut waste.	Unusually skilled at bringing scarce resources to bear on the most critical of competing demands. Optimized productivity through effective delegation, empowerment, and follow-up control. Found ways to systematically reduce cost, eliminate waste, and improve efficiency.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Quality, quantity, timeliness and impact of work.	Routine tasks accomplished with difficulty. Results often late or of poor quality. Work had a negative impact on department or unit. Maintained the status quo despite opportunities to improve.	Got the job done in all routine situations and in many unusual ones. Work was timely and of high quality, required some of subordinates. Results had a positive impact on department or unit. Continuously improved services and organizational effectiveness.	Maintained optimal balance among quality, quantity and timeliness of work. Quality of own and subordinates' work surpassed expectations. Results had a significant positive impact on unit or Coast Guard. Established clearly effective systems of continuous improvement.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Ability to modify work methods and priorities in response to new information, changing conditions, political realities, or unexpected obstacles.	Unable to gauge effectiveness of work, recognize political realities, or make adjustments when needed. Overlooked or screened out new information. Overreacted or responded slowly to change in direction or environment. Ineffective in ambiguous, complex, or pressured situations.	Receptive to change, new information, and technology. Effectively used benchmarks to improve performance and service. Monitored progress and changed course as required. Effectively dealt with pressure and ambiguity. Facilitated smooth transitions. Adjusted direction to accommodate societal trends or political realities.	Rapidly assessed and adjusted to changing conditions, political realities, new information and technology. Very skilled at using and responding to measurement indicators. Championed organizational improvements. Effectively dealt with extremely complex situations. Turned pressure and ambiguity into constructive forces for change.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Ability to acquire, apply and share technical and administrative knowledge and skills associated with description of duties. Includes operational aspects such as marine safety, seamanship, armsmanship, SAR, etc., as appropriate.	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. Made little effort to grow professionally. Used knowledge as power against others or bluffed rather than acknowledging ignorance. Effectiveness reduced due to limited knowledge of own organizational role and customer needs.	Competent and credible authority on specialty or operational issues. Acquired and applied excellent operational or specialty expertise for assigned duties. Showed professional growth through education, training and professional reading. Shared knowledge and information with others clearly and simply. Understood own organizational role and customer needs.	Superior expertise; advice and actions showed great breadth and depth of knowledge. Remarkable grasp of complex issues, concepts and situations. Rapidly developed professional growth beyond expectations. Voraciously conveyed knowledge, directly resulting in increased workplace productivity. Insightful knowledge of own role, customer needs, and value of work.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	

COMMENTS

Advanced planning for science equipment load-outs allowed 100+ tons of heavy equipment to be loaded efficiently despite challenging space/equipment constraints; maximized benefit to scientists. Stressful 24hr/day mission profile; ensured best possible coordination of simultaneous equipment, personnel, boat, helo, winched-gear deployments; cited by science party for meeting all goals. When wx prohibited critical science gear shipment from reaching ship, showed great use of resources/determination by pursuing contacts at multiple airports to re-route shipment to alternate port; effort saved an entire science mission. Complete knowledge of ship/gear/missions enabled quick trng of new crew so that sci support continued apace. As Dive Officer, maintained gear locker in ready-state; used TAD diver's emgcy chamber training to prepare responders for dive accident. During high-tempo diving period showed adaptability by balancing U/W watches, dive rest rqmts with frequent short-notice dive sched chngs. Exceptional lvl of admin/tech knowledge in marine science ops. Expertise ensures sci community rec'd best possible value, approx \$30K value/ship day. Commanding knowledge of CG dive policies, procedures. Ship's only qual'd Dive Officer. Oversees sub-freezing temp under ice diving in northern extremes of Arctic Ocean. Skilled DWO, watchstander. Stood numerous, successful deck watches during pierside movements. Conned ship U/W fm Dublin in tight qtrs.

Previous Edition Obsolete

4. COMMUNICATION SKILLS: Measures an officer's ability to communicate in a positive, clear, and convincing manner.						
a. SPEAKING AND LISTENING: Ability to speak effectively and listen to understand.	1 Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. Used inappropriate language or rambled. Nervous or distracting mannerisms detracted from message. Failed to listen carefully or was too argumentative.	3 Effectively expressed ideas and facts in individual and group situations; non-verbal actions consistent with spoken message. Communicated to people at all levels to ensure understanding. Listened carefully for intended message as well as spoken words.	5 Clearly articulated and promoted ideas before a wide range of audiences; accomplished speaker in both formal and extemporaneous situations. Adapted presenting content or sensitive issues. Active listener; remarkable ability to listen with open mind and identify key issues.	7 NO		
b. WRITING: Ability to express facts and ideas clearly and convincingly.	1 Written material frequently unclear, verbose, or poorly organized. Seldom proofread. Often submitted correspondence which was grammatically incorrect. Tailored to wrong audience, or delivered by an inappropriate medium.	3 Written material clear, concise, and logically organized. Proofread conscientiously. Correspondence grammatically correct, tailored to audience, and delivered by an appropriate medium. Subordinates' material reflected same high standards.	5 Clearly and persuasively expressed complex or controversial material directly contributing to stated objectives. Written or published material brought credit to the Coast Guard. Actively educated subordinates in effective writing.	7 NO		

COMMENTS:
Detailed briefs for between-mission transfers of science personnel & equipment ensured science, aviation, and deck personnel were best informed & could efficiently prepare for timely execution of fast-paced transfers; minimized science time utilized in transfer-time. Wrote LOA, team commendation, CGAM & Hayes Award nomination letter; mbrs received recognition for outstanding performance & unit was considered for prestigious award. Wrote science & dive reports; identified problems/solutions. Written work concise & grammatical; needed little or no revision.

5. LEADERSHIP SKILLS: Measures an officer's ability to support, develop, direct, and influence others in performing work.						
a. LOOKING OUT FOR OTHERS: Ability to consider and respond to others' personal needs, capabilities, and achievements; support for and application of work-life concepts and skills.	1 Seldom recognized or responded to needs of people; left outside resources untapped despite apparent need. Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates.	3 Cared for people. Recognized and responded to their needs; referred to outside resources as appropriate. Considered individuals' capabilities to maximize opportunities for success. Consistently recognized and rewarded deserving subordinates.	5 Always accessible. Enhanced overall quality of life. Actively contributed to achieving balance among unit requirements, professional and personal responsibilities. Strong advocate for subordinates; awarded appropriate and timely recognition, both formal and informal.	7 NO		
b. DEVELOPING OTHERS: Ability to use mentoring, counseling, and training to provide opportunities for others' professional development.	1 Unreasonably restricted opportunities for professional growth; kept others in narrow roles and discouraged the level of risk-taking necessary for learning. Lack of timely feedback left subordinates guessing.	3 Supported and provided opportunities for professional growth. Encouraged others to expand their role, handle important tasks and learn by doing. Allowed the appropriate level of risk-taking necessary for learning and mission accomplishment. Provided timely praise and constructive feedback.	5 Created challenging situations which contained professional development and maximized opportunity for success. Guided, mentored, and encouraged others to reach new levels of performance. Actively counseled others; identified professional potential, strengths and areas for improvement.	7 NO		
c. DIRECTING OTHERS: Ability to influence or direct others in accomplishing tasks or missions.	1 Showed difficulty in directing or influencing others. Low or unclear work standards reduced productivity. Failed to hold subordinates responsible for steady work or responsible actions. Unwilling to delegate authority to increase efficiency of task accomplishment.	3 A leader who earned others' support and commitment. Set high work standards; clearly articulated job requirements, expectations and measurement criteria. Held subordinates accountable. When appropriate, delegated authority to those directly responsible for the task.	5 An inspirational leader who motivated others to achieve results not normally attainable. Won people over rather than imposing will. Clearly articulated vision, empowered subordinates to set goals and objectives to accomplish tasks. Modified leadership styles to best meet challenging situations.	7 NO		
d. TEAMWORK: Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.	1 Used teams ineffectively or at wrong times. Conflicts minimized or often left unresolved, resulting in decreased team effectiveness. Excluded team members from vital information. Stifled group discussions or did not contribute productively. Inhibited cross functional cooperation to the detriment of unit or service goals.	3 Skillfully used teams to increase unit effectiveness, quality and service. Resolved or managed group conflict, enhanced cooperation, and involved team members in decision process. Valued team participant. Effectively negotiated work across functional boundaries to enhance support of broader mission goals.	5 Insightful use of teams met unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Major contributor to team effort. Established relationships and networks across a broad range of people and groups, raising accomplishments of mutual goals to a remarkable level.	7 NO		
e. WORKPLACE CLIMATE: Ability to value individual differences and promote an environment of involvement, innovation, open communication and respect.	1 Intolant of individual differences, exhibited discriminatory tendencies toward others. Tolerated or contributed to an unproductive or degrading environment. Failed to take responsibility for own words and actions and their impact on others. Failed to support or enforce Coast Guard human resources policies.	3 Sensitive to individual differences. Encouraged open communication and respect. Promoted an environment which values fairness, integrity, creativity, and diverse perspectives. Took responsibility for own words and actions and their impact on others. Fully supported and enforced Coast Guard human resources policies.	5 Excelled at creating an environment of fairness, candor, and respect among individuals of diverse backgrounds and positions. Optimized use of different perspectives and opinions. Quicker to take action against behavior inconsistent with Coast Guard human resources policies, or which detracted from mission accomplishment.	7 NO		
f. EVALUATIONS: The extent to which an officer, as Reported-on Officer and rater, conducted or required others to conduct accurate, timely evaluations for on-site, civilian and other personnel.	1 Reports were frequently late. Narratives inaccurate or of poor quality. Failed to assign service performance standards by assigning accurate marks. Reports required revision or intervention by others. Failed to meet own OES responsibilities as Reported-on Officer.	3 Reports consistently submitted on time. Narratives were fair, concise, and contained specific observations of action and impact. Assigned marks against standards. Few reports, if any, returned for revision. Met own OES responsibilities as Reported-on Officer.	5 No reports submitted late. Narratives were insightful, of the highest quality, and always supported assigned marks. Subordinates' material reflected same high standards. No reports returned for revision. Returned reports to subordinates when appropriate.	7 NO		

COMMENTS:
Ensured MSTs had sufficient time off after intense 6 mos U/W period, providing family stability, pos reward for hard work, dedicated efforts & ensured high morale. Counseled mbr on finances. Developing others; Asst'd 9 U/W OODs, 4 inport OODs, 11 bridge watch in qual process; ensured mbrs board-ready. Pursued critical sci tech trng for MSTs. Enabled Div Chief TAD time for Hur Katrina resp. Re-ignited mbrs fam w/rating specialty, provided valuable ldrshp exp for PO1. Integrated TAD USN PO1 during deployment developing both USN & USCG skills. Directed, inspired 6 person Marine Sci Division to maintain 24x7 U/W watchstanding during consec 55+ day prds at sea. Resulted in record-breaking collections, discovery of new species. Sci team incl civ, mil, foreign. Approachable officer routinely sought by all for HR issues, career concerns. fair treatment of all created open work climate, fostered personal & pro trust. Involvement with & personal concern for div mbrs ensured awareness of ops & personal issues; able to mediate issues as much as possible to minimize stress on division & manage so that all mbrs were able to attend to personal issues as needed; mbrs maintained pos attitudes, consistently served sci community beyond expectations, high praise for unit. Evals on 6 div mbrs completed early w/well thought-out supporting rmks, resulted in accurate & fair evals.

6. SUPERVISOR AUTHENTICATION				(YYYY/MM/DD)
GRADE	c. EMPLD	d. TITLE OF POSITION	e. DATE	
04		Operations Officer	2006/03/09	

b(6) + 7(c)

7. REPORTING OFFICER COMMENTS: Supplement or amplify Supervisor's evaluation. Concur Do not concur RO is Supervisor
 Extremely capable officer fully deserving of recent promotion to LT. Sought/received 1-yr extension in demanding DWO/MSO billet in HEALY to fully develop & refine expertise as seagoing officer while providing much-needed support & continuity to science customers. Excellent progress during this reporting period in leadership & mgmt skills; kept highly dynamic division responsibilities on-track & overcame significant obstacles in doing so. Accessibility & interpersonal skills superb; a mature & empathetic sounding board for both peers & subordinates.

8. PERSONAL AND PROFESSIONAL QUALITIES: Measures selected qualities which illustrate the individual's character.						
a. INITIATIVE: Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.	1 Postponed needed action, implemented or supported improvements only when directed to do so. Showed little interest in career development. Feasible improvements in methods, services, or products were unexplored.	2 Championed improvement through new ideas, methods, and practices; self-starter. Anticipated problems and took prompt action to avoid or resolve them. Sought opportunities for own career development. Pursued productivity gains and enhanced mission performance by applying new ideas and methods.	3 Aggressively sought out additional responsibility. A self-learner. Made worthwhile ideas and practices work when others might have given up. Extremely innovative. Optimized use of new ideas and methods to improve work processes, decision-making, and service delivery.	4 NO		
b. JUDGMENT: Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk assessment, and analytical thought.	1 Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts, alternatives, and impact. Did not effectively weigh risk, cost, and time considerations. Unconcerned with political drivers or organization.	2 Demonstrated analytical thought and common sense in making decisions. Used facts, data, and experience and considered the impact of alternatives and political realities. Weighed risk, cost and time considerations. Made sound decisions promptly with the best available information.	3 Combined keen analytical thought, an understanding of political processes, and insight to make appropriate decisions. Focused on the key issues and the most relevant information. Did the right thing at the right time. Actions indicated awareness of impact of decisions on others. Not afraid to take reasonable risks to achieve positive results.	4 NO		
c. RESPONSIBILITY: Ability to act ethically, courageously, and dependably and inspire the same in others; accountability for own and subordinates' actions.	1 Actions demonstrated questionable ethics or lack of commitment. Tolerated indifference or failed to hold subordinates accountable. Allowed organization to absorb personal problems rather than confronting them as required. Failed not to speak up or get involved. Provided minimal support for decisions counter to own ideas.	2 Held self and subordinates personally and professionally accountable. Spoke up when necessary, even when expressing unpopular positions. Supported organizational policies and decisions which may have been counter to own ideas. Committed to the successful achievement of organizational goals.	3 Integrity and ethics beyond reproach. Always held self and subordinates to highest standards of personal and professional accountability. Did the right thing even when it was difficult. Succeeded in making even unpopular policies or decisions work. Actions demonstrated unwavering commitment to achievement of organizational goals.	4 NO		
d. PROFESSIONAL PRESENCE: Ability to bring credit to the Coast Guard through one's actions, competence, demeanor, and appearance. Extent to which an officer displayed the Coast Guard's core values of honor, respect, and devotion to duty.	1 Unaware of general CG objectives; uncooperative or biased in interactions. Lost composure in difficult situations. Conveyed poor image of self and CG. Ignorant of or sloppy with common military courtesies. Uniform appearance and grooming below standard. Failed to display the core values of honor, respect, and devotion to duty.	2 Knowledgeable in how CG objectives serve the public; cooperative and fair in all interactions. Composed in difficult situations. Conveyed positive image of self and CG. Well versed in military etiquette; precise in rendering and upholding military courtesies. Great care in uniform appearance and grooming. Abided by the core values of honor, respect, and devotion to duty.	3 Always self-assured, projected ideal CG image. Focused in response to others; proactive actions. Contributed leadership role in civilian/military community. Exemplified and held others accountable for the core values and finest traditions of military customs and protocol. Meticulous uniform appearance and grooming; inspired similar standards in others.	4 NO		
e. HEALTH AND WELL-BEING: Ability to invest in the Coast Guard's future by caring for the physical health, safety, and emotional well-being of self and others.	1 Did not adhere to the Coast Guard Fitness Program. Failed to meet minimum standards of weight control or sobriety. Tolerated or condoned others' alcohol abuse. Seldom considered subordinates' health and well-being. Unwilling or unable to recognize and manage stress despite apparent need. Failed to acknowledge and protect personnel from safety hazards.	2 Maintained weight standards and adhered to the Coast Guard Fitness Program. Committed to health and well-being of self and subordinates. Enhanced personal performance through activities supporting physical and emotional well-being. Recognized and managed stress effectively. Ensured that safe operating procedures were followed.	3 Remarkable vitality, enthusiasm, alertness and energy. Consistently contributed at high levels and actively followed a comprehensive fitness program. Optimized personal performance through involvement in activities which supported physical and emotional well-being. Monitored and aided others deal with stress, enhance health and well-being. Demonstrated a significant commitment towards safety of personnel.	4 NO		

COMMENTS:
 Motive force behind innovative & successful policy for scientist ship-checks prior to deployment to minimize space use conflicts; increased mission flexibility & customer satisfaction. Vigilant, alert & skilled w/w OOD skilled in all sea & ice conditions; kept CO informed & used solid judgment to act early when needed. Exemplary response to late-night man-overboard alarm ensured all civilian pax quickly acctd for; saved ship fm hazardous search maneuvering in extreme seas. Judgment routinely tested when assessing dive plans & during dive ops; sound, reliable & on the mark. Assumed full responsibility for division actions; 'took the heat' for subords when eqpt failures plagued science mission, but held mbrs accountable for subpar performance & quickly re-established divisions high standards. Positive & confident when leading science party unfamiliar with CG, shipboard life; maintained professional demeanor during charged discussions. Poised representative of CG during high-level professional & social functions around the world including embassy receptions; Encouraged healthy nutritional & exercise habits among crew; lent many hrs of own time to help mbr on weight probation to set & meet goals.

9. COMPARISON SCALE (FOR GRADES W2 TO O2): Compare this officer with others of the same grade whom you have known in your career.

UNSATISFACTORY	A QUALIFIED OFFICER	ONE OF THE MANY COMPETENT PROFESSIONALS WHO FORM THE MAJORITY OF THIS GRADE	AN EXCEPTIONAL OFFICER	A DISTINGUISHED OFFICER
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10. POTENTIAL: Describe ability to assume greater leadership roles and responsibilities (e.g. command, special assignment, promotion, and special skills).
 LT Noel is a fine junior officer who uses superb interpersonal & leadership abilities to complement a highly developed suite of professional skills. Continued strong development as a seagoing Coast Guard officer during this demanding evaluation period, which included completion of a 6-month deployment & short-fuse turnaround of the ship for a logistically complex 2006 science mission. Highly recommended for demanding positions afloat including assignment as WLB XO. Also fully qualified & highly recommended for demanding assignments ashore including dive program administration or liaison to USN Pensacola. Highly recommended for promotion with peers.

11. REPORTING OFFICER AUTHENTICATION

a. NAME AND SIGNATURE J. C. JACKSON	b. GRADE O5	c. EMPLOYED	d. TITLE OF POSITION Executive Officer	e. DATE 2006 03 24	
f. AUTHENTICATION	a. COMMENTS ATTACHED (Required when the Reporting Officer is not a Coast Guard Officer or Coast Guard SES.)	b. GRADE O6	c. EMPLOYED	d. TITLE OF POSITION Commanding Officer	e. DATE 2006 03 27

OFFICER EVALUATION REPORT (OER)

Validation: CGPC-oprme

Date: 8/1/05 Initials: [Redacted]

1. ADMINISTRATIVE DATA

a. NAME (Last) NOEL	(Initials) J E	b. SSN [Redacted]	c. RESERVE STATUS/DRILLS CONDUCTED <input checked="" type="checkbox"/> ADT <input type="checkbox"/> ADSW <input type="checkbox"/> IDT DRILLS O2	d. GRADE O2	e. DATE OF RANK 2003/08/13
f. UNIT USCGC HEALY (WAGB-20)	g. ATU - OFFAC 21 - 14102		h. DAYS NOT OBSERVED LV 7 OTHER 9		i. DATE REPORTED 2004/06/07
j. PERIOD OF REPORT (YYYYMMDD) 2005/02/01 to 2005/05/31		k. OCCASION FOR REPORT (Mark only one) <input type="checkbox"/> Annual <input checked="" type="checkbox"/> Detachment/Change of Reporting Officer <input type="checkbox"/> Detachment of Officer <input type="checkbox"/> Promotion		l. EXCEPTION REPORT <input type="checkbox"/> Special <input type="checkbox"/> Concurrent	
					m. DATE SUBMITTED 2005/05/17

2. DESCRIPTION OF DUTIES:

MARINE SCIENCE OFFICER (MSO): Supervises 1 CPO & 5 PO Marine Science Technicians (MST) as division officer; liaison between science party and CG crew to ensure mission is met while underway, appropriate equipment is on or off-loaded in port, and instruments are operating properly. **Dive Officer:** Manage 5-member dive team during dive operations, maintain training and dive equipment. **Deck Watch Officer:** directly responsible to CO for the safe operation of HEALY in ice and open water. **Inport OOD:** responsible for safety of ship inport. **Civil Rights Officer/Human Relations Council -** Ensure members are aware of harassment policies & complaint procedures.

ATTACHMENTS:

3. PERFORMANCE OF DUTIES: Measures an officer's ability to manage and to get things done.

	1	2	3	4	5	6	7	NO	
a. PLANNING AND PREPARATION: Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and develop strategies.	Got caught by the unexpected; appeared to be controlled by events. Set vague or unrealistic goals. Used unreasonable criteria to set priorities and deadlines. Rarely had plan of action. Failed to focus on relevant information.	Consistently prepared. Set high but realistic goals. Used sound criteria to set priorities and deadlines. Used quality tools and processes to develop action plans. Identified key information. Kept supervisors and stakeholders informed.	Exceptional preparation. Always looked beyond immediate events or problems. Skillfully balanced competing demands. Developed strategies with contingency plans. Assessed all aspects of problems, including underlying issues and impact.	<input type="radio"/>					
b. USING RESOURCES: Ability to manage people, materials, information, money, and people (for all CG components as well as external public).	Concentrated on unproductive activities or often overlooked critical demands. Failed to use people productively. Did not follow up. Mismanaged information, money or time. Used ineffective tools or left subordinates without means to accomplish tasks. Employed wasteful methods.	Effectively managed a variety of activities with available resources. Delegated, empowered, and followed up. Skilled time manager. Budgeted own and subordinates' time productively. Ensured subordinates had adequate tools, materials, time and direction. Cost conscious, sought ways to cut waste.	Unusually skilled at bringing scarce resources to bear on the most critical of competing demands. Optimized productivity through effective delegation, empowerment, and follow-up control. Found ways to systematically reduce cost, eliminate waste, and improve efficiency.	<input type="radio"/>					
c. RESULTS/PRODUCTIVENESS: Quality, quantity, timeliness, impact of work.	Routine tasks accomplished with difficulty. Results often late or of poor quality. Work had a negative impact on department or unit. Maintained the status quo despite opportunities to improve.	Got the job done in all routine situations and in many unusual ones. Work was timely and of high quality, required some of subordinates. Results had a positive impact on department or unit. Continuously improved services and organizational effectiveness.	Maintained optimal balance among quality, quantity and timeliness of work. Quality of own and subordinates' work surpassed expectations. Results had a significant positive impact on unit or Coast Guard. Established clearly effective systems of continuous improvement.	<input type="radio"/>					
d. ADAPTABILITY: Ability to modify work methods and priorities in response to new information, changing conditions, or unexpected obstacles.	Unable to gauge effectiveness of work or make adjustments when needed. Overlooked or screened out new information. Overreacted or responded slowly to changes in direction or environment. Ineffective in ambiguous, complex, or pressured situations.	Receptive to change, new information and technology. Effectively used benchmarks to improve performance and service. Monitored progress and changed course as required. Effectively dealt with pressure and ambiguity. Facilitated smooth transitions.	Rapidly assessed and adjusted to changing conditions, new information and technology. Very skilled at using and responding to measurement indicators. Championed organizational improvements. Effectively dealt with extremely complex situations. Turned pressure and ambiguity into constructive forces for change.	<input type="radio"/>					
e. PROFESSIONAL COMPETENCE: Ability to acquire, apply and share technical and administrative knowledge and skills associated with description of duties. (Includes operational aspects such as marine safety, seamanship, armanship, SAR, etc., as appropriate.)	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. Made little effort to grow professionally. Used knowledge as power against others or bluffed rather than acknowledging ignorance. Effectiveness reduced due to limited knowledge of own organizational role and customer needs.	Competent and credible authority on specialty or operational issues. Acquired and applied excellent operational or specialty expertise for assigned duties. Showed professional growth through education, training and professional reading. Shared knowledge and information with others clearly and simply. Understood own organizational role and customer needs.	Superior expertise; advice and actions showed great breadth and depth of knowledge. Remarkable grasp of complex issues, concepts, and situations. Rapidly developed professional growth beyond expectations. Vigorously conveyed knowledge, directly resulting in increased workplace productivity. Insights/knowledge of own role, customer needs, and value of work.	<input type="radio"/>					

COMMENTS:

Actively participated in multiple planning meetings for AWES-05; ensured equipment onload sched in advance to allow time for shipping, personnel & crane support - minimized last-minute stress, long workdays for crew, ensured HEALY well prepared for mission. Prepared herself for TAD on 378 to maximize time; ready for & adapted well to mission and protocol differences from WAGB to WHEC, applied new skills effectively & qualified underway OOD 4 days after return. Equipment and divers ready for all dive operations thru her prep. Worked well with SK and ISC pers to schedule/contract the correct crane/forklift for each loading evolution; prevented wasted time & money. Synthesized ship's divers with members from 3 other units; supervised on 4 different occasions to accomplish critical infrastructure inspections & ship maintenance - saved CG over \$4K. Utilized TAD MST during shakedown to help division prep for deployment. Worked effectively with rapidly changing science planning process; got all science gear onboard and in place despite obstacles. Demonstrated expanding shiphandling skills getting both WAGB & WHEC underway; conning on 378 drew praise from CO for unmooring, approaches on TOI vessels & contraband recovery. Effectively engaged with science mission; ran science system testing during shakedown cruise, oversaw equipment load out, worked on deck during coring, represented ship at Fairbanks planning meeting.

Previous Edition Obsolete

4. COMMUNICATION SKILLS: Measures an officer's ability to communicate in a positive, clear, and convincing manner.						
a. SPEAKING AND LISTENING: Ability to speak effectively and listen to understand.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input checked="" type="radio"/>	5 <input type="radio"/>	7 NO <input type="radio"/>
b. WRITING: Ability to express facts and ideas clearly and convincingly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMENTS:
Comfortable speaking in variety of situations & left positive impression during passenger inbrief, evening ops mtg, guest tours, Navy League dinner. During phone conferences & science planning meetings skillfully articulated ship capabilities & limitations. Excellent comms during briefs, equipment checks & safety procedures keyed successful dive ops. Emails to scientists clear & informative; provided details & photos of ship that maximized space use & minimized moving gear. Written statements on HEALY policies clarified planning efforts for non-military guests.

6. LEADERSHIP SKILLS: Measures an officer's ability to support, develop, direct, and influence others in performing work.						
a. LOOKING OUT FOR OTHERS: Ability to consider and respond to others' personal needs, capabilities, and achievement; support for and application of work-life concepts and skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	7 NO <input type="radio"/>
b. DEVELOPING OTHERS: Ability to use coaching, counseling and training to provide opportunities for others' professional development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. DIRECTING OTHERS: Ability to influence or direct others in accomplishing tasks or missions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. TEAMWORK: Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. WORKPLACE CLIMATE: Ability to value individual differences and promote an environment of involvement, innovation, open communication and respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. EVALUATIONS: The extent to which an officer, as Reported-on Officer and rater, conducted or required others to conduct accurate, timely evaluations for enlisted, civilian and officer personnel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMENTS:
Closely involved in division; monitored workload, ensured enough personal time to keep them focused while on the job. Accurately tracked diver requirements & training – ensured certification & diver pay kept updated. Pushed hard for subordinate training; sent 3 MSTs for a total of 17 weeks of underway coring training on university research vessels; prepped 2 crew for dive school, sought out and created diving opportunities and instituted physical training to keep divers sharp & healthy for mission. Insightful management style promoted initiative and ownership by members of division; got job done every time & division morale at all time high. As OOD, fostered watchstander development/quals with dedicated training. Proven team player; effectively integrated into WHEC crew while TAD, supervisor for integrated dive teams on four occasions, working relationship with CPO highly successful despite TAD absence, planning efforts with scientists accomplished all preps. When casualty delayed sail date, contacted all scientists & contractors; kept alcon updated with schedule changes & the impact. Fostered MST teamwork with other divisions to benefit of all. Produced accurate & fair evaluations; documentation supported marks, provided great feedback to members; provided useful marks input to divers' supervisors. Own OER input timely & accurate.

6. SUPERVISOR AUTHENTICATION				
a. NAME AND SIGNATURE	b. GRADE	c. SSN	d. TITLE OF POSITION	e. DATE (YYYYMMDD)
[Redacted]	O-4	[Redacted]	Operations Officer	2005/05/19

b(6) + 7(c)

7. REPORTING OFFICER COMMENTS: Provide additional information to supplement or amplify the Supervisor's evaluation.
 Concur with supervisor comments and marks. Continued positive development and growing contribution to success of mission. Capitalized on TAD opportunity and qualified quickly after her return. Becoming increasingly involved in science coordination – efforts dealing with shipping and load out increased efficiency, effective scheduling & execution of science testing during shakedown, skillful liaison with technical & science system support personnel. A personable & dedicated officer, committed to well-being & professional development of her division and divers.

8. PERSONAL AND PROFESSIONAL QUALITIES: Measures selected qualities which illustrate the individual's character.

a. INITIATIVE:	1	2	3	4	5	6	7	NO
Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.	Postponed needed action. Implemented or supported improvements only when directed to do so. Showed little interest in career development. Possible improvements in methods, services, or products went unexplored.		Championed improvement through new ideas, methods and practices; self-starter. Anticipated problems and took prompt action to avoid or resolve them. Sought opportunities for own career development. Pursued productivity gains and enhanced mission performance by applying new ideas and methods.		Aggressively sought out additional responsibility. A self-learner. Made worthwhile ideas and practices work when others might have given up. Extremely receptive. Optimized use of new ideas and methods to improve work processes, decision-making, and service delivery.			
b. JUDGMENT:	Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts, alternatives, and impact. Did not effectively weigh risk, cost, and time considerations.		Demonstrated analytical thought and common sense in making decisions. Used facts, data, and experience, and considered the impact of alternatives. Weighed risk, cost and time considerations. Made sound decisions promptly with the best available information.		Combined keen analytical thought and insight to make appropriate decisions. Focused on the key issues and the most relevant information, even in complex situations. Did the right thing at the right time. Actions indicated awareness of impact and implications of decisions on others.			
c. RESPONSIBILITY:	Active; demonstrated questionable ethics or lack of commitment. Tolerated indifference or failed to hold subordinates accountable. Allowed organization to absorb personnel problems rather than confronting them as required. Hoped not to speak up or get involved. Provided minimal support for decisions counter to own ideas.		Held self and subordinates personally and professionally accountable. Spoke up when necessary, even when expressing unpopular positions. Supported organizational policies and decisions which may have been counter to own ideas. Committed to the successful achievement of organizational goals.		Integrity and ethics beyond approach. Always held self and subordinates to highest standards of personal and professional accountability. Did the right thing even when it was difficult. Succeeded in making even unpopular policies or decisions work. Actions demonstrated unwavering commitment to achievement of organizational goals.			
d. PROFESSIONAL PRESENCE:	Unaware of general CG objectives; uncooperative or biased in interactions. Lost composure in difficult situations. Conveyed poor image of self and CG. Invariant or sloppy with common military courtesies. Uniform appearance and grooming below standard.		Knowledgeable in how CG objectives serve the public; cooperative and fair in all interactions. Composed in difficult situations. Conveyed positive image of self and CG. Well versed in military etiquette; precise in rendering and upholding military courtesies. Great care in uniform appearance and grooming.		Always self-assured, projected ideal CG image. Poised in response to others' provocative actions. Contributed leadership role in civilian/military community. Exemplified finest traditions of military customs and protocol. Meticulous uniform appearance and grooming; inspired similar standards in others.			
e. HEALTH AND WELL-BEING:	Failed to meet minimum standards of weight control or sobriety. Indicated or condoned others' alcohol abuse. Seldom considered subordinates' health and well-being. Unwilling or unable to recognize and manage stress despite apparent need.		Maintained weight standards. Committed to health and well-being of self and subordinates. Enhanced personal performance through activities supporting physical and emotional well-being. Recognized and managed stress effectively.		Remarkable vitality, enthusiasm, alertness and energy. Consistently contributed at high levels. Optimized personal performance through involvement in activities which supported physical and emotional well-being. Monitored and helped others deal with stress, enhance health and well-being.			

COMMENTS:
 Made great use of TAD training time on 378; arrived prepped for & ready to assimilate the WHEC experience; discussed goals with CO, got ship u/w on 2nd day onboard, actively participated in every operational & training evolution, even those outside of WAGB scope. Volunteered to go to offsite planning meeting despite busy schedule. Demonstrated sound judgment during two weeks of high vessel traffic shakedown cruise; trusted to do the right thing. Personally completed 8 dives & supervised 13 more; all missions completed with no incidents; wisely chose to terminate patch installation dives on one day due to diver fatigue. Volunteered for first duty day on unscheduled inport. Tracked & rcvd all science shipments; coordinated multiple parties to efficiently load on ship. Excellent tours represented ship well & received thank you letters. Model of professionalism while TAD; command letter documented her contributions & professional accomplishments. CO's choice to attend science planning meeting in Alaska. Great example for healthy lifestyle & maintaining mission readiness; fitness resource for crew, ensured dive team stayed fit, implemented workout program for LE team while TAD on 378-program still running after departure.

9. COMPARISON SCALE (FOR GRADES W2 TO O2): Compare this officer with others of the same grade whom you have known in your career.

UNSATISFACTORY	A QUALIFIED OFFICER	ONE OF THE MANY COMPETENT PROFESSIONALS WHO FORM THE MAJORITY OF THIS GRADE	AN EXCEPTIONAL OFFICER	A DISTINGUISHED OFFICER
○	○	○	○	○

10. POTENTIAL: Describe ability to assume greater leadership roles and responsibilities (e.g. command, special assignment, promotion, and special skills).
 LTJG Noel responded positively to a wide variety of demanding tasking: 3 different TAD trips, interaction with scientists during planning & onload, preparations for 6 month deployment. Demonstrated a growing operational skill set by finishing OOD qualification, multiple dive operations & active oversight role in deployment preparations. I strongly support her desire to extend on HEALY to further develop the MSO billet. Highly recommended for XO of WLB & other positions of greater responsibility. An excellent dive officer & CG rep, she would be a natural choice for CG Liaison Officer position at Navy Dive Training Center. Highly recommended for promotion with her peers.

11. REPORTING OFFICER AUTHORIZATION

a. NAME AND SIGNATURE	b. GRADE	c. SSN	d. TITLE OF POSITION	e. DATE
[Redacted]	O-5	[Redacted]	Executive Officer	2005/05/31

12. REPORTING OFFICER IDENTIFICATION

a. NAME AND SIGNATURE	b. TITLE OF POSITION	c. GRADE	d. SSN	e. DATE
[Redacted]	Commanding Officer	O-6	[Redacted]	2005/06/01

2A

CGPC-npm

U.S. DEPARTMENT OF HOMELAND SECURITY U.S. COAST GUARD CG 5310 (Rev 06-04)		OFFICER EVALUATION REPORT (OER)			Validation Date: 4/2/05 Initials: [Redacted]		
1. ADMINISTRATIVE DATA							
a. NAME (Last)		b. SSN		c. RESERVE STATUS/DRILLS CONDUCTED		d. GRADE	
Noel		J E [Redacted]		X ADT [] ADGW [] JOT []		O2	
1. UNIT		g. ATU - OFFAC		h. DAYS NOT OBSERVED		i. DATE REPORTED	
USCGC HEALY (WAGB-20)		21 - 14102		LV 14 OTHER 12		2004/06/07	
j. PERIOD OF REPORT (YYYYMMDD)		k. OCCASION FOR REPORT (Mark only one)			l. EXCEPTION REPORT		
2004/06/07 to 2005/01/31		<input checked="" type="radio"/> Annual <input type="radio"/> Detachment/Change of Reporting Officer <input type="radio"/> Detachment of Officer <input type="radio"/> Promotion			<input type="radio"/> Special <input type="radio"/> Concurrent		
					m. DATE SUBMITTED		
					2005/01/12		
2. DESCRIPTION OF DUTIES:							
<p>MARINE SCIENCE OFFICER (MSO): Supervises 5 MSTs (E4 thru E8), oversees \$50K budget & \$1M+ in science equipment. Shipboard liaison to science community for mission preparation, logistical arrangements & underway research operations. Collateral Duties: Deck Watch Officer: Safe navigation of ship in open & ice covered waters; positions ship to best conduct science research. Inport OOD: Carries out plan of day and ensures safety of crew/ship. Dive Officer: Oversees 5 divers, \$10K budget, gear, training, planning & execution of dive ops. Civil Rights Officer: ensures crew kept aware of harassment policies & complaint procedures, runs Human Relations Council.</p>							
ATTACHMENTS:							
3. PERFORMANCE OF DUTIES: Measures an officer's ability to manage and to get things done.							
a. PLANNING AND PREPAREDNESS							
1. Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and develop strategies.		2. Got caught by the unexpected, appeared to be controlled by events. Set vague or unrealistic goals. Used administrative criteria to set priorities and deadlines. Rarely had plan of action. Failed to focus on relevant information.		3. Consistently prepared. Set high but realistic goals. Used sound criteria to set priorities and deadlines. Used quality tools and processes to develop action plans. Identified key information. Kept supervisors and stakeholders informed.		4. Exceptional preparation. Always looked beyond immediate events or problems. Skillfully balanced competing demands. Developed strategies with contingency plans. Assessed all aspects of problems, including underlying issues and impact.	
<input type="radio"/>		<input type="radio"/>		<input type="radio"/>		<input type="radio"/>	
b. USING RESOURCES							
1. Ability to manage time, materials, information, money and people (i.e. all CG components as well as external public).		2. Concentrated on unproductive activities or often overlooked critical demands. Failed to use people productively. Did not follow up. Mismanaged information, money or time. Used ineffective tools or left subordinates without means to accomplish tasks. Employed wasteful methods.		3. Effectively managed a variety of activities with available resources. Delegated, empowered, and followed up. Served time manager, budgeted own, and subordinates' time productively. Empowered subordinates. Had adequate tools, materials, time and direction. Cost conscious, sought ways to cut waste.		4. Unusually skilled at bringing scarce resources to bear on the most critical of competing demands. Optimized productivity through effective delegation, empowerment, and follow-up control. Found ways to dramatically reduce cost, eliminate waste, and improve efficiency.	
<input type="radio"/>		<input type="radio"/>		<input type="radio"/>		<input type="radio"/>	
c. RESULTS/EFFECTIVENESS							
1. Quality, quantity, timeliness and impact of work.		2. Routine tasks accomplished with difficulty. Results often late or of poor quality. Work had a negative impact on department or unit. Maintained the status quo despite opportunities to improve.		3. Got the job done in all routine situations and in many unusual ones. Work was timely and of high quality. Required some of subordinates. Results had a positive impact on department or unit. Continuously improved services and organizational effectiveness.		4. Maintained optimal balance among quality, quantity, and timeliness of work. Quality of own and subordinates' work surpassed expectations. Results had a significant positive impact on unit or Coast Guard. Established clearly effective systems of continuous improvement.	
<input type="radio"/>		<input type="radio"/>		<input type="radio"/>		<input type="radio"/>	
d. ADAPTABILITY							
1. Ability to modify work methods and priorities in response to new information, changing conditions, or unexpected obstacles.		2. Inade to gauge effectiveness of work or make adjustments when needed. Overlooked or screened out new information. Unreacted or responded slowly to change in direction or environment, reflective in ambiguous, complex, or pressured situations.		3. Responsive to change, new information, and information. Effectively used benchmarks to improve performance and service. Monitored progress and changed course as required. Effectively dealt with pressure and ambiguity. Facilitated smooth transitions.		4. Rapidly assessed and adjusted to changing conditions, new information and technology. Very skilled at using and responding to measurement indicators. Championed organizational improvements. Effectively dealt with extremely complex situations. Turned pressure and ambiguity into constructive areas for change.	
<input type="radio"/>		<input type="radio"/>		<input type="radio"/>		<input type="radio"/>	
e. PROFESSIONAL COMPETENCE							
1. Ability to acquire, retain and share technical and administrative knowledge and skills associated with description of duties. (Includes operational aspects such as morale, safety, seamanship, armanship, SAR, etc. as appropriate.)		2. Questionable competence and creativity. Operational or specialty expertise necessary or lacking in key areas. Made little effort to grow professionally. Used knowledge as power against others or blatted rather than acknowledging expertise. Effectiveness reduced due to limited knowledge of own organizational role and customer needs.		3. Competent and credible authority on specialty or operational issues. Acquired and applied excellent operational or specialty expertise for assigned duties. Showed professional growth through education, training and professional reading. Shared knowledge and information with others clearly and simply. Understood own organizational role and customer needs.		4. Superior professional advice and actions showed great breadth and depth of knowledge. Remarkable grasp of complex issues, concepts, and situations. Rapidly developed professional growth beyond expectations. Vigorously conveyed knowledge, directly resulting in increased workbase productivity. Instilled knowledge of own role, customer needs, and value of work.	
<input type="radio"/>		<input type="radio"/>		<input type="radio"/>		<input type="radio"/>	
COMMENTS:							
<p>Reported in middle of 6-month dplymt, quickly assimilated & contributed. Solid planning for the post-deployment off-load of science gear; scheduled each group for specific days for best efficiency; division properly sequenced & pre-staged gear, worked with engineers to deconflict crane ops & make time for non-science off-load operations; efforts resulted in minimal overtime for crew. Maintained effective liaison between HEALY & scientists during AWS04; drew praise from scientists & contributed to meeting all research objectives. Took advantage of expertise in contracted science support; sought training for self & MSTs on complex science equipment, increased own knowledge, division's ability to utilize the instruments, & established a good working relationship with the support personnel. Relied on experience of MSTs to get up-to-speed on divisional responsibilities. Used both senior & junior personnel to maximize & speed her qual process. Wrote science & dive sections of cruise report including events that occurred prior to her reporting. Great flexibility working with scientists, shipboard contractors, crew, etc. Adapted well to cutter life, despite no prior ship background. Continually improved shiphandling skills; capably moored ship in Prince Rupert, made dozens of good approaches to science stations. Quick grasp of science/research operations; at home dealing with scientists & their projects. Qualified as Inport OOD & finished PQS for w/w.</p>							

Previous Edition Obsolete

4. COMMUNICATION SKILLS: Measures an officer's ability to communicate in a positive, clear, and convincing manner.								
a. SPEAKING AND LISTENING: Ability to present effectively and listen to understand.	1 <input type="radio"/>	Unable to effectively articulate ideas and facts, lacked presentation confidence or logic. Used inappropriate language or rambled. Nervous or distracting mannerisms detracted from message. Failed to listen carefully or was too argumentative.	3 <input type="radio"/>	Effectively expressed ideas and facts in individual and group situations; non-verbal actions consistent with spoken message. Communicated to people at all levels to ensure understanding. Listened carefully to intended message as well as spoken words.	5 <input checked="" type="radio"/>	Clearly articulated and promoted ideas before a wide range of audiences; accomplished speaker in both formal and unanticipated situations. Adept at presenting complex or sensitive issues. Active listener; remarkable ability to listen with open mind and identify key issues.	7 <input type="radio"/>	NO <input type="radio"/>
b. WRITING: Ability to express facts and ideas clearly and convincingly.	<input type="radio"/>	Written material frequently unclear, verbose, or poorly organized. Seldom proofread. Often submitted correspondence which was grammatically incorrect, tailored to wrong audience, or delivered by an inappropriate medium.	<input type="radio"/>	Written material clear, concise, and logically organized. Proofread conscientiously. Correspondence grammatically correct, tailored to audience and delivered by an appropriate medium. Subordinates' material reflected some high standards.	<input type="radio"/>	Clearly and persuasively expressed complex or controversial material, directly contributing to stated objectives. Written or published material brought credit to the Coast Guard. Actively educated subordinates in effective writing.	<input type="radio"/>	<input type="radio"/>

COMMENTS:
Gave precise dive briefs to command, divers & alcon; ensured safe, successful dives. Spoke clearly & confidently during science party inbriefs. Gave accurate & thorough pass-downs to command & OOD relief during u/w watch standing. Submitted detailed dive plans to COC, answered questions before they were asked. SOQ nomination & citation excellent; resulted in selection of member. Wrote thorough & accurate MST & Dive Ops chapters for cruise report; recorded all lessons learned. Personnel feedback & documentation of marks of highest quality & quantity.

6. LEADERSHIP SKILLS: Measures an officer's ability to support, develop, direct, and influence others in performing work.								
a. LOOKING OUT FOR OTHERS: Ability to consider and respond to others' personal needs, capabilities, and achievement; support for and application of work life concepts and skills.	<input type="radio"/>	Seldom recognized or responded to needs of people; left outside resources unimproved despite apparent need. Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates.	<input type="radio"/>	Cared for people. Recognized and responded to their needs; referred to outside resources as appropriate. Considered individuals' capabilities to maximize opportunities for success. Consistently recognized and rewarded deserving subordinates.	<input checked="" type="radio"/>	Always accessible. Enhanced overall quality of life. Actively contributed to achieving balance among unit requirements, professional and personal responsibilities. Strong advocate for subordinates; acted appropriately and timely recognition, both formal and informal.	<input type="radio"/>	NO <input type="radio"/>
b. DEVELOPING OTHERS: Ability to use coaching, counseling, and training to provide opportunities for others' professional development.	<input type="radio"/>	Unreasonably restricted opportunities for professional growth. Kept others in narrow roles and discouraged the level of risk-taking necessary for learning. Lack of timely feedback left subordinates guessing.	<input type="radio"/>	Supported and provided opportunities for professional growth. Encouraged others to exceed their roles, handle important tasks and learn by doing. Allowed the appropriate level of risk-taking necessary for learning and mission accomplishment. Provided timely praise and constructive feedback.	<input type="radio"/>	Created challenging situations which optimized professional development and maximized opportunity for success. Guided, coached, and encouraged others to reach new levels of performance. Actively counseled others; identified professional potential, strengths and areas for improvement.	<input type="radio"/>	<input type="radio"/>
c. DIRECTING OTHERS: Ability to influence or direct others in accomplishing tasks or missions.	<input type="radio"/>	Showed difficulty in directing or influencing others. Low or unclear work standards reduced productivity. Failed to hold subordinates accountable for shoddy work or irresponsible actions. Unwilling to delegate authority to increase efficiency of task accomplishment.	<input type="radio"/>	A leader who earned others' support and confidence. Set high work standards, clearly articulated job requirements, expectations and measurement criteria; had subordinates accountable. When appropriate, delegated authority to those directly responsible for the task.	<input checked="" type="radio"/>	An inspirational leader who motivated others to achieve results not normally attainable. Won people over rather than imposing will. Clearly articulated vision, empowered subordinates to set goals and objectives to accomplish tasks. Modified leadership styles to best meet challenging situations.	<input type="radio"/>	<input type="radio"/>
d. TEAMWORK: Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.	<input type="radio"/>	Used teams ineffectively or at wrong times. Conflicts mismanaged or often left unresolved, resulting in demotivated team effectiveness. Excluded team members from vital information. Stifled group discussions or did not contribute productively. Inhibited cross functional cooperation to the detriment of unit or service goals.	<input type="radio"/>	Skilfully used teams to increase unit effectiveness, quality, and service. Resolved or managed group conflict, enhanced cooperation, and involved team members in decision process. Valued team participant. Effectively regulated work across functional boundaries to enhance support of broader mutual goals.	<input type="radio"/>	Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Major contributor to team effort. Established relationships and networks across a broad range of people and groups, raising accomplishments of mutual goals to a remarkable level.	<input type="radio"/>	<input type="radio"/>
e. WORKPLACE CLIMATE: Ability to value individual differences and promote an environment of involvement, innovation, open communication and respect.	<input type="radio"/>	Intolerant of individual differences, exhibited discriminatory tendencies toward others. Tolerated or contributed to an uncomfortable or degrading environment. Failed to take responsibility for own words and actions and their impact on others. Failed to support or enforce Coast Guard human resources policies.	<input type="radio"/>	Sensitive to individual differences. Encouraged open communication and respect. Promoted an environment which values fairness, dignity, creativity, and diverse perspectives. Took responsibility for own words and actions and their impact on others. Fully supported and enforced Coast Guard human resources policies.	<input checked="" type="radio"/>	Excelled at creating an environment of fairness, candor, and respect among individuals of diverse backgrounds and positions. Optimized use of different perspectives and opinions. Quickly took action against behavior inconsistent with Coast Guard human resources policies, or which detracted from mission accomplishment.	<input type="radio"/>	<input type="radio"/>
f. EVALUATIONS: The extent to which an officer, as Reported-on Officer and rater, conducted or required others to conduct accurate, timely evaluations for enlisted, civilian and officer personnel.	<input type="radio"/>	Reports were frequently late. Narratives inaccurate or of poor quality. Failed to uphold service performance standards by assigning accurate marks. Reports required revision or intervention by others. Failed to meet own OES responsibilities as Reported-on Officer.	<input type="radio"/>	Reports consistently submitted on time. Narratives were fair, concise, and contained specific observations of action and impact. Assigned marks against standards. Few reports, if any, returned for revision. Met own OES responsibilities as Reported-on Officer.	<input checked="" type="radio"/>	No reports submitted late. Narratives were insightful, of the highest quality, and always supported assigned marks. Subordinates' material reflected some high standards. No reports returned for revision. Returned reports to subordinates when appropriate.	<input type="radio"/>	<input type="radio"/>

COMMENTS:
Took care of division by ensuring adequate time off from 24hr/day science ops; maintained high morale & increased productivity. When member had a death in the family while u/w, set up necessary phone calls & arrangements. SOQ nomination/write-up was excellent; deserving member was selected. Assisted/supported divisional CPO attend CPO academy while underway; took up work load & responsibilities allowing him to compete for E8; developed the LPO during this time, working on supervision/leadership. Coord with DCC & AEO to obtain special DC PQS & inport watchstander training for MSTs since science ops preclude regular training sessions. Showed great aptitude leading dive locker in 1st job as a dive officer; quickly earned respect & cooperation, quickly set up training dive to assess/develop skills. Managed bridge watch team effectively, learned & shared knowledge while running tight watch. Excellent team player who worked well with all pers, no matter rank or posn. Despite heavy OOD breaks-in sked, spent time in labs to better represent science division. Oversaw Civil Rights program & thoroughly brief all new pers. Actively participated in team & morale building activities, such as sports exchange in Russia, all-hands & wardroom functions. Submitted timely, fair evaluations with outstanding documentation & feedback to member.

6. SUPERVISOR AUTHENTICATION					(YYYYMMDD)
a. NAME AND SIGNATURE:	b. GRADE:	c. SSN:	d. TITLE OF POSITION:	e. DATE:	
[Redacted]	O-4	[Redacted]	Operations Officer	2005/03/23	

b(6) + 7(c)

172

7. REPORTING OFFICER COMMENTS: Provide additional information to supplement or amplify the Supervisor's evaluation.
 Concur with Reporting Officer comments & marks. LTJG Noel was motivated, & enthusiastically tackled the transition from an MSO to isolated shipboard work environment in the Arctic. She deftly juggled the break-in process by managing her first dive locker, leading a division, learning CG science ops & the delicate work of accommodating embarked scientists. Coordination of 5-day science offload demonstrated excellent management, teamwork, customer focus, & comms skills. She is a welcome addition to the wardroom, excellent role model to all.

B. PERSONAL AND PROFESSIONAL QUALITIES: Measures selected qualities which illustrate the individual's character.						
a. INITIATIVE: Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.	1 Postponed needed action, implemented or supported improvements only when directed to do so. Showed little interest in career development. Feasible improvements in methods, services, or products went unexplored.	3 Championed improvement through new ideas, methods, and practices; self-starter. Anticipated problems and took prompt action to avoid or resolve them. Sought opportunities for own career development. Pursued productivity gains and enhanced mission performance by applying new ideas and methods.	5 Aggressively sought out additional responsibility. A self-learner. Made worthwhile ideas and practices work when others might have given up. Extremely innovative. Optimized use of new ideas and methods to improve work processes, decision-making, and service delivery.	7	NO	
b. JUDGMENT: Ability to make sound decisions and provide valid recommendations by using facts, experience, common sense, and analytical thought.	1 Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts, alternatives, and impact. Did not effectively weigh risk, cost, and time considerations.	3 Demonstrated analytical thought and common sense in making decisions. Used facts, data, and experience, and considered the impact of alternatives. Weighed risk, cost and time considerations. Made sound decisions promptly with the best available information.	5 Combined keen analytical thought and insight to make appropriate decisions, focused on the key issues and the most relevant information, even in complex situations. Did the right thing at the right time. Actions indicated awareness of impact and implications of decisions on others.	7	NO	
c. RESPONSIBILITY: Ability to act ethically, courageously, and dependably and inspire the same in others; accountability for own and subordinates' actions.	1 Actions demonstrated questionable ethics or lack of commitment. Tolerated indifference or failed to hold subordinates accountable. Allowed organization to absorb personal problems rather than confronting them as required. Failed not to speak up or get involved. Provided minimal support for decisions counter to own ideas.	3 Held self and subordinates personally and professionally accountable. Spoke up when necessary, even when expressing unpopular positions. Supported organizational policies and decisions which may have been counter to own ideas. Committed to the successful achievement of organizational goals.	5 Integrity and ethics beyond reproach. Always held self and subordinates to highest standards of personal and professional accountability. Did the right thing even when it was difficult. Succeeded in making even unpopular policies or decisions work. Actions demonstrated unwavering commitment to achievement of organizational goals.	7	NO	
d. PROFESSIONAL PRESENCE: Ability to bring credit to the Coast Guard through one's actions, competence, demeanor, and appearance.	1 Unaware of general CG objectives; uncooperative or biased in interactions. Lost composure in difficult situations. Conveyed poor image of self and CG. Ignorant of or sloppy with common military courtesies. Uniform appearance and grooming below standard.	3 Knowledgeable in how CG objectives serve the public, cooperative and fair in all interactions. Composed in difficult situations. Conveyed positive image of self and CG. Well versed in military etiquette; precise in reporting and upholding military courtesies. Great care in uniform appearance and grooming.	5 Always self-assured, projected ideal CG image. Posed in response to other provocative actions. Contributed leadership role in civilian/military community. Exemplified finest traditions of military customs and protocol. Meticulous uniform appearance and grooming. Inspired similar standards in others.	7	NO	
e. HEALTH AND WELL BEING: Ability to invest in the Coast Guard's future by caring for the physical health and emotional well-being of self and others.	1 Failed to meet minimum standards of weight control or sobriety. Tolerated or condoned others' alcohol abuse. Seldom considered subordinates' health and well-being. Limiting or unable to recognize and manage stress despite apparent need.	3 Maintained weight standards. Committed to health and well-being of self and subordinates. Enhanced personal performance through activities supporting physical and emotional well-being. Recognized and managed stress effectively.	5 Remarkable vitality, enthusiasm, alertness and energy. Consistently contributed at high levels. Optimized personal performance through involvement in activities which supported physical and emotional well-being. Monitored and helped others deal with stress, enhance health and well-being.	7	NO	

COMMENTS:
 Seeking more experience & to finish OOD qual, pursued trng TAD on 378 prior to HEALY 6-month deployment. Took advantage of science support contractors expertise for self & division; attended trng sessions, operated equipment, stood watch w/ them, wrote end of cruise data report. Enthusiastically tackled all watchstation PQS. Cancelled maintenance dive due to equipment malfunction; resisted temptation to conduct non-critical dive with improvised gear. Made sound decisions/recommendations as OOD. Always prepared for watch, ensured reliefs briefed properly. Ensured entire division was inport qualified prior to arriving homeport, despite 24/7 science ops. Professionally handled issue w/ member severely overweight in danger of discharge; educated, encouraged, assisted member to meet std, which he did. Took the challenge to run division & let CPO go to Chief's academy while u/w; resulted in positive development for entire division. Represented ship & self professionally at host nation reception during historic Russian port call. Outstanding fitness & diet regimen. Assisted unit fitness coord w/ trng & several members w/ their fitness plans. Successfully guided 2 members thru physical demands of dive school applications.

9. COMPARISON SCALE (FOR GRADES W2 TO O2): Compare this officer with others of the same grade whom you have known in your career.

UNSATISFACTORY	A QUALIFIED OFFICER	ONE OF THE MANY COMPETENT PROFESSIONALS WHO FORM THE MAJORITY OF THIS GRADE	AN EXCEPTIONAL OFFICER	A DISTINGUISHED OFFICER
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10. POTENTIAL: Describe ability to assume greater leadership roles and responsibilities (e.g. command, special assignment, promotion, and special skills).
 LTJG Noel had a productive first 6 months, qualifying inport and finishing her PQS for U/W - I expect a quick qual once HEALY gets U/W again. She is a motivated Officer who seeks challenging assignments. Her organizational & people skills are excellent, & I highly recommend her for further afloat opportunities, such as XO on a WLB or OPS on WMEC/WAGB. With her Marine Safety background, dive officer qualification, & the operational experience she is gaining on HEALY, is an excellent fit as an XO or Ops at an MSST as well. A strong academic background makes her a sound choice for post-graduate studies. Highly recommended for promotion with her peers.

11. REPORTING OFFICER AUTHENTICATION (YYYYMMDD)

a. NAME OF REPORTING OFFICER	b. GRADE	c. SSN	d. TITLE OF POSITION	e. DATE
[Redacted]	O-5	[Redacted]	Executive Officer	2005/03/25

12. SUPERVISOR AUTHENTICATION

a. COMMENTS ATTACHED (Required when the Reporting Officer is not a Coast Guard Officer or Coast Guard SES.)	b. GRADE	c. SSN	d. TITLE OF POSITION	e. DATE
[Redacted]	O-6	[Redacted]	Commanding Officer	2005/04/04

b(6) + 7(c)

INSTRUCTIONS

PURPOSE: The Officer Evaluation Report (OER) primarily provides information for officer corps promotion, selection, and assignment determinations. Secondary purposes include: (1) prescribing common standards of expected performance; (2) reinforcing Coast Guard values; and (3) acting as one means of performance feedback for the Reported-on Officer.

GUIDING INSTRUCTION: Chapter 10-A of the CG Personnel Manual, COMDTINST M1000.6 (series), contains all official guidance on OES requirements.

RESPONSIBILITIES: All Coast Guard officers and raters of CG officers should be aware of their OES responsibilities as outlined in the CG Personnel Manual.

SUBMISSION SCHEDULE:

Grade	Active Duty	IDPL
Captain	Apr	Apr
Commander	Mar	Mar
Lieutenant Commander	Apr	Apr
Lieutenant	May	May
Lieutenant (Junior Grade)	Jan and Jul	Jul
Ensign	Mar and Sep	Sep
Chief Warrant Officer (W4)	Apr	Apr
Chief Warrant Officer (W3)	Jul	Jul
Chief Warrant Officer (W2)	Jun	Jun

Notes:

- (1) An OER period may be extended for up to 92 days (semiannual) under certain conditions. Consult PERSMAN for further guidance.
- (2) OERs for IDPL grades of CAPT, LTJG, and ENS are annual. All other IDPL OERs are biennial.
- (3) Officers assigned to DUINS follow an annual/semiannual schedule according to school terms.

TIMELINE:

- 21 days** before end of period:
Reported-on Officer submits to Supervisor a list of significant accomplishments during the period, supporting documents (as required), administrative data required for OER Section 1, and a completed OER page 4.
- 10 days** after the period:
Supervisor sections of OER due to Reporting Officer.
- 30 days** after the period:
Supervisor and Reporting Officer sections due to Reviewer.
Reviewer sends completed OER to OER Administrator.
- 45 days** after the period:
OER due to CGPC for review and entry into official record.

RESTRICTIONS:

Raters shall not mention a Reported-on Officer's: (1) First name; (2) Non-selection for promotion, including allusions thereto; (3) Record appeals; (4) Psychological or medical conditions; (5) marital or family status (including pregnancy); or (6) Performance observed outside the reporting period. Raters also shall not: (1) Expressly evaluate or place emphasis on gender, religion, color, race, or ethnic background (applies to both member and third parties); (2) Refer to any third party by name; or (3) Include information which is subject to a security classification. See PERSMAN for additional restrictions that apply to disciplinary proceedings.

PREPARATION CHECKLIST (OPTIONAL):

Administrative Data and Description of Duties (Sections 1 and 2):

- ___ All fields completed (enter dates in YYYY/MM/DD format; enter only one occasion for report, leave 1.c. blank if active duty).
- ___ Primary duty underlined or capitalized (no other text enhancements, such as underlining, bolding, or all capital letters, are allowed throughout the OER).
- ___ Attachments listed (only personal award citations, punitive letters, or letter reports for senior service school allowed).

Performance Evaluation (Sections 3-5 and 7-8)

- ___ Marks assigned according to standards which most closely describe Reported-on Officer's performance during the period.
- ___ Specific examples cited for each mark which deviated from "4". When applicable, comments on seamanship or airmanship ability are distinct.

Comparison or Rating Scale and Potential (Sections 9 and 10):

- ___ Section 9 mark assigned according to the instructive clause on the form.
- ___ Comments describe Reported-on Officer's overall potential for greater responsibility (include, as appropriate, recommendations for promotion, special assignment, and command).

TIPS FOR EFFECTIVE COMMENTS:

1. Be specific.
Concisely describe the performance by relating the action observed and its impact; quantify the action whenever possible and explain why it was important; avoid empty superlatives. Do not repeat the dimensions.
2. Save space.
Use information bullets; reduce the use of pronouns; use member's name sparingly, if at all; use action verbs and semicolons; and avoid excess words. Acronyms and abbreviations are effective only if they are common to all Coast Guard communities or are initially defined in the comments.
3. Be clear.
Don't lose the meaning; watch for cryptic comments.

13. RETURN ADDRESS. (Name and address to which a copy is sent after filing the original in the officer's record.)

LTJG J. E. Noel
USCGC HEALY (WAGB 20)
1519 Alaskan Way S
Seattle, WA 98134

14. OER ADMINISTRATOR REVIEW:

a. Initials: _____ b. Date: _____

PRIVACY ACT STATEMENT

This information is requested under the authority of 14 U.S.C. 833 to determine an officer's suitability for promotion or job assignment. Submitting this information is mandatory. Failure to provide it could adversely affect promotion opportunities and job assignments or lead to disciplinary action.

OFFICER EVALUATION REPORT (OER)

Validation:

OFFICIAL RECEIPT COPY
ORIGINAL FILED IN REC'D

1. ADMINISTRATIVE DATA

a. NAME (Last) NOEL	(Initials) J E	b. SSN [REDACTED]	c. RESERVE STATUS / DRILLS CONDUCTED <input checked="" type="checkbox"/> ADT <input type="checkbox"/> ADSW <input type="checkbox"/> IDT <input type="checkbox"/> DRILLS	d. GRADE O2	e. DATE OF RANK 2003/08/13
f. UNIT MSO SAN FRANCISCO BAY			g. ATU - OFFAC 11 - 33260	h. DAYS NOT OBSERVED LV 01 OTHER 106	i. DATE REPORTED 2002/03/04
j. PERIOD OF REPORT (YYYY/MM/DD) 2004/02/01 to 2004/05/28		k. OCCASION FOR REPORT (Mark only one) Annual <input type="checkbox"/> Semiannual <input type="checkbox"/> Detachment/Change of Reporting Officer <input type="checkbox"/> Detachment of Officer <input checked="" type="checkbox"/> Promotion <input type="checkbox"/>		l. EXCEPTION REPORT Special <input type="checkbox"/> Concurrent <input type="checkbox"/>	
					m. DATE SUBMITTED 2004/05/25

2. DESCRIPTION OF DUTIES:

106 days Not Observed while under instruction at the Naval Diving and Salvage Training Center, Panama City, Florida. Qualified as Basic Dive Officer, having successfully accomplished training in Self Contained Underwater Breathing Apparatus (SCUBA) diving, Surface Supplied Air and Mixed Gas Diving, Hyperbaric Chamber Operations, Dive Medicine and Hyperbaric Treatment Tables, Advanced Dive Physics, and Dive Site Supervision.

ATTACHMENTS: USCG Achievement Medal dated 05/21/04

3. PERFORMANCE OF DUTIES: Measures an officer's ability to manage and to get things done.

a. PLANNING AND PREPAREDNESS:	1	2	3	4	5	6	7	NO
Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and develop strategies.	Got caught by the unexpected; appeared to be controlled by events. Set vague or unrealistic goals. Used unreasonable criteria to set priorities and deadlines. Rarely had plan of action. Failed to focus on relevant information.	Consistently prepared. Set high but realistic goals. Used sound criteria to set priorities and deadlines. Used quality tools and processes to develop action plans. Identified key information. Kept supervisors and stakeholders informed.	Exceptional preparation. Always looked beyond immediate events or problems. Skillfully balanced competing demands. Developed strategies with contingency plans. Assessed all aspects of problems, including underlying issues and impact.					
Ability to manage time, materials, information, money and people (i.e. all CG components as well as external entities).	Concentrated on unproductive activities or often overlooked critical demands. Failed to use people productively. Did not follow up. Mismanaged information, money or time. Used ineffective tools or left subordinates without means to accomplish tasks. Employed wasteful methods.	Effectively managed a variety of activities with available resources. Delegated, empowered, and followed up. Skilled time manager. Budgeted own and subordinates' time productively. Created subordinates had adequate tools, materials, time and direction. Cost conscious, sought ways to cut waste.	Unusually skilled at bringing scarce resources to bear on the most critical of competing demands. Optimized productivity through effective delegation, empowerment, and follow-up control. Found ways to systematically reduce cost, eliminate waste, and improve efficiency.					
Quality, quantity, timeliness and impact of work.	Routine tasks accomplished with difficulty. Results often late or of poor quality. Work had a negative impact on department or unit. Maintained the status quo despite opportunities to improve.	Got the job done in all routine situations and in many unusual ones. Work was timely and of high quality. Required some of subordinates. Results had a positive impact on department or unit. Continuously improved services and organizational effectiveness.	Maintained optimal balance among quality, quantity, and timeliness of work. Quality of own and subordinates' work surpassed expectations. Results had a significant positive impact on unit or Coast Guard. Established clearly effective systems of continuous improvement.					
Ability to modify work methods and priorities in response to new information, changing conditions, or unexpected obstacles.	Unable to gauge effectiveness of work or make adjustments when needed. Overlooked or screened out new information. Overreacted or responded slowly to change in direction or environment. Ineffective in ambiguous, complex, or pressured situations.	Receptive to change, new information, and technology. Effectively used benchmarks to improve performance and service. Monitored progress and changed course as required. Effectively dealt with pressure and ambiguity. Facilitated smooth transitions.	Rapidly assessed and adjusted to changing conditions, new information and technology. Very skilled at using and responding to measurement indicators. Championed organizational improvements. Effectively dealt with extremely complex situations. Turned pressure and ambiguity into constructive forces for change.					
Ability to acquire, apply and share technical and administrative knowledge and skills associated with description of duties. (Includes operational aspects such as manning, safety, seamanship, armanship, SAR, etc., as appropriate.)	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. Made little effort to grow professionally. Used knowledge as power against others or bluffed rather than acknowledging ignorance. Effectiveness reduced due to limited knowledge of own organizational role and customer needs.	Competent and credible authority on specialty or operational issues. Acquired and applied excellent operational or specialty expertise for assigned duties. Showed professional growth through education, training and professional reading. Shared knowledge and information with others clearly and simply. Understood own organizational role and customer needs.	Superior expertise; advice and actions showed great breadth and depth of knowledge. Remarkable grasp of complex issues, concepts, and situations. Rapidly developed professional growth beyond expectations. Vigorously conveyed knowledge, directly resulting in increased workplace productivity. Insightful knowledge of own role, customer needs, and value of work.					

COMMENTS:

4. COMMUNICATION SKILLS: Measures an officer's ability to communicate in a positive, clear, and convincing manner.

<p>a. SPEAKING AND LISTENING: Ability to speak effectively and listen to understand.</p>	<p>1 Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. Used inappropriate language or rambled. Nervous or deflating mannerisms. Distracted from message. Failed to listen carefully or was too argumentative.</p>	<p>3 Effectively expressed ideas and facts in individual and group situations; non-verbal actions consistent with spoken message. Communicated to people of all levels to ensure understanding. Listened carefully for intended message as well as spoken words.</p>	<p>5 Clearly articulated and promoted ideas before a wide range of audiences; accomplished speaker in both formal and extemporaneous situations. Adept at presenting complex or sensitive issues. Active listener; remarkable ability to listen with open mind and identify key issues.</p>	<p>7 NO</p>
<p>b. WRITING: Ability to express facts and ideas clearly and convincingly.</p>	<p>Written material frequently unclear, verbose, or poorly organized. Seldom proofread. Often submitted correspondence which was grammatically incorrect, tailored to wrong audience, or delivered by an inappropriate medium.</p>	<p>Written material clear, concise, and logically organized. Proofread conscientiously. Correspondence grammatically correct, tailored to audience, and delivered by an appropriate medium. Subordinates' material reflected same high standards.</p>	<p>Clearly and persuasively expressed complex or controversial material directly contributing to stated objectives. Written or published material brought credit to the Coast Guard. Actively educated subordinates in effective writing.</p>	
<p>COMMENTS:</p>				

5. LEADERSHIP SKILLS: Measures an officer's ability to support, develop, direct, and influence others in performing work.

<p>a. LOOKING OUT FOR OTHERS: Ability to consider and respond to others' personal needs, capabilities and achievements; support for and application of work-life concepts and skills.</p>	<p>1 Seldom recognized or responded to needs of people; left outside resources untapped despite apparent need. Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates.</p>	<p>3 Cared for people. Recognized and responded to their needs; referred to outside resources as appropriate. Considered individuals' capabilities to maximize opportunities for success. Consistently recognized and rewarded deserving subordinates.</p>	<p>5 Always accessible. Enhanced overall quality of life. Actively contributed to achieving balance among and requirements, professional and personal responsibilities. Strong advocate for subordinates; ensured appropriate and timely recognition, both formal and informal.</p>	<p>7 NO</p>
<p>b. DEVELOPING OTHERS: Ability to use coaching, counseling, and training to provide opportunities for others' professional development.</p>	<p>1 Unreasonably restricted opportunities for professional growth; kept others in narrow roles and discouraged the level of risk-taking necessary for learning. Lack of timely feedback left subordinates guessing.</p>	<p>3 Supported and provided opportunities for professional growth. Encouraged others to expand their roles, handle important tasks and learn by doing. Allowed the appropriate level of risk-taking necessary for learning and mission accomplishment. Provided timely praise and constructive feedback.</p>	<p>5 Created challenging situations which optimized professional development and maximized opportunity for success. Guided, coached, and encouraged others to reach new levels of performance. Actively counseled others; identified professional potential, strengths and areas for improvement.</p>	
<p>c. DIRECTING OTHERS: Ability to influence or direct others in accomplishing tasks or missions.</p>	<p>1 Showed difficulty in directing or influencing others. Low or unclear work standards reduced productivity. Failed to hold subordinates accountable for shoddy work or irresponsible actions. Unwilling to delegate authority to increase efficiency of task accomplishment.</p>	<p>3 A leader who earned others' support and commitment. Set high work standards; clearly articulated job requirements, expectations and measurement criteria. Held subordinates accountable. When appropriate, delegated authority to those directly responsible for the task.</p>	<p>5 An inspirational leader who motivated others to achieve results not normally attainable. Won people over rather than imposing will. Clearly articulated vision; empowered subordinates to set goals and objectives to accomplish tasks. Modified leadership styles to best meet challenging situations.</p>	
<p>d. TEAMWORK: Ability to manage, lead and participate in teams; encourage cooperation, and develop esprit de corps.</p>	<p>1 Used teams ineffectively or at wrong times. Conflicts mismanaged or often left unresolved, resulting in decreased team effectiveness. Excluded team members from vital information. Stifled group discussions or did not contribute productively. Inhibited cross-functional cooperation to the detriment of unit or service goals.</p>	<p>3 Skillfully used teams to increase unit effectiveness, quality, and service. Resolved or managed group conflict, enhanced cooperation, and involved team members in decision process. Valued team participants. Effectively negotiated work across functional boundaries to enhance support of broader mutual goals.</p>	<p>5 Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Major contributor to team effort. Established relationships and networks across a broad range of people and groups, using accomplishments of mutual goals to a remarkable level.</p>	
<p>e. WORKPLACE CLIMATE: Ability to value individual differences and promote an environment of involvement, innovation, open communication and respect.</p>	<p>1 Intolerant of individual differences, exhibited discriminatory tendencies toward others. Tolerated or contributed to an uncomfortable or degrading environment. Failed to take responsibility for own words and actions and their impact on others. Failed to support or enforce Coast Guard human resources policies.</p>	<p>3 Sensitive to individual differences. Encouraged open communication and respect. Promoted an environment which values fairness, integrity, creativity, and diverse perspectives. Took responsibility for own words and actions and their impact on others. Fully supported and enforced Coast Guard human resources policies.</p>	<p>5 Excelled at creating an environment of fairness, candor, and respect among individuals of diverse backgrounds and positions. Optimized use of different perspectives and opinions. Quickly took action against behavior inconsistent with Coast Guard human resources policies, or which detracted from mission accomplishment.</p>	
<p>f. EVALUATIONS: The extent to which an officer, as Reported-on Officer and rater, conducted or required others to conduct accurate, timely evaluations for enlisted, civilian and officer personnel.</p>	<p>1 Reports were frequently late. Narratives inaccurate or of poor quality. Failed to uphold service performance standards by assigning accurate marks. Reports required revision or intervention by others. Failed to meet own OES responsibilities as Reported-on Officer.</p>	<p>3 Reports consistently submitted on time. Narratives were fair, concise, and contained specific observations of action and impact. Assigned marks against standards; reports, if any, returned for revision. Met own OES responsibilities as Reported-on Officer.</p>	<p>5 No reports submitted late. Narratives were insightful, of the highest quality, and always supported assigned marks. Subordinates' material reflected same high standards. No reports returned for revision. Returned reports to subordinates when appropriate.</p>	
<p>COMMENTS:</p>				

6. SUPERVISOR IDENTIFICATION

<p>a. NAME AND GRADE OF SUPERVISOR</p>	<p>b. GRADE</p>	<p>c. SSN</p>	<p>d. TITLE OF POSITION</p>	<p>e. DATE (MM/YY/00)</p>
<p>[REDACTED]</p>	<p>O-3</p>	<p>[REDACTED]</p>	<p>CHIEF, Marine Env. Resp.</p>	<p>2004/05/28</p>

b (6) + 7 (c)

7. REPORTING OFFICER COMMENTS: Provide additional information to supplement or amplify the Supervisor's evaluation.

8. PERSONAL AND PROFESSIONAL QUALITIES: Measures selected qualities which illustrate the individual's character.					
a. INITIATIVE: Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.	1 Postponed needed action. Implemented or supported improvements only when directed to do so. Showed little interest in career development. Feasible improvements in methods, services, or products went unexplored.	3 Championed improvement through new ideas, methods, and practices; self-starter. Anticipated problems and took prompt action to avoid or resolve them. Sought opportunities for own career development. Pursued productivity gains and enhanced mission performance by applying new ideas and methods.	5 Aggressively sought out additional responsibility. A self-learner. Made worthwhile ideas and practices work when others might have given up. Extremely innovative. Optimized use of new ideas and methods to improve work processes, decision-making, and service delivery.	<input type="radio"/>	<input type="radio"/>
b. JUDGMENT: Ability to make sound decisions and provide valid recommendations by using facts, experience, common sense, and analytical thought.	1 Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts, alternatives, and impact. Did not effectively weigh risk, cost, and time considerations.	3 Demonstrated analytical thought and common sense in making decisions. Used facts, data, and experience and considered the impact of alternatives. Weighed risk, cost and time considerations. Made sound decisions promptly with the best available information.	5 Combined keen analytical thought and insight to make appropriate decisions. Focused on the key issues and the most relevant information, even in complex situations. Did the right thing at the right time. Actions indicated awareness of impact and implications of decisions on others.	<input type="radio"/>	<input type="radio"/>
c. RESPONSIBILITY: Ability to act ethically, courageously, and dependably and inspire the same in others; accountability for own and subordinates' actions.	1 Actions demonstrated questionable ethics or lack of commitment. Tolerated indifference or failed to hold subordinates accountable. Allowed organization to absorb personal problems rather than confronting them as required. Tended not to speak up or get involved. Provided minimal support for decisions counter to own ideas.	3 Held self and subordinates personally and professionally accountable. Spoke up when necessary, even when expressing unpopular positions. Supported organizational policies and decisions which may have been counter to own ideas. Committed to the successful achievement of organizational goals.	5 Integrity and ethics beyond reproach. Always held self and subordinates to highest standards of personal and professional accountability. Did the right thing even when it was difficult. Succeeded in making even unpopular policies or decisions work. Actions demonstrated unwavering commitment to achievement of organizational goals.	<input type="radio"/>	<input type="radio"/>
d. PROFESSIONAL PRESENCE: Ability to bring credit to the Coast Guard through one's actions, competence, demeanor, and appearance.	1 Unaware of general CG objectives; uncooperative or biased in interactions. Lost composure in difficult situations. Conveyed poor image of self and CG. Ignorant of or sloppy with common military courtesies. Uniform appearance and grooming below standard.	3 Knowledgeable in how CG objectives serve the public; cooperative and fair in all interactions. Composed in difficult situations. Conveyed positive image of self and CG. Well versed in military etiquette; precise in rendering and upholding military courtesies. Great care in uniform appearance and grooming.	5 Always self-assured; projected ideal CG image. Poised in response to others' provocative actions. Contributed leadership role in civilian/military community. Exemplified finest traditions of military customs and protocol. Meticulous uniform appearance and grooming; inspired similar standards in others.	<input type="radio"/>	<input type="radio"/>
e. HEALTH AND WELL-BEING: Ability to invest in the Coast Guard's future by caring for the physical health and emotional well-being of self and others.	1 Failed to meet minimum standards of weight control or sobriety. Tolerated or condoned others' alcohol abuse. Seldom considered subordinates' health and well-being. Unwilling or unable to recognize and manage stress despite apparent need.	3 Maintained weight standards. Committed to health and well-being of self and subordinates. Enhanced personal performance through activities supporting physical and emotional well-being. Recognized and managed stress effectively.	5 Remarkable vitality, enthusiasm, alertness and energy. Consistently contributed at high levels. Optimized personal performance through involvement in activities which supported physical and emotional well-being. Monitored and helped others deal with stress, enhance health and well-being.	<input type="radio"/>	<input type="radio"/>

COMMENTS:

9. COMPARISON SCALE (FOR GRADES W2 TO O2): Compare this officer with others of the same grade whom you have known in your career.				
UNSATISFACTORY	A QUALIFIED OFFICER	ONE OF THE MANY COMPETENT PROFESSIONALS WHO FORM THE MAJORITY OF THIS GRADE	AN EXCEPTIONAL OFFICER	A DISTINGUISHED OFFICER
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. POTENTIAL: Describe ability to assume greater leadership roles and responsibilities (e.g. command, special assignment, promotion, and special skills).
 Tenacious attitude! Exemplary performance while detached TAD under instruction to Naval Diving & Salvage Training Center, Panama City, Florida. Graduated number 5 of 15 with a 91.21% average. Displayed exceptional leadership & professionalism under the toughest & most challenging mental & physical conditions. Drive & motivation directly contributed to strong performance at school. Proven abilities under tremendous pressure make this officer an ideal candidate for Graduate School or MSO/Afloat Dept/Div Head. Strongly recommended for high visibility positions of leadership responsibility. My highest recommendation for promotion to Lieutenant.

11. REPORTING OFFICER AUTHENTICATION

a. NAME AND SIGNATURE	b. GRADE	c. SSN	d. TITLE OF POSITION	e. DATE (YYYY/MM/DD)
[Redacted]	O-4	[Redacted]	ASST. CHIEF, Port Operations	2004/05/28

12. REVIEWER AUTHENTICATION

a. NAME AND SIGNATURE	b. COMMENTS ATTACHED (Record when the Reporting Officer is not a Coast Guard Officer or Coast Guard SES.)	c. GRADE	d. SSN	e. TITLE OF POSITION	f. DATE
[Redacted]		O-5	[Redacted]	EXECUTIVE OFFICER	2004/05/28

INSTRUCTIONS

PURPOSE: The Officer Evaluation Report (OER) primarily provides information for officer corps promotion, selection, and assignment determinations. Secondary purposes include: (1) prescribing common standards of expected performance; (2) reinforcing Coast Guard values; and (3) acting as one means of performance feedback for the Reported-on Officer.

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SUBMISSION SCHEDULE:

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Commander	Mar	Mar
Lieutenant Commander	Apr	Apr
Lieutenant	May	May
Lieutenant (Junior Grade)	Jan and Jul	Jul
Ensign	Mar and Sep	Sep
Chief Warrant Officer (W4)	Apr	Apr
Chief Warrant Officer (W3)	Jul	Jul
Chief Warrant Officer (W2)	Jun	Jun

Notes:

(1) An OER period may be extended for up to 92 days (semiannual) under certain conditions. Consult PERSMAN for further guidance.

(2) OERs for IDPL grades of CAPT, LTJG, and ENS are annual. All other IDPL OERs are biennial.

(3) Officers assigned to DUINS follow an annual/semiannual schedule according to school terms.

PREPARATION CHECKLIST (OPTIONAL):

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___ All fields completed (enter dates in YYYY/MM/DD format; enter only one occasion for report, leave f.c. blank if active duty).

___ Primary duty underlined or capitalized (no other text enhancements, such as underlining, bolding, or all capital letters, are allowed throughout the OER).

___ Attachments listed (only personal award citations, punitive letters, or letter reports for senior service school allowed).

Performance Evaluation (Sections 3-5 and 7-8)

___ Marks assigned according to standards which most closely describe Reported-on Officer's performance during the period.

___ Specific examples cited for each mark which deviated from "4". When applicable, comments on seamanship or almanship ability are distinct.

Comparison or Rating Scale and Potential (Sections 9 and 10):

___ Section 9 mark assigned according to the instructive clause on the form.

___ Comments describe Reported-on Officer's overall potential for greater responsibility (include, as appropriate, recommendations for promotion, special assignment, and command).

TIMELINE:

21 days before end of period:
Reported-on Officer submits to Supervisor a list of significant accomplishments during the period, supporting documents (as required), administrative data required for OER Section 1, and a completed OER page 4.

10 days after the period:
Supervisor sections of OER due to Reporting Officer.

30 days after the period:
Supervisor and Reporting Officer sections due to Reviewer.
Reviewer sends completed OER to OER Administrator.

45 days after the period:
OER due to CGPC for review and entry into official record.

TIPS FOR EFFECTIVE COMMENTS:

1. **Be specific.**
Concisely describe the performance by relating the action observed and its impact; quantify the action whenever possible and explain why it was important; avoid empty superlatives. Do not repeat the dimensions.

2. **Save space.**
Use information bullets; reduce the use of pronouns; use member's name sparingly, if at all; use action verbs and semicolons; and avoid excess words. Acronyms and abbreviations are effective only if they are common to all Coast Guard communities or are initially defined in the comments.

3. **Be clear.**
Don't lose the meaning. Watch for cryptic comments.

RESTRICTIONS:

Raters shall not mention a Reported-on Officer's: (1) First name; (2) Non-selection for promotion, including allusions thereto; (3) Record appeals; (4) Psychological or medical conditions; (5) marital or family status (including pregnancy); or (6) Performance observed outside the reporting period. Raters also shall not: (1) Expressly evaluate or place emphasis on gender, religion, color, race, or ethnic background (applies to both member and third parties); (2) Refer to any third party by name; or (3) Include information which is subject to a security classification. See PERSMAN for additional restrictions that apply to disciplinary proceedings.

13. **RETURN ADDRESS.** (Name and address to which a copy is sent after filing the original in the officer's record.)

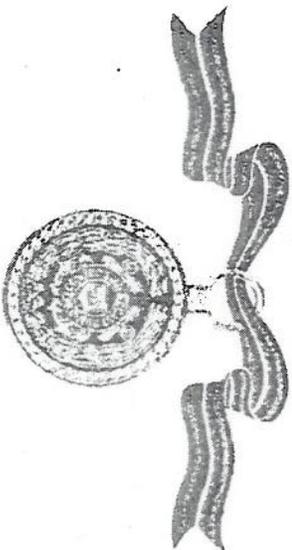
Commanding Officer
USCGC HEALY (WAGB-20)
Attn: LTJG J.E. NOEL
1519 Alaskan Way S.
Seattle, WA 98134

14. **OER ADMINISTRATOR REVIEW:**

a. Initials: _____ b. Date: _____

PRIVACY ACT STATEMENT

This information is requested under the authority of 14 U.S.C. 833 to determine an officer's suitability for promotion or job assignment. Submitting this information is mandatory. Failure to provide it could adversely affect promotion opportunities and job assignments or lead to disciplinary action.



UNITED STATES COAST GUARD

THIS IS TO CERTIFY THAT
THE COMMANDANT OF THE UNITED STATES COAST GUARD
HAS AWARDED THE
COAST GUARD ACHIEVEMENT MEDAL

TO
LIEUTENANT JUNIOR GRADE JESSICA E. NOEL
UNITED STATES COAST GUARD
FOR

SUPERIOR PERFORMANCE OF DUTY FROM MARCH 2002 TO MAY 2004



OFFICE OF THE COMMANDANT

Gerald M. Swanson
For the Commandant,
GERALD M. SWANSON
Captain, U. S. Coast Guard
Commanding Officer, Marine Safety Office
San Francisco Bay

GIVEN THIS 21ST DAY OF MAY 20 04

CITATION TO ACCO... ANY THE AWARD OF
THE COAST GUARD ACHIEVEMENT MEDAL
(GOLD STAR IN LIEU OF A SECOND)

TO

LIEUTENANT JUNIOR GRADE JESSICA E. NOEL

UNITED STATES COAST GUARD

Lieutenant Junior Grade NOEL is cited for superior performance of duty while serving in the Marine Environmental Response Branch at Marine Safety Office San Francisco Bay, Alameda, California, from March 2002 to May 2004. As Assistant Operations Officer, she planned and coordinated the unit's successful participation in seven oil spill exercises. Her superb efforts fostered multi-agency cooperation, improved Incident Command System integration, and strengthened contingency plans aimed at mitigating damage to the environment and natural resources. During the \$2.7 million Dredge Barge MONARCH removal, Lieutenant Junior Grade NOEL responded on scene and developed persuasive arguments against using a silt curtain to control water turbidity. Her astute examination of endangered species and insightful recommendation resulted in modifications to mitigation measures that ensured the highest possible net environmental benefit. Using a keen eye for detail as a Unit Awards Board member, Lieutenant Junior Grade NOEL skillfully reviewed and made revisions to over 70 awards packages, resulting in more precise and powerful recognition for the exemplary performance of fellow Coast Guard members. As Wellness Officer, she expertly planned the first unit-wide wellness profile that provided 69 members with comprehensive assessments of their overall health. This unique experience provided positive nutrition and physical activity suggestions and motivated many members to adopt healthier lifestyles. Displaying outstanding dedication and determination, Lieutenant Junior Grade NOEL enthusiastically completed the physically demanding entrance requirements and equally challenging 17-week course to become the second female Basic Dive Officer in Coast Guard history. Lieutenant Junior Grade NOEL's diligence, perseverance and devotion to duty are most heartily commended and are in keeping with the highest traditions of the United States Coast Guard.

The Operational Distinguishing Device is authorized.



OFFICER EVALUATION REPORT (MER)

Validation:

1. ADMINISTRATIVE DATA					(YYYY/M/DD)
a. NAME (Last)	(Initials)	b. SSN	c. RESERVE STATUS / DRILLS CONDUCTED		d. GRADE
NOEL	J. E.	[REDACTED]	<input checked="" type="checkbox"/> ADT <input type="checkbox"/> ADSW <input type="checkbox"/> IDT	DRILLS	O2
f. UNIT			g. ATU - OFFAC	h. DAYS NOT OBSERVED	i. DATE REPORTED
MSO SAN FRANCISCO BAY			11-33260	LV 39 OTHER 20	2002/03/04
j. PERIOD OF REPORT (YYYY/M/DD)		k. OCCASION FOR REPORT (Mark only one)		l. EXCEPTION REPORT	
2003/04/01 to 2004/01/31		<input checked="" type="radio"/> Annual/Semiannual <input type="radio"/> Detachment/Change of Reporting Officer <input type="radio"/> Detachment of Officer <input type="radio"/> Promotion		<input type="radio"/> Special <input type="radio"/> Concurrent	
					m. DATE SUBMITTED
					2003/12/31

2. DESCRIPTION OF DUTIES:
MARINE ENVIRONMENTAL RESPONSE (MER) OFFICER: Supervise & engage in daily response ops carried out by 1 CPO & 7 PO's to assess, investigate, & initiate response to oil discharges, hazardous material (HAZMAT) releases, & potential weapons of mass destruction (WMD) incidents. Plan, coordinate, & participate in training, drills, & Oil/Hazardous Substances Area Cmte mtgs. **COMMAND DUTY OFFICER (CDO):** Act as the Captain of the Port's (COTP) direct representative to public, industry, & other government agencies to coordinate, respond to, & mitigate all port activities & emergencies w/in AOR. **COLLATERAL DUTIES:** Sea Partners liaison.

ATTACHMENTS:

3. PERFORMANCE OF DUTIES: Measures an officer's ability to manage and to get things done.

a. PLANNING AND PREPAREDNESS:	1	2	3	4	5	6	7	NO	
Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and develop strategies.	Got caught by the unexpected; appeared to be controlled by events. Set vague or unrealistic goals. Used unreasonable criteria to set priorities and deadlines. Rarely had plan of action. Failed to focus on relevant information.	Consistently prepared. Set high but realistic goals. Used sound criteria to set priorities and deadlines. Used quality tools and processes to develop action plans. Identified key information. Kept supervisors and stakeholders informed.	Exceptional preparation. Always looked beyond immediate events or problems. Skillfully balanced competing demands. Developed strategies with contingency plans. Assessed all aspects of problems, including underlying issues and impact.						
b. USING RESOURCES:	Concentrated on unproductive activities or often overlooked critical demands. Failed to use people productively. Did not follow up. Mismanaged information, money or time. Used ineffective tools or left subordinates without means to accomplish tasks. Employed wasteful methods.	Effectively managed a variety of activities with available resources. Delegated, empowered, and followed up. Skilled time manager, budgeted own and subordinates' time productively. Ensured subordinates had adequate tools, materials, time and direction. Cost conscious, sought ways to cut waste.	Unusually skilled at bringing scarce resources to bear on the most critical of competing demands. Optimized productivity through effective delegation, empowerment, and follow-up control. Found ways to systematically reduce cost, eliminate waste, and improve efficiency.						
c. RESULTS/EFFECTIVENESS:	Routine tasks accomplished with difficulty. Results often late or of poor quality. Work had a negative impact on department or unit. Maintained the status quo despite opportunities to improve.	Got the job done in all routine situations and in many unusual ones. Work was timely and of high quality; required some of subordinates. Results had a positive impact on department or unit. Continuously improved services and organizational effectiveness.	Maintained optimal balance among quality, quantity, and timeliness of work. Quality of own and subordinates' work surpassed expectations. Results had a significant positive impact on unit or Coast Guard. Established clearly effective systems of continuous improvement.						
d. ADAPTABILITY:	Unable to gauge effectiveness of work or make adjustments when needed. Overlooked or screened out new information. Overreacted or responded slowly to change in direction or environment. Ineffective in ambiguous, complex, or pressured situations.	Receptive to change, new information, and technology. Effectively used benchmarks to improve performance and service. Monitored progress and changed course as required. Effectively dealt with pressure and ambiguity. Facilitated smooth transitions.	Rapidly assessed and adjusted to changing conditions, new information and technology. Very skilled at using and responding to measurement indicators. Crossed organizational improvements. Effectively dealt with extremely complex situations. Turned pressure and ambiguity into constructive forces for change.						
e. PROFESSIONAL COMPETENCE:	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. Made little effort to grow professionally. Used knowledge as power against others or bluffed rather than acknowledging ignorance. Effectiveness reduced due to limited knowledge of own organizational role and customer needs.	Competent and credible authority on specialty or operational issues. Acquired and applied excellent operational or specialty expertise for assigned duties. Showed professional growth through education, training and professional reading. Shared knowledge and information with others clearly and simply. Understood own organizational role and customer needs.	Superior expertise; advice and actions showed great breadth and depth of knowledge. Remarkable grasp of complex issues, concepts and situations. Rapidly developed professional growth beyond expectations. Vigorously conveyed knowledge, directly resulting in increased workplace productivity. Insightful knowledge of own role, customer needs, and value of work.						

COMMENTS:
 Diligently expanded knowledge! Actively supervised & engaged in response team daily ops; participated in 5 pollution responses, 2 HAZMAT responses, & 3 harbor patrols; increased effectiveness & understanding of Federal on Scene Coordinator's Representative (FOSCR) roles/responsibilities & completed 90% of qualification; positively impacted readiness of unit. Planned & coordinated USCG participation in 6 highly successful industry drills; enhanced working relationship, knowledge, & preparedness of CG/Industry to respond. Effectively leveraged scarce resources to assist CG Auxiliary & provide training to over 40 local Sea Cadets; 2 day training event introduced cadets to broad range of CG missions, roles, & responsibilities; cadets left w/positive impression; action reflected favorably upon self & CG. As CDO, flawlessly handled bomb threat to US Navy asset during OPSAIL 2003; captured & disseminated details in an accurate & timely manner; action resulting in hoax caller's arrest within hrs; brought great credit to COTP & CG. During \$1.5M derelict barge removal action, persuasively expressed COTP concerns during Endangered Species Act review of response actions by US Fish & Wildlife Service (USFWS) biologist; resulted in modification of mitigation measures required by USFWS; changes to protocols produced the highest possible net environmental benefit.

Previous Edition Obsolete

4. COMMUNICATION SKILLS: Measures an officer's ability to communicate in a positive, clear, and convincing manner.						
a. SPEAKING AND LISTENING Ability to speak effectively and listen to understand.	1 Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. Used inappropriate language or rambled. Nervous or distracting mannerisms detracted from message. Failed to listen carefully or was too argumentative.	3 Effectively expressed ideas and facts in individual and group situations; non-verbal actions consistent with spoken message. Communicated to people at all levels to ensure understanding. Listened carefully for intended message as well as spoken words.	5 Clearly articulated and promoted ideas before a wide range of audiences; accomplished speaker in both formal and extemporaneous situations. Adopted presenting complex or sensitive issues. Active listener; remarkable ability to listen with open mind and identify key issues.	7	NO	
b. WRITING Ability to express facts and ideas clearly and convincingly.	1 Written material frequently unclear, verbose, or poorly organized. Seldom proofread. Often submitted correspondence which was grammatically incorrect, tailored to wrong audience, or delivered by an inappropriate medium.	3 Written material clear, concise, and logically organized. Proofread conscientiously. Correspondence grammatically correct, tailored to audience, and delivered by an appropriate medium. Subordinates' material reflected same high standards.	5 Clearly and persuasively expressed complex or controversial material, directly contributing to stated objectives. Written or published material brought credit to the Coast Guard. Actively educated subordinates in effective writing.	7		

COMMENTS:
Highly effective communicator! Skillfully expressed environmental enforcement policy during local on-camera interview; portrayed CG as dedicated stewards of the marine environment; brought credit to command & self. Active listener in all forums; engaged in & facilitated open dialogue w/subordinates; resulted in atmosphere of trust that positively impacted Div. ops. Crafted highly professional correspondence recognizing good Samaritan effort by local tug operators during marine incident; COTP recognition strengthened CG/industry relationships.

5. LEADERSHIP SKILLS: Measures an officer's ability to support, develop, direct, and influence others in performing work.						
a. LOOKING OUT FOR OTHERS Ability to consider and respond to others' personal needs, capabilities, and achievements; support for and application of work-life concepts and skills.	1 Seldom recognized or responded to needs of people; left outside resources untapped despite apparent need. Ignorance of individual capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates.	3 Cared for people. Recognized and responded to their needs; referred to outside resources as appropriate. Considered individuals' capabilities to maximize opportunities for success. Consistently recognized and rewarded deserving subordinates.	5 Always accessible. Enhanced overall quality of life. Actively contributed to achieving balance among unit requirements, professional and personal responsibilities. Strong advocate for subordinates; ensured appropriate and timely recognition, both formal and informal.	7	NO	
b. DEVELOPING OTHERS Ability to use coaching, counseling, and training to provide opportunities for others' professional development.	1 Unreasonably restricted opportunities for professional growth; legal officers to narrow roles and discouraged the level of risk-taking necessary for learning. Lack of timely feedback left subordinates guessing.	3 Supported and provided opportunities for professional growth. Encouraged others to expand their roles, handle increased tasks and learn by doing. Allowed the appropriate level of risk-taking necessary for learning and mission accomplishment. Provided timely praise and constructive feedback.	5 Created challenging situations which optimized professional development and maximized opportunity for success. Guided, coached, and encouraged others to reach new levels of performance. Actively counseled others; identified professional potential, strengths and areas for improvement.	7		
c. DIRECTING OTHERS Ability to influence or direct others in accomplishing tasks or missions.	1 Showed difficulty in directing or influencing others. Low or unclear work standards reduced productivity. Failed to hold subordinates accountable for shoddy work or irresponsible actions. Unwilling to delegate authority to increase efficiency of task accomplishment.	3 A leader who earned others' support and commitment. Set high work standards; clearly articulated job requirements, expectations and measurements. Gained subordinates' accountability. When appropriate, delegated authority to those directly responsible for the task.	5 An inspirational leader who motivated others to achieve results not normally attainable. Won people over rather than imposing will. Clearly articulated vision; empowered subordinates to set goals and objectives to accomplish tasks. Modified leadership styles to best meet challenging situations.	7		
d. TEAMWORK Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.	1 Used teams ineffectively or at wrong times. Conflicts mismanaged or often left unresolved, resulting in decreased team effectiveness. Excluded team members from vital information. Skilled group discussions or did not contribute productively. Inhibited cross functional cooperation to the detriment of unit or service goals.	3 Skillfully used teams to increase unit effectiveness, quality, and service. Resolved or managed group conflict, enhanced cooperation, and involved team members in decision process. Valued team members' effectively negotiated work across functional boundaries to enhance support of broader mutual goals.	5 Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Major contributor to team effort. Established relationships and networks across a broad range of people and groups, raising awareness of mutual goals to a remarkable level.	7		
e. WORKPLACE CLIMATE Ability to value individual differences and promote an environment of involvement, innovation, open communication and respect.	1 Intolerant of individual differences, exhibited discriminatory tendencies toward others. Tolerated or contributed to an uncomfortable or degrading environment. Failed to take responsibility for own words and actions and their impact on others. Failed to support or enforce Coast Guard human resources policies.	3 Sensitive to individual differences. Encouraged open communication and respect. Promoted an environment which values fairness, dignity, creativity, and diverse perspectives. Took responsibility for own words and actions and their impact on others. Fully supported and enforced Coast Guard human resources policies.	5 Excelled at creating an environment of fairness, candor, and respect among individuals of diverse backgrounds and positions. Consistent use of different perspectives and opinions. Quickly took action against behavior inconsistent with Coast Guard human resources policies, or which detracted from mission accomplishment.	7		
f. EVALUATIONS The extent to which an officer, as Reported-on Officer and rater, conducted or required others to conduct accurate, timely evaluations for enlisted, civilian and officer personnel.	1 Reports were frequently late. Narratives inaccurate or of poor quality. Failed to uphold service performance standards by assigning accurate marks. Reports required revision or intervention by others. Failed to meet own OES responsibilities as Reported-on Officer.	3 Reports consistently submitted on time. Narratives were fair, concise, and contained specific observations of action and impact. Assigned marks against standards. Few reports, if any, returned for revision. Met own OES responsibilities as Reported-on Officer.	5 No reports submitted late. Narratives were insightful, of the highest quality, and always supported assigned marks. Subordinates' material reflected same high standards. No reports returned for revision. Returned reports to subordinates when appropriate.	7		

COMMENTS:
Quickly created rapport! Ensured subordinates rewarded for hard work; frequent recognition & dedication to welfare of crew positively affected morale; mbrs satisfied & optimum levels of productivity attained. As CDO & MER officer, assisted 5 members with CDO quals; skillful mentorship-aided mbrs' successful completion of CDO board on 1st try; watch section strength maintained & duty rotation enhanced. Successfully integrated trng into pollution case work; trainees enhanced knowledge of effective procedures for conducting & prosecuting pollution investigations; provided valuable experience to trainees improving readiness of unit. Integral mbr of CG team in Bay to Breakers road race & annual Marine Corps Mud Run/Obstacle Course; resulted in higher levels of camaraderie & esprit de corps; increased public awareness of CG & its missions; showcased CG spirit & teamwork. Keenly attuned to subordinates moods; resulted in early detection of problems; enabled mbrs to address personal/prof concerns early; maintained subordinate's performance at a high level. Held subordinates to clear & meaningful standards for performance; input on marks reflected standards; led to clearly documented performance & timely feedback. OER submitted early; enabled command to meet OES responsibilities.

6. SUPERVISOR AUTHENTICATION				
a. NAME AND SIGNATURE	b. GRADE	c. SSN	d. TITLE OF POSITION	e. DATE (YYYY/MM/DD)
[Redacted Signature]	O-3	[Redacted SSN]	ASST. CHIEF, Marine Env. Resp.	2004/01/21

7. REPORTING OFFICER COMMENTS: Provide additional information to supplement or amplify the Supervisor's evaluation.
Concur! A self-starter that generated enthusiasm & positive attitudes in all circumstances. Conscientiously & diligently performed tasks. Proactively pursued training opportunities to increase professional knowledge. Set up & successfully completed strict training regime to pass tough physical requirements for entry into CG Dive Officer School resulting in successful selection as a Dive Officer candidate. Sincere interest & desire to help others left positive impact on Dept & Command. Enthusiastic role model for subordinates/peers.

8. PERSONAL AND PROFESSIONAL QUALITIES: Measures selected qualities which illustrate the individual's character.

a. INITIATIVE: Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.	1. Postponed needed action. Implemented or supported improvements only when directed to do so. Showed little interest in career development. Feasible improvements in methods, services, or products went unexplored.	3. Championed improvement through new ideas, methods, and practices; self-starter. Anticipated problems and took prompt action to avoid or resolve them. Sought opportunities for own career development. Pursued productivity gains and enhanced mission performance by applying new ideas and methods.	5. Aggressively sought out additional responsibility. A self-learner. Made worthwhile ideas and practices work when others might have given up. Extremely innovative. Optimized use of new ideas and methods to improve work processes, decision-making, and service delivery.	7. NO
b. JUDGMENT: Ability to make sound decisions and provide valid recommendations by using facts, experience, common sense, and analytical thought.	1. Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts, alternatives, and impact. Did not effectively weigh risk, cost, and time considerations.	3. Demonstrated analytical thought and common sense in making decisions. Used facts, data, and experience, and considered the impact of alternatives. Weighed risk, cost and time considerations. Made sound decisions promptly with the best available information.	5. Combined keen analytical thought and insight to make appropriate decisions. Focused on the key issues and the most relevant information, even in complex situations. Did the right thing at the right time. Actions indicated awareness of impact and implications of decisions on others.	
c. RESPONSIBILITY: Ability to act ethically, courageously, and dependably and to pay the same in others; accountability for own and subordinates' actions.	1. Actions demonstrated questionable ethics or lack of commitment. Tolerated indifference or failed to hold subordinates accountable. Allowed organization to absorb personnel problems rather than confronting them as required. Tended not to speak up or get involved. Provided minimal support for decisions counter to own ideas.	3. Held self and subordinates personally and professionally accountable. Spoke up when necessary, even when expressing unpopular positions. Supported organizational policies and decisions which may have been counter to own ideas. Committed to the successful achievement of organizational goals.	5. Integrity and ethics beyond reproach. Always held self and subordinates to highest standards of personal and professional accountability. Did the right thing even when it was difficult. Succeeded in making even unpopular policies or decisions work. Actions demonstrated unwavering commitment to achievement of organizational goals.	
d. PROFESSIONAL PRESENCE: Ability to bring credit to the Coast Guard through one's actions, competence, demeanor, and appearance.	1. Unaware of general CG objectives; uncooperative or biased in interactions. Lost composure in difficult situations. Conveyed poor image of self and CG. Ignorant of or sloppy with common military courtesies. Uniform appearance and grooming below standard.	3. Knowledgeable in how CG objectives serve the public; cooperative and fair in all interactions. Composed in difficult situations. Conveyed positive image of self and CG. Well versed in military etiquette; precise in rendering and upholding military courtesies. Great care in uniform appearance and grooming.	5. Always self-assured, projected ideal CG image. Posed in response to others' provocative actions. Contributed leadership role in civilian/military community. Exemplified finest traditions of military customs and protocol. Meticulous uniform appearance and grooming; respected similar standards in others.	
e. HEALTH AND WELL-BEING: Ability to invest in the Coast Guard's future by caring for the physical health and emotional well-being of self and others.	1. Failed to meet minimum standards of weight control or sobriety. Tolerated or condoned others' alcohol abuse. Seldom considered subordinates' health and well-being. Unwilling or unable to recognize and manage stress despite apparent need.	3. Maintained weight standards. Committed to health and well-being of self and subordinates. Enhanced personal performance through activities supporting physical and emotional well-being. Recognized and managed stress effectively.	5. Remarkable vitality, enthusiasm, alertness and energy. Consistently contributed at high levels. Optimized personal performance through involvement in activities which supported physical and emotional well-being. Monitored and helped others deal with stress; enhance health and well-being.	

