

**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>A TROOP, 1-14 CAV, 3-2 SBCT, JBLM, WA 98433 FORSCOM</b>				g. 2. STATUS CODE <b>19</b>	h. REASON FOR SUBMISSION <b>AHRC Directed</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>20130307</b> THRU (YYYYMMDD) <b>20140131</b>		<b>11</b>		<b>0</b>	<b>paul.t.kelly.mil@mail.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>HALVORSON, ROBERT, D</b>	SSN [REDACTED]	RANK <b>LTC</b>	POSITION <b>Squadron Commander</b>	SIGNATURE 	DATE (YYYYMMDD) <b>20140212</b>
b. NAME OF INTERMEDIATE RATER (Last, First, MI)	SSN	RANK	POSITION	SIGNATURE	DATE (YYYYMMDD)
c. NAME OF SENIOR RATER (Last, First, MI) <b>BAIR, HUGH D.</b>	SSN [REDACTED]	RANK <b>COL</b>	POSITION <b>Brigade Commander</b>	SIGNATURE 	DATE (YYYYMMDD) <b>20140212</b>
SENIOR RATER'S ORGANIZATION <b>HQs, 3-2 SBCT JBLM, WA 98433</b>		BRANCH <b>IN</b>	SENIOR RATER TELEPHONE NUMBER [REDACTED]	E-MAIL ADDRESS (.gov or .mil) <b>hugh.bair@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 	DATE (YYYYMMDD) <b>20140212</b>

**PART III - DUTY DESCRIPTION**

a. PRINCIPAL DUTY TITLE <b>TROOP COMMANDER</b>	b. POSITION AOC/BR <b>19C/AR</b>
c. SIGNIFICANT DUTIES AND RESPONSIBILITIES REFER TO PART IVa, DA FORM 67-9-1. <b>Commander of a Cavalry Troop assigned to a Reconnaissance, Surveillance and Target Acquisition (RSTA) Squadron in the Army's First Stryker Brigade Combat Team. Charged with 96 Cavalry Scouts, Infantrymen, Fire Supporters, 20 vehicles to include 16 Stryker combat vehicles and associated equipment valued in excess of \$ 65 million. Responsible for the planning, coordination, and execution of training and maintenance operations that develop and sustain a cohesive, effective, and combat ready Troop capable of accomplishing all missions, prepared for deployment in support of PACOM or as a part of the Global Response Force. Responsible for the health, morale, and welfare of all assigned Soldiers and their families.</b>	

**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
1. HONOR: Adherence to the Army's publicly declared code of values	<input checked="" type="checkbox"/>	<input type="checkbox"/>	5. RESPECT: Promotes dignity, consideration, fairness, & EO	<input checked="" type="checkbox"/> <input type="checkbox"/>
2. INTEGRITY: Possesses high personal moral standards, honest in word and deed	<input checked="" type="checkbox"/>	<input type="checkbox"/>	6. SELFLESS-SERVICE: Places Army priorities before self	<input checked="" type="checkbox"/> <input type="checkbox"/>
3. COURAGE: Manifests physical and moral bravery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	7. DUTY: Fulfills professional, legal, and moral obligations	<input checked="" type="checkbox"/> <input type="checkbox"/>
4. LOYALTY: 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 checked="" 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.1. ATTRIBUTES (Select 1) Fundamental qualities and characteristics	<input checked="" type="checkbox"/> 1. MENTAL Possesses desire, will, initiative, and discipline	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> 2. PHYSICAL Maintains appropriate level of physical fitness and military bearing	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> 3. EMOTIONAL Displays self-control; calm under pressure	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
b.2. SKILLS (Competence) (Select 2) Skill development is part of self-development; prerequisite to action	<input type="checkbox"/> 1. CONCEPTUAL Demonstrates sound judgment, critical/creative thinking, moral reasoning	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> 2. INTERPERSONAL Shows skill with people: coaching, teaching, counseling, motivating and empowering	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input checked="" type="checkbox"/> 3. TECHNICAL Possesses the necessary expertise to accomplish all tasks and functions	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
<input checked="" type="checkbox"/> 4. TACTICAL Demonstrates proficiency in required professional knowledge, judgment, and warfighting <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO						
b.3. ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform, influencing, operating, and improving						
INFLUENCING Method of reaching goals while operating / improving	<input type="checkbox"/> 1. COMMUNICATING Displays good oral, written, and listening skills for individuals / groups	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input checked="" type="checkbox"/> 2. DECISION-MAKING Employs sound judgment, logical reasoning and uses resources wisely	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> 3. MOTIVATING Inspires, motivates, and guides others toward mission accomplishment	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
OPERATING Short-term mission accomplishment	<input checked="" type="checkbox"/> 4. PLANNING Develops detailed, executable plans that are feasible, acceptable, and suitable	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input checked="" type="checkbox"/> 5. EXECUTING Shows tactical proficiency, meets mission standards, and takes care of people/resources	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> 6. ASSESSING Uses after-action and evaluation tools to facilitate consistent improvement	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
IMPROVING Long-term improvement in the Army its people and organizations	<input type="checkbox"/> 7. DEