

**OFFICER EVALUATION REPORT**  
 For use of this form, see AR 623-3 the proponent agency is DCS, G-1. FOR OFFICIAL USE ONLY (FOUO)  
 SEE PRIVACY ACT STATEMENT IN AR 623-3

**PART I - ADMINISTRATIVE DATA**

a. NAME (Last, First, Middle Initial) <b>KELLY, PAUL T.</b>		b. SSN [REDACTED]	c. RANK <b>CPT</b>	d. DATE OF RANK (YYYYMMDD) <b>20090901</b>	e. BRANCH <b>AR</b>	f. DESIGNATED SPECIALTIES / PMOS (WO) <b>19A</b>
g 1 UNIT, ORG. STATION, ZIP CODE OR APO, MAJOR COMMAND <b>HHT, 1-14 CAV, 3-2 SBCT, APO, AE 09383</b>			g 2 STATUS CODE <b>FORSKOM</b>	h. REASON FOR SUBMISSION <b>10 Ext annual</b>		
i. PERIOD COVERED		j. RATED MONTHS	k. NONRATED CODES	l. NO. OF ENCL	m. RATED OFFICER'S APO EMAIL ADDRESS (.gov or mil)	n. UIC
FROM (YYYYMMDD) <b>20100607</b>	THRU (YYYYMMDD) <b>20120427</b>	<b>12</b>	<b>S,E,E</b>	<b>0</b>	<b>paul.kelly@us.army.mil</b>	<b>WJHJTO</b>
						o. CMD CODE <b>FC</b>
						p. PSB CODE <b>UA20</b>

**PART II - AUTHENTICATION (Rated officer's signature verifies officer has seen completed OER Parts I-VII and the admin data is correct)**

a. NAME OF RATER (Last, First, MI) <b>BRAMAN, DONALD T.</b>	SSN [REDACTED]	RANK <b>MAJ</b>	POSITION <b>Operations Officer</b>	SIGNATURE <b>BRAMAN, DONALD THOMAS 1012951</b>	DATE (YYYYMMDD) <b>20120617</b>
b. NAME OF INTERMEDIATE RATER (Last, First, MI)	SSN	RANK	POSITION	SIGNATURE	DATE (YYYYMMDD)
c. NAME OF SENIOR RATER (Last, First, MI) <b>DUNIVAN, JAMES K.</b>	SSN [REDACTED]	RANK <b>LTC</b>	POSITION <b>Squadron Commander</b>	SIGNATURE <b>DUNIVAN, JAMES K. 11171970</b>	DATE (YYYYMMDD) <b>20120617</b>
SENIOR RATER'S ORGANIZATION <b>HQ's, 1-14 CAV, 3-2 (SBCT) APO, AE 09383</b>		BRANCH <b>AR</b>	SENIOR RATER TELEPHONE NUMBER [REDACTED]	E-MAIL ADDRESS (.gov or .mil) <b>james.dunivan@us.army.mil</b>	
d. This is a referred report, do you wish to make comments? <input type="checkbox"/> Yes, comments are attached <input type="checkbox"/> No				e. SIGNATURE OF RATED OFFICER <b>KELLY, PAUL THOMAS 1281574</b>	DATE (YYYYMMDD) <b>20120617</b>

**PART III - DUTY DESCRIPTION**

a. PRINCIPAL DUTY TITLE **Assistant Operations Officer** b. POSITION AOC/BR **19A/AR**

c. SIGNIFICANT DUTIES AND RESPONSIBILITIES. REFER TO PART IVa, DA FORM 67-9-1

**Assistant Operations Officer for the U.S. Army's first Reconnaissance, Surveillance and Target Acquisition (RSTA) Squadron consisting of a Headquarters Troop, three Ground Reconnaissance Troops, one Surveillance Troop, and one Military Intelligence Company. Assists the Operations Officer with planning, resourcing, preparing and executing daily garrison and tactical combat operations and training for a rapidly deployable combat unit. Assists the Operations Officer in overseeing the Squadron's training management system to ensure tough, realistic training. Primary areas of emphasis include coordination and integration of combat, combat support, and combat service support units in both combat and training, development and management of all maneuver and live fire training programs. Assists in the development of SBCT doctrine and Tactics, Techniques, and Procedures.**

**PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM (Rater)**

**CHARACTER** *Disposition of the leader: combination of values, attributes, and skills affecting leader actions*

a. ARMY VALUES (Comments mandatory for all "NO" entries. Use PART Vb)	Yes	No	Yes	No
<b>1. HONOR:</b> Adherence to the Army's publicly declared code of values	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>5. RESPECT:</b> Promotes dignity, consideration, fairness, & EO	<input checked="" type="checkbox"/>
<b>2. INTEGRITY:</b> Possesses high personal moral standards, honest in word and deed	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>6. SELFLESS-SERVICE:</b> Places Army priorities before self	<input checked="" type="checkbox"/>
<b>3. COURAGE:</b> Manifests physical and moral bravery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>7. DUTY:</b> Fulfills professional, legal, and moral obligations	<input checked="" type="checkbox"/>
<b>4. LOYALTY:</b> Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the soldier	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>

**b. LEADER ATTRIBUTES / SKILLS / ACTIONS:** First, mark "YES" or "NO" for each block. Second, choose a total of six that best describe the rated officer. Select one from ATTRIBUTES, two from SKILLS (Competence), and three from ACTIONS (LEADERSHIP). Place an "X" in the appropriate numbered box with optional comments in PART Vb. **Comments are mandatory in Part Vb for all "No" entries.**

<b>b.1. ATTRIBUTES (Select 1)</b> Fundamental qualities and characteristics	<input checked="" type="checkbox"/> <b>1. MENTAL</b> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Possesses desire, will, initiative, and discipline	<input type="checkbox"/> <b>2. PHYSICAL</b> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Maintains appropriate level of physical fitness and military bearing	<input type="checkbox"/> <b>3. EMOTIONAL</b> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Displays self-control; calm under pressure
	<input checked="" type="checkbox"/> <b>1. CONCEPTUAL</b> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Demonstrates sound judgment, critical/creative thinking, moral reasoning	<input type="checkbox"/> <b>2. INTERPERSONAL</b> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Shows skill with people: coaching, teaching, counseling, motivating and empowering	<input type="checkbox"/> <b>3. TECHNICAL</b> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Possesses the necessary expertise to accomplish all tasks and functions
<b>b.3. ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform: influencing, operating, and improving</b>	<input type="checkbox"/> <b>1. COMMUNICATING</b> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Displays good oral, written, and listening skills for individuals / groups	<input checked="" type="checkbox"/> <b>2. DECISION-MAKING</b> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Employs sound judgment, logical reasoning and uses resources wisely	<input type="checkbox"/> <b>3. MOTIVATING</b> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Inspires, motivates, and guides others toward mission accomplishment
	<input checked="" type="checkbox"/> <b>4. PLANNING</b> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Develops detailed, executable plans that are feasible, acceptable, and suitable	<input checked="" type="checkbox"/> <b>5. EXECUTING</b> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Shows tactical proficiency, meets mission standards, and takes care of people/resources	<input type="checkbox"/> <b>6. ASSESSING</b> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Uses after-action and evaluation tools to facilitate consistent improvement
	<input type="checkbox"/> <b>7. DEVELOPING</b> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Invests adequate time and effort to develop individual subordinates as leaders	<input type="checkbox"/> <b>8. BUILDING</b> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Spends time and resources improving teams, groups and units, fosters ethical climate	<input type="checkbox"/> <b>9. LEARNING</b> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Seeks self-improvement and organizational growth: envisioning, adapting and leading change

c. APFT: **PASS** DATE: **20111025** HEIGHT: **69** WEIGHT: **178** YES

d. OFFICER DEVELOPMENT - MANDATORY YES OR NO ENTRY FOR RATERS OF CPTs, LTs, CW2s, AND WO1s.  
 WERE DEVELOPMENTAL TASKS RECORDED ON DA FORM 67-9-1a AND QUARTERLY FOLLOW-UP COUNSELINGS CONDUCTED? 
 YES  NO

NAME KELLY, PAUL T.

SSN [REDACTED]

PERIOD COVERED 20100607

20120427

PART V - PERFORMANCE AND POTENTIAL EVALUATION (Rater)

a. EVALUATE THE RATED OFFICER'S PERFORMANCE DURING THE RATING PERIOD AND HIS/HER POTENTIAL FOR PROMOTION

- OUTSTANDING PERFORMANCE, MUST PROMOTE**
- SATISFACTORY PERFORMANCE, PROMOTE**
- UNSATISFACTORY PERFORMANCE, DO NOT PROMOTE**
- OTHER (Explain)**

b. COMMENT ON SPECIFIC ASPECTS OF THE PERFORMANCE, REFER TO PART III, DA FORM 67-9 AND PART IVa, b, AND PART Vb, DA FORM 67-9-1.

CPT Kelly has outperformed all other staff officers in the squadron. Prior to his arrival to the squadron and during his short time working as a plans officer for brigade, he was the lead planner for the brigade's no-notice deployment to Afghanistan. Paul planned and oversaw the brigades time-phased force and deployment data while temporary duty at Scott air force base, as well as managed the required mandatory training for all Soldiers in the brigade prior to the deployment. During the brigade's national training center rotation, Paul served as the brigade day battle captain, refining battle drills and standard operating procedures to be used later in combat. As the task force 1-14 assistant operations officer the publication of five base operations order, 24 targeting fragementary orders, and six concept of operations briefs was due to Paul's ability to plan and synchronize all the staff elements to support the maneuver plan. In addition, Paul directly managed the battle captain as he was the link between current and future operations for the task force, requesting and managing all enabler support; military working dog, explosive ordance deposal. In addition Paul had the competence to ensure the battle captain was properly training "while in contact".

c. COMMENT ON POTENTIAL FOR PROMOTION.

Absolutely unlimited potential. CPT Kelly will excell in his next position as a recce troop commander. Promote below the zone to major and assign to the toughest jobs.

d. IDENTIFY ANY UNIQUE PROFESSIONAL SKILLS OR AREAS OF EXPERTISE OF VALUE TO THE ARMY THAT THIS OFFICER POSSESSES. FOR ARMY COMPETITIVE CATEGORY CPT ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

Would serve Army best in: MFE / 19

PART VI - INTERMEDIATE RATER

PART VII - SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE

I currently senior rate 22 officer(s) in this grade

A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review  YES  NO (Explain in c)

- BEST QUALIFIED**
- FULLY QUALIFIED**
- DO NOT PROMOTE**
- OTHER (Explain below)**

b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

ABOVE CENTER OF MASS

RO: CPT KELLY PAUL T

SR: LTC DUNIVAN JAMES K

DATE: 2012 06 18

TOTAL RATINGS: 10

RATINGS THIS OFFICER: 1

c. COMMENT ON PERFORMANCE/POTENTIAL

CPT Paul Kelly is one of the two best Captains on the Squadron Staff and clearly in the top ten percent of his year group. He was instrumental in preparing the Squadron to deploy and generate combat power for action in support of OEF. His role in synchronizing daily operations and the planning of future operations has been instrumental in translating my intent to the commanders and ensuring the success of the Squadron. He exemplifies selfless service and is held in high regard by his peers, subordinates and seniors alike. Ready to take command of Soldiers now, he is being assigned to lead a Recce Troop in combat. An officer of unlimited potential, CPT Kelly should be promoted below the zone to Major and assigned to the most demanding positions that involve leading Soldiers.

d. LIST THREE FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED FOR ARMY COMPETITIVE CATEGORY CPT, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

Troop Commander, SQDN/BN S3, MCCC Instructor

Would serve Army best in: MFE / 19