COMMENTS:
 Displayed great initiative & determination! Exhaustively coordinated 2-day CG mission intro & training event for local Sea Cadets; resulted in effective exposure of aviation, ops afloat/ashore, & marine safety programs to Cadets considering CG careers; youths & CG Aux. leader impressed with time/effort expended; brought credit to unit & CG. Convincingly persuaded USFWS to alter requirements during \$1.5M fed. response; resulted in greater protection of marine environment; increased interagency understanding & trust. Conscientiously required adherence to policy by self/subordinates in watch section; resulted in positive support of initially unpopular move of watch fm CG Island to Yurba Buena Island; actions improved discipline & raised morale. Actively educated local primary school children on CG Sea Partners program; increased public understanding & tapped children's enthusiasm to care for marine environment; portrayed CG in positive light; a credit to CG Aux, self, & unit. Worked diligently with overweight mbr to develop realistic goals & adhere to balanced training & nutrition program; mbr attained goals & meet WT. standards; effort invested positively in future of mbr & CG.

9. COMPARISON SCALE (FOR GRADES W2 TO O2): Compare this officer with others of the same grade whom you have known in your career.

UNSATISFACTORY	A QUALIFIED OFFICER	ONE OF THE MANY COMPETENT PROFESSIONALS WHO FORM THE MAJORITY OF THIS GRADE	AN EXCEPTIONAL OFFICER	A DISTINGUISHED OFFICER
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. POTENTIAL: Describe ability to assume greater leadership roles and responsibilities (e.g. command, special assignment, promotion, and special skills).
Unflappably motivated officer! Attentively developed ability to motivate others to perform at peak levels; resulted in genuine increase in productivity for self/subordinates. Industriously tuned & refined mentorship skills; made significant contributions to well-being of subordinates. Marked professional development. Hard work, dedication, & follow through resulted in selection to CG Dive Officer School; effort highlighted drive & ability to tackle newest & most challenging opportunities. Highly capable of hi-vis leadership positions & greater responsibility. **Ideal candidate for grad school/industry training or MSO Dept/Div Head; Highest recommendation for promotion.**

11. REPORTING OFFICER AUTHENTICATION

a. NAME AND SIGNATURE	b. GRADE	c. SSN	d. TITLE OF POSITION	e. DATE
[Signature]	O-4	[SSN]	CHIEF, Marine Env. Response	2004/01/31

12. REVIEWER AUTHENTICATION

a. NAME AND SIGNATURE	b. GRADE	c. SSN	d. TITLE OF POSITION	e. DATE
[Signature]	O-5	[SSN]	EXECUTIVE OFFICER	2004/02/19

INSTRUCTIONS

PURPOSE: The Officer Evaluation Report (OER) primarily provides information for officer corps promotion, selection, and assignment determinations. Secondary purposes include: (1) prescribing common standards of expected performance; (2) reinforcing Coast Guard values; and (3) acting as one means of performance feedback for the Reported-on Officer.

GUIDING INSTRUCTION: Chapter 10-A of the CG Personnel Manual, COMDTINST M1000.6 (series), contains all official guidance on OES requirements.

RESPONSIBILITIES: All Coast Guard officers and raters of CG officers should be aware of their OES responsibilities as outlined in the CG Personnel Manual.

SUBMISSION SCHEDULE:

Grade	Active Duty	IDPL
Captain	Apr	Apr
Commander	Mar	Mar
Lieutenant Commander	Apr	Apr
Lieutenant	May	May
Lieutenant (Junior Grade)	Jan and Jul	Jul
Ensign	Mar and Sep	Sep
Chief Warrant Officer (W4)	Apr	Apr
Chief Warrant Officer (W3)	Jul	Jul
Chief Warrant Officer (W2)	Jun	Jun

Notes:

(1) An OER period may be extended for up to 92 days (semiannual) under certain conditions. Consult PERSMAN for further guidance.

(2) OERs for IDPL grades of CAPT, LTJG, and ENS are annual. All other IDPL OERs are biennial.

(3) Officers assigned to DUINS follow an annual/semiannual schedule according to school terms.

TIMELINE:

21 days	before end of period: Reported-on Officer submits to Supervisor a list of significant accomplishments during the period, supporting documents (as required), administrative data required for OER Section 1, and a completed OER page 4.
10 days	after the period: Supervisor sections of OER due to Reporting Officer.
30 days	after the period: Supervisor and Reporting Officer sections due to Reviewer. Reviewer sends completed OER to OER Administrator.
45 days	after the period: OER due to CGPC for review and entry into official record.

RESTRICTIONS:

Raters shall not mention a Reported-on Officer's: (1) First name; (2) Non-selection for promotion, including allusions thereto; (3) Record appeals; (4) Psychological or medical conditions; (5) marital or family status (including pregnancy); or (6) Performance observed outside the reporting period. Raters also shall not: (1) Expressly evaluate or place emphasis on gender, religion, color, race, or ethnic background (applies to both member and third parties); (2) Refer to any third party by name; or (3) Include information which is subject to a security classification. See PERSMAN for additional restrictions that apply to disciplinary proceedings.

PREPARATION CHECKLIST (OPTIONAL):

Administrative Data and Description of Duties (Sections 1 and 2):

___ All fields completed (enter dates in YYYY/MM/DD format; enter only one occasion for report, leave 1.c. blank if active duty).

___ Primary duty underlined or capitalized (no other text enhancements, such as underlining, bolding, or all capital letters, are allowed throughout the OER).

___ Attachments listed (only personal award citations, punitive letters, or letter reports for senior service school allowed).

Performance Evaluation (Sections 3-5 and 7-8)

___ Marks assigned according to standards which most closely describe Reported-on Officer's performance during the period.

___ Specific examples cited for each mark which deviated from "4".
When applicable, comments on seamanship or airmanship ability are distinct.

Comparison or Rating Scale and Potential (Sections 9 and 10):

___ Section 9 mark assigned according to the instructive clause on the form.

___ Comments describe Reported-on Officer's overall potential for greater responsibility (include, as appropriate, recommendations for promotion, special assignment, and command).

TIPS FOR EFFECTIVE COMMENTS:**1. Be specific.**

Concisely describe the performance by relating the action observed and its impact; quantify the action whenever possible and explain why it was important; avoid empty superlatives. Do not repeat the dimensions.

2. Save space.

Use information bullets; reduce the use of pronouns; use member's name sparingly, if at all; use action verbs and semicolons; and avoid excess words. Acronyms and abbreviations are effective only if they are common to all Coast Guard communities or are initially defined in the comments.

3. Be clear.

Don't lose the meaning; watch for cryptic comments.

13. RETURN ADDRESS. (Name and address to which a copy is sent after filing the original in the officer's record.)

LTJG J.E. NOEL
Naval Diving & Salvage Training Center
c/o Coast Guard Liaison Office
Attn: LT Reagan (LTJG J. Noel)
Panama City, Fl 32407

14. OER ADMINISTRATOR REVIEW:

a. Initials: _____ b. Date: _____

PRIVACY ACT STATEMENT

This information is requested under the authority of 14 U.S.C. 833 to determine an officer's suitability for promotion or job assignment. Submitting this information is mandatory. Failure to provide it could adversely affect promotion opportunities and job assignments or lead to disciplinary action.

OFFICER EVALUATION REPORT (OER)

Validation:
FORM REQUEST ONLY
NO POSTAL RETURN SERVICE

1. ADMINISTRATIVE DATA

a. NAME (Last) NOEL		(Initials) J. E.	b. SSN [REDACTED]	c. RESERVE STATUS / DRILLS CONDUCTED <input checked="" type="checkbox"/> ADT <input type="checkbox"/> ADSW <input type="checkbox"/> IDT			d. GRADE 01	e. DATE OF RANK 2002/02/13
f. UNIT MSO SAN FRANCISCO BAY				g. ATU - OFFAC 11 - 33260	h. DAYS NOT OBSERVED LV 13 OTHER 40		i. DATE REPORTED 2002/03/04	
j. PERIOD OF REPORT (YYYYMM/DD) 2002/10/01 to 2003/03/31		k. OCCASION FOR REPORT (Mark only one) <input checked="" type="radio"/> Annual <input type="radio"/> Detachment/Charge of Reporting Officer <input type="radio"/> Detachment of Officer <input type="radio"/> Promotion			l. EXCEPTION REPORT <input type="checkbox"/> Special <input type="checkbox"/> Concurrent		m. DATE SUBMITTED 2003/03/31	

2. DESCRIPTION OF DUTIES:

MARINE ENVIRONMENTAL RESPONSE (MER) OFFICER: Supervise daily response ops carried out by 1 CPO & 7 PO's to assess, investigate, & initiate responses to oil discharges, hazardous material (HAZMAT) releases, & potential Weapons of Mass Destruction (WMD) incidents. **COMMAND DUTY OFFICER (CDO):** Captain of the Port's (COTP) direct rep to public, industry, & other government agencies to coordinate, respond, & mitigate all port activities & emergencies w/in AOR, including harbor safety & MHLS issues. **COLLATERAL DUTIES:** CDO Watch Coordinator, Unit Wellness Coordinator, FTS Calling Card Coordinator, & Sea Partner Liaison.

ATTACHMENTS: **CG ACHIEVEMENT MEDAL dated 1/15/03.**

3. PERFORMANCE OF DUTIES: Measures an officer's ability to manage and to get things done.

a. PLANNING AND PREPAREDNESS	1	2	3	4	5	NO
Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and develop strategies.	Got caught by the unexpected; appeared to be controlled by events. Set vague or unrealistic goals. Used unreasonable criteria to set priorities and deadlines. Rarely had plan of action. Failed to focus on relevant information.	Consistently prepared. Set high but realistic goals. Used sound criteria to set priorities and deadlines. Used quality tools and processes to develop action plans. Identified key information. Kept supervisors and stakeholders informed.	Exceptional preparation. Always looked beyond immediate events or problems. Skillfully balanced competing demands. Developed strategies with contingency plans. Assessed all aspects of problems, including underlying issues and impact.		<input type="radio"/>	<input type="radio"/>
b. USING RESOURCES	Concentrated on unproductive activities or often overlooked critical demands. Failed to use people productively. Did not follow up. Mismanaged information, ready or time. Used ineffective tools or left subordinates without means to accomplish tasks. Employed wasteful methods.	Effectively managed a variety of activities with available resources. Delegated, empowered, and followed up. Skilled time manager, budgeted own and subordinates' time productively. Ensured subordinates had adequate tools, materials, time and direction. Cost conscious, sought ways to cut waste.	Unusually skilled at bringing scarce resources to bear on the most critical of competing demands. Optimized productivity through effective delegation, empowerment, and follow-up control. Found ways to systematically reduce cost, eliminate waste, and improve efficiency.		<input type="radio"/>	<input type="radio"/>
c. RESULTS/EFFECTIVENESS	Routine tasks accomplished with difficulty. Results often late or of poor quality. Work had a negative impact on department or unit. Maintained the status quo despite opportunities to improve.	Got the job done in all routine situations and in many unusual ones. Work was timely and of high quality. Required some of subordinates. Results had a positive impact on department or unit. Consistently improved services and organizational effectiveness.	Maintained optimal balance among quality, quantity, and timeliness of work. Quality of own and subordinates' work surpassed expectations. Results had a significant positive impact on unit or Coast Guard. Established clearly effective systems of continuous improvement.		<input type="radio"/>	<input type="radio"/>
d. ADAPTABILITY	Unable to gauge effectiveness of work or make adjustments when needed. Overlooked or screened out new information. Overreacted or responded slowly to change in direction or environment. Ineffective in ambiguous, complex, or pressured situations.	Receptive to change, new information, and technology. Effectively used benchmarks to improve performance and service. Monitored progress and changed course as required. Effectively dealt with pressure and ambiguity. Facilitated smooth transitions.	Rapidly assessed and adjusted to changing conditions, new information and technology. Very skilled at using and responding to measurement indicators. Championed organizational improvements. Effectively dealt with extremely complex situations. Turned pressure and ambiguity into constructive forces for change.		<input type="radio"/>	<input type="radio"/>
e. PROFESSIONAL COMPETENCE	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. Made little effort to grow professionally. Used knowledge as power against others or bluffed rather than acknowledging ignorance. Effectiveness reduced due to limited knowledge of own organizational role and customer needs.	Competent and credible authority on specialty or operational issues. Acquired and applied excellent operational or specialty expertise for assigned duties. Showed professional growth through education, training and professional reading. Shared knowledge and information with others clearly and simply. Understood own organizational role and customer needs.	Superior expertise, advice and actions showed great breadth and depth of knowledge. Remarkable grasp of complex issues, concepts, and situations. Rapidly developed professional growth beyond expectations. Vigorously conveyed knowledge, directly resulting in increased workplace productivity. Insightful knowledge of own role, customer needs, and value of work.		<input type="radio"/>	<input type="radio"/>

COMMENTS:

Diligently expanded prof knowledge! Successfully completed 30-day tech-intensive HAZMAT school & 30-day port ops course; gained certification as HAZMAT Responder & qual as Pollution Investigator (PI). Greatly enhanced mbr's expertise for directing env response actions. Received CG ACH medal for superb effort as Documentation Unit Leader for \$20M dollar SS JACOB LUCKENBACH oil removal ops. Enthusiastically planned & coordinated highly successful 1st-ever unit wellness profile; achieved outstanding 77% participation & profiled 69 members w/ an accurate assessment of their current health; provided positive lifestyle suggestions & created a motivational atmosphere of excitement; effort prompted many members to adopt healthy lifestyle changes. Skillfully balanced personal & professional issues of CDO's as duty schedule coordinator; innovative solutions resulted in fair & equitable duty rotation w/ positive impact to watchstander morale. Enthusiastically modernized unit oil spill readiness gauge; improvements more accurately reflected current readiness & projected degradations for the next 2 transfer seasons; recommended insightful changes to unit training plan to close forecasted gaps. On short notice, crafted highly effective flag level brief that documented significant unit accomplishments over past year; concisely highlighted unit's demanding pers/optempo to PAC Area Commander.

Previous Edition Obsolete

4. COMMUNICATION SKILLS: Measures an officer's ability to communicate in a positive, clear, and convincing manner.								
a. SPEAKING AND LISTENING: Ability to speak effectively and listen to understand.	1 <input type="radio"/>	Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. Used inappropriate language or manner. Nervous or distracting transients detracted from message. Failed to listen carefully or was too argumentative.	3 <input type="radio"/>	Effectively expressed ideas and facts in individual and group situations; non-verbal actions consistent with spoken message. Communicated to people at all levels to ensure understanding. Listened carefully for intended message as well as spoken words.	5 <input checked="" type="radio"/>	Clearly articulated and promoted ideas before a wide range of audiences; accomplished speaker in both formal and extemporaneous situations. Adapt to presenting complex or sensitive issues. Active listener; remarkable ability to listen with open mind and identify key issues.	7 <input type="radio"/>	NO <input type="radio"/>
b. WRITING: Ability to express facts and ideas clearly and convincingly.	<input type="radio"/>	Written materials frequently unclear, verbose, or poorly organized. Seldom proofread. Often submitted correspondence which was grammatically incorrect, tailored to wrong audience, or delivered by an inappropriate medium.	<input type="radio"/>	Written material clear, concise, and logically organized. Proofread conscientiously. Correspondence grammatically correct, tailored to audience, and delivered by an appropriate medium. Subordinates' mailings reflected same high standards.	<input checked="" type="radio"/>	Clearly and persuasively expressed complex or controversial material, directly contributing to stated objectives. Written or published material brought credit to the Coast Guard. Actively educated subordinates in effective writing.	<input type="radio"/>	<input type="radio"/>

COMMENTS:
Enthusiastic public speaker! Presented lively brief to local civic organization showcasing complexity of multi agency oil spill response; presentation reflected very favorably on CG as documented in letter of thanks. Skillfully drafted concise info-documents to educate unit on benefits of wellness profile program; highly successful outreach achieved 77% participation. Calm, confident verbal skills put others at ease & encouraged open expression of ideas; quickly developed & applied counseling skills & effectively mentored peers & subordinates.

5. LEADERSHIP SKILLS: Measures an officer's ability to support, develop, direct, and influence others in performing work.								
a. LOOKING OUT FOR OTHERS: Ability to consider and respond to others personal needs, capabilities, and achievements; support for and application of work-life concepts and skills.	<input type="radio"/>	Seldom recognized or responded to needs of people; left outside resources untapped despite apparent need. Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates.	<input type="radio"/>	Cared for people. Recognized and responded to their needs; referred to outside resources as appropriate. Considered individuals' capabilities to maximize opportunities for success. Consistently recognized and rewarded deserving subordinates.	<input checked="" type="radio"/>	Always accessible. Enhanced overall quality of life. Actively contributed to achieving balance among unit requirements, professional and personal responsibilities. Strong advocate for subordinates; ensured appropriate and timely recognition, both formal and informal.	<input type="radio"/>	NO <input type="radio"/>
b. DEVELOPING OTHERS: Ability to use coaching, counseling, and training to provide opportunities for others' professional development.	<input type="radio"/>	Unreasonably restricted opportunities for professional growth; kept others in narrow roles and discouraged the level of risk-taking necessary for learning. Lack of timely feedback left subordinates guessing.	<input type="radio"/>	Supported and provided opportunities for professional growth. Encouraged others to expand their roles, handle important tasks and learn by doing. Allowed the appropriate level of risk-taking necessary for learning and mission accomplishment. Provided timely praise and constructive feedback.	<input checked="" type="radio"/>	Created challenging situations which optimized professional development and maximized opportunity for success. Guided, coached, and encouraged others to reach new levels of performance. Actively counseled others; identified professional potentials, strengths and areas for improvement.	<input type="radio"/>	<input type="radio"/>
c. DIRECTING OTHERS: Ability to influence or direct others in accomplishing tasks or missions.	<input type="radio"/>	Showed difficulty in directing or influencing others. Low or unclear work standards reduced productivity. Failed to hold subordinates accountable for shoddy work or responsible actions. Unwilling to delegate authority to increase efficiency of task accomplishment.	<input type="radio"/>	A leader who earned others' support and commitment. Set high work standards; clearly articulated job requirements, expectations and measurement criteria. Held subordinates accountable. When appropriate, delegated authority to those directly responsible for the task.	<input type="radio"/>	An inspirational leader who motivated others to achieve results not normally attainable. Won people over rather than imposing will. Clearly articulated vision; empowered subordinates to set goals and objectives to accomplish tasks. Modified leadership styles to best meet challenging situations.	<input type="radio"/>	<input type="radio"/>
d. TEAMWORK: Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.	<input type="radio"/>	Used teams ineffectively or at wrong times. Conflicts mismanaged or often left unresolved, resulting in decreased team effectiveness. Excluded team members from vital information. Stifled group discussions or did not contribute productively. Inhibited cross functional cooperation to the detriment of unit or service goals.	<input type="radio"/>	Skilfully used teams to increase unit effectiveness, quality and service. Resolved or managed group conflict, enhanced cooperation and involved team members in decision process. Valued team participant. Effectively negotiated work across functional boundaries to enhance support of broader mutual goals.	<input checked="" type="radio"/>	Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Major contributor to team effort. Established relationships and networks across a broad range of people and groups, raising accomplishments of mutual goals to a remarkable level.	<input type="radio"/>	<input type="radio"/>
e. WORKPLACE CLIMATE: Ability to value individual differences and promote an environment of involvement, innovation, open communication and respect.	<input type="radio"/>	Intolerant of individual differences, exhibited discriminatory tendencies toward others. Overated or contributed to an uncomfortable or degrading environment. Failed to take responsibility for own words and actions and their impact on others. Failed to support or enforce Coast Guard human resources policies.	<input type="radio"/>	Sensitive to individual differences. Encouraged open communication and respect. Promoted an environment which values fairness, dignity, creativity, and diverse perspectives. Took responsibility for own words and actions and their impact on others. Fully supported and enforced Coast Guard human resources policies.	<input checked="" type="radio"/>	Excelled at creating an environment of fairness, candor, and respect among individuals of diverse backgrounds and positions. Optimized use of different perspectives and opinions. Quickly took action against behavior inconsistent with Coast Guard human resources policies, or which detracted from mission accomplishment.	<input type="radio"/>	<input type="radio"/>
f. EVALUATIONS: The extent to which an officer, as Reported-on Officer and rater, conducted or required others to conduct accurate, timely evaluations for enlisted, civilian and officer personnel.	<input type="radio"/>	Reports were frequently late. Narratives inaccurate or of poor quality. Failed to uphold service performance standards by assigning accurate marks. Reports required revision or intervention by others. Failed to meet own OES responsibilities as Reported-on Officer.	<input type="radio"/>	Reports consistently submitted on time. Narratives were fair, concise, and contained specific observations of action and impact. Assigned marks upheld standards. Few reports, if any, returned for revision. Met own OES responsibilities as Reported-on Officer.	<input checked="" type="radio"/>	No reports submitted late. Narratives were insightful, of the highest quality and always supported assigned marks. Subordinates' mailings reflected same high standards. No reports returned for revision. Returned reports to subordinates when appropriate.	<input type="radio"/>	<input type="radio"/>

COMMENTS:
Displayed sound situational leadership skills. Following adverse situation counseled & assisted subordinate in obtaining professional help through EAP; follow-up resolved mbr's situation; significantly improving mbr's productivity & performance. Discovered omission in unit award eligibility list; documented mbr's contributions during award period & took corrective action; mbr's received, well deserved, recognition. Sought out by reserve PO to assist with Reserve Officer Candidate Indoctrination (ROCI) package; used experience to help mbr improve & submit a stronger application that accurately reflected accomplishments & ambitions; mbr ultimately selected for ROCI program. As CDO, confidently directed field teams responding to port emergencies & potential security situations. Stimulated unit interest in & researched & coordinated recurring CPR/ 1st-aid training; successfully trained 40% of unit. Led team providing key info on MER reserve program for Bud Sparks award application; info significantly strengthened package & helped unit earn recognition as award runner-up. Actively engaged rating chain during mid- & end of period performance reviews; used feedback to focus on areas for development. Clearly documented performance for timely, well-supported OER submission.

6. SUPERVISOR AUTHENTICATION					(YYYY/MM/DD)
a. NAME AND SIGNATURE	b. GRADE	c. SSN	d. TITLE OF POSITION	e. DATE	
[Redacted Signature]	0-3	[Redacted SSN]	ASST CHIEF, Marine Env. Response	2003 /04 /10	

b(6) + 7(c)

7. REPORTING OFFICER COMMENTS: Provide additional information to supplement or amplify the Supervisor's evaluation.
Concur! A proven high performer. Completed multiple prof courses & earned PI qual. Quickly become experienced field response officer. Went beyond immediate tasking to provide command w/insight into future readiness gaps. Highly enthusiastic wellness advocate. Skillfully managed program & achieved amazing success, enhancing unit health & morale. A flexible, productive officer; always-produced work of highest quality during high op-tempo. Sought out by subordinates for career advice; always displayed thoughtful, caring attitude w/ others.

8. PERSONAL AND PROFESSIONAL QUALITIES: Measures selected qualities which illustrate the individual's character.

a. INITIATIVE:	1	2	3	4	5	6	7	NO	
Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.	<input type="radio"/>	Postponed needed action. Implemented or supported improvements only when directed to do so. Showed little interest in career development. Feasible improvements in methods, services, or products went unexplored.	<input type="radio"/>	Championed improvement through new ideas, methods, and practices; self-starter. Anticipated problems and took prompt action to avoid or resolve them. Sought opportunities for own career development. Pursued productivity gains and enhanced mission performance by applying new ideas and methods.	<input type="radio"/>	Aggressively sought out additional responsibility. A self-starter. Made worthwhile ideas and practices work when others might have given up. Extremely innovative. Optimized use of new ideas and methods to improve work processes, decision-making, and service delivery.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to make sound decisions and provide valid recommendations by using facts, logic, common sense, and analytical thought.	<input type="radio"/>	Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts, alternatives, and impact. Did not effectively weigh risk, cost, and time considerations.	<input type="radio"/>	Demonstrated analytical thought and common sense in making decisions. Used facts, data, and experience, and considered the impact of alternatives. Weighed risk, cost and time considerations. Made sound decisions promptly with the best available information.	<input checked="" type="radio"/>	Combined keen analytical thought and insight to make appropriate decisions. Focused on the key issues and the most relevant information, even in complex situations. Did the right thing at the right time. Actions reflected awareness of impact and implications of decisions on others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to act ethically, conscientiously, and dependably and engage the same in others; accountability for own and subordinates' actions.	<input type="radio"/>	Actions demonstrated questionable ethics or lack of commitment. Tolerated indifference or failed to hold subordinates accountable. Allowed organization to absorb personal problems rather than confronting them as required. Tended not to speak up or get involved. Provided minimal support for decisions counter to own best.	<input type="radio"/>	Held self and subordinates personally and professionally accountable. Spoke up when necessary, even when expressing unpopular positions. Supported organizational policies and decisions which may have been counter to own ideas. Committed to the successful achievement of organizational goals.	<input checked="" type="radio"/>	Integrity and ethics beyond reproach. Always held self and subordinates to highest standards of personal and professional accountability. Did the right thing even when it was difficult. Succeeded in making even unpopular policies or decisions work. Actions demonstrated unwavering commitment to achievement of organizational goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to bring credit to the Coast Guard through one's actions, competence, demeanor, and appearance.	<input type="radio"/>	Unaware of general CG objectives; uncooperative or biased in interactions. Lost composure in difficult situations. Conveyed poor image of self and CG. Ignorant of or sloppy with common military courtesies. Uniform appearance and grooming below standard.	<input type="radio"/>	Knowledgeable in how CG objectives serve the public; cooperative and fair in all interactions. Composed in difficult situations. Conveyed positive image of self and CG. Well versed in military etiquette, precise in rendering and upholding military courtesies. Great care in uniform appearance and grooming.	<input checked="" type="radio"/>	Always self-assured, projected ideal CG image. Poised in response to others' provocative actions. Contributed leadership role in civilian/military community. Exemplified finest traditions of military customs and protocol. Meticulous uniform appearance and grooming; inspired similar standards in others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to invest in the Coast Guard's future by caring for the physical health and emotional well-being of self and others.	<input type="radio"/>	Failed to meet minimum standards of weight control or sobriety. Tolerated or condoned others' alcohol abuse. Seldom concerned subordinates' health and well-being. Unwilling or unable to recognize and manage stress despite apparent need.	<input type="radio"/>	Maintained weight standards. Committed to health and well-being of self and subordinates. Enhanced personal performance through activities supporting physical and emotional well-being. Recognized and managed stress effectively.	<input checked="" type="radio"/>	Remarkable vitality, enthusiasm, alertness and energy. Constantly contributed at high levels. Optimized personal performance through involvement in activities which supported physical and emotional well-being. Nurtured and helped others deal with stress, enhance health and well-being.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMENTS:
 Projected great energy & enthusiasm! Exceeded expectations creating oil spill readiness gauge for unit business plan; highlighted areas of concern w/strong supporting data revealing significant gaps over next 2 xfer seasons; unit adjusted trng plan to minimize impacts. During high profile stowaway case, showed close attention to detail, gathered critical info, & ensured proper notifications; initiated decisive actions to ensure swift & coordinated response by CG & INS personnel. As CDO, maintained highest level of accountability for all actions performed by self & watch personnel; consistently took responsibility for ensuring safety of field teams deployed while carrying out COTP duties. Energetic personality left very favorable impression of CG w/others; superbly represented CG while speaking at Propeller Club event; positive outreach w/ local civic organizations & local school brought credit to unit/CG. Maintained sound personal health & fitness program; conscientiously encouraged others to do same; sincere campaign resulted in extensive unit participation in wellness profile; significantly enhanced unit mbr's understanding of current health issues & improved unit-wide morale.

9. COMPARISON SCALE (FOR GRADES W2 TO O2): Compare this officer with others of the same grade whom you have known in your career.

UNSATISFACTORY	A QUALIFIED OFFICER	ONE OF THE MANY COMPETENT PROFESSIONALS WHO FORM THE MAJORITY OF THIS GRADE	AN EXCEPTIONAL OFFICER	A DISTINGUISHED OFFICER
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. POTENTIAL: Describe ability to assume greater leadership roles and responsibilities (e.g. command, special assignment, promotion, and special skills).
An energetic/confident officer! Constantly leaned forward to discharge duties w/professionalism & skill. Performance was consistently high w/each added responsibility. Built on strong interpersonal skills to develop valuable mentorship qualities. Energy & eagerness devoted to explore new opportunities highlight ROO's capability for exceptional performance at higher levels of responsibility. Highly capable of handling toughest, most challenging assignments. Strongly recommended for grad school or industry training. Determination & willingness to grow professionally are indicators of a bright future as a MSO Div/Dept Head. Promote at earliest opportunity!

11. REPORTING OFFICER AUTHENTICATION (YYYY/MM/DD)

a. NAME AND SIGNATURE	b. GRADE	c. SSN	d. TITLE OF POSITION	e. DATE
[Redacted]	O4	[Redacted]	CHIEF, Marine Environmental Resp	2003/05/06

12. REVIEWER AUTHENTICATION

a. COMMENTS ATTACHED (Required when the Reporting Officer is not a Coast Guard Officer or Coast Guard SES.)				
[Redacted]				
b. NAME AND SIGNATURE	c. GRADE	d. SSN	e. TITLE OF POSITION	f. DATE
[Redacted]	O5	[Redacted]	EXECUTIVE OFFICER	2003/05/12

INSTRUCTIONS

PURPOSE: The Officer Evaluation Report (OER) primarily provides information for officer corps promotion, selection, and assignment determinations. Secondary purposes include: (1) prescribing common standards of expected performance; (2) reinforcing Coast Guard values; and (3) acting as one means of performance feedback for the Reported-on Officer.

GUIDING INSTRUCTION: Chapter 10-A of the CG Personnel Manual, COMDTINST M1000.6 (series), contains all official guidance on OES requirements.

RESPONSIBILITIES: All Coast Guard officers and raters of CG officers should be aware of their OES responsibilities as outlined in the CG Personnel Manual.

SUBMISSION SCHEDULE:

Grade	Active Duty	IDPL
Captain	Apr	Apr
Commander	Mar	Mar
Lieutenant Commander	Apr	Apr
Lieutenant	May	May
Lieutenant (Junior Grade)	Jan and Jul	Jul
Ensign	Mar and Sep	Sep
Chief Warrant Officer (W4)	Apr	Apr
Chief Warrant Officer (W3)	Jul	Jul
Chief Warrant Officer (W2)	Jun	Jun

Notes:

- (1) An OER period may be extended for up to 92 days (semiannual) under certain conditions. Consult PERSMAN for further guidance.
- (2) OERs for IDPL grades of CAPT, LTJG, and ENS are annual. All other IDPL OERs are biennial.
- (3) Officers assigned to DUINS follow an annual/semiannual schedule according to school terms.

TIMELINE:

- 21 days** before end of period:
Reported-on Officer submits to Supervisor a list of significant accomplishments during the period, supporting documents (as required), administrative data required for OER Section 1, and a completed OER page 4.
- 10 days** after the period:
Supervisor sections of OER due to Reporting Officer.
- 30 days** after the period:
Supervisor and Reporting Officer sections due to Reviewer.
Reviewer sends completed OER to OER Administrator.
- 45 days** after the period:
OER due to CGPC for review and entry into official record.

RESTRICTIONS:

Raters shall not mention a Reported-on Officer's: (1) First name; (2) Non-selection for promotion, including allusions thereto; (3) Record appeals; (4) Psychological or medical conditions; (5) marital or family status (including pregnancy); or (6) Performance observed outside the reporting period. Raters also shall not: (1) Expressly evaluate or place emphasis on gender, religion, color, race, or ethnic background (applies to both member and third parties); (2) Refer to any third party by name; or (3) Include information which is subject to a security classification. See PERSMAN for additional restrictions that apply to disciplinary proceedings.

PREPARATION CHECKLIST (OPTIONAL):

Administrative Data and Description of Duties (Sections 1 and 2):

___ All fields completed (enter dates in YYYY/MM/DD format; enter only one occasion for report, leave 1.c. blank if active duty).

___ Primary duty underlined or capitalized (no other text enhancements, such as underlining, bolding, or all capital letters, are allowed throughout the OER).

___ Attachments listed (only personal award citations, punitive letters, or letter reports for senior service school allowed).

Performance Evaluation (Sections 3-5 and 7-8)

___ Marks assigned according to standards which most closely describe Reported-on Officer's performance during the period.

___ Specific examples cited for each mark which deviated from "4". When applicable, comments on seamanship or airmanship ability are distinct.

Comparison or Rating Scale and Potential (Sections 9 and 10):

___ Section 9 mark assigned according to the instructive clause on the form.

___ Comments describe Reported-on Officer's overall potential for greater responsibility (include, as appropriate, recommendations for promotion, special assignment, and command).

TIPS FOR EFFECTIVE COMMENTS:

1. Be specific.
Concisely describe the performance by relating the action observed and its impact; quantify the action whenever possible and explain why it was important; avoid empty superlatives. Do not repeat the dimensions.
2. Save space.
Use information bullets; reduce the use of pronouns; use member's name sparingly, if at all; use action verbs and semicolons; and avoid excess words. Acronyms and abbreviations are effective only if they are common to all Coast Guard communities or are initially defined in the comments.
3. Be clear.
Don't lose the meaning; watch for cryptic comments.

13. RETURN ADDRESS. (Name and address to which a copy is sent after filing the original in the officer's record.)

ENS J. E. NOEL

████████████████████
██████████ CA ██████████

14. OER ADMINISTRATOR REVIEW:

a. Initials: _____ b. Date: _____

PRIVACY ACT STATEMENT

This information is requested under the authority of 14 U.S.C. 833 to determine an officer's suitability for promotion or job assignment. Submitting this information is mandatory. Failure to provide it could adversely affect promotion opportunities and job assignments or lead to disciplinary action.



UNITED STATES COAST GUARD

THIS IS TO CERTIFY THAT
THE COMMANDANT OF THE UNITED STATES COAST GUARD
HAS AWARDED THE

COAST GUARD ACHIEVEMENT MEDAL

TO
ENSIGN JESSICA E. NOEL
UNITED STATES COAST GUARD

FOR

SUPERIOR PERFORMANCE OF DUTY FROM APRIL 2002 TO OCTOBER 2002

GIVEN THIS 15TH DAY OF January 03



G. M. Swanson
For the Commandant,

G. M. SWANSON
Captain, U. S. Coast Guard
Commanding Officer, Marine Safety Office
San Francisco Bay

CITATION TO ACCOMPANY THE AWARD OF
THE COAST GUARD ACHIEVEMENT MEDAL

TO

ENSIGN JESSICA E. NOEL

UNITED STATES COAST GUARD

Ensign NOEL is cited for superior performance of duty while serving at Marine Safety Office San Francisco Bay from April 2002 to October 2002. Demonstrating superb attention to detail, Ensign NOEL skillfully served as the Documentation Unit Leader during the successful removal of over 100,000 gallons of oil from the leaking shipwreck SS JACOB LUCKENBACH. Ensign NOEL expertly managed and catalogued an immense flow of incoming and outgoing documents associated with the twenty million dollar operation, efficiently collecting, organizing and archiving a huge inventory of logs, notes, letters, plans, photos, media clippings, and videotapes. She innovatively used the Coast Guard Research and Development Center's new Common Situational Display System to successfully share information electronically through the Internet regarding operations that were spread out over 225 miles of the California Coast. Ensign NOEL created an excellent incident website for the LUCKENBACH operations that was used extensively to disseminate data to key stakeholders on a daily basis. This innovative use of technology effectively reduced the number of incoming phone calls, and received strong interest and praise from senior officials throughout the Coast Guard. Ensign NOEL also assisted with the development of an oil dispersant plan, gathering critical information on dispersant availability, application methods, financial costs, and potential environmental effects. Ensign NOEL's research helped set the stage for the successful adoption of the first-ever pre-approved dispersant plan in the state of California. Ensign NOEL's diligence, perseverance, and devotion to duty are most heartily commended and are in keeping with the highest traditions of the United States Coast Guard.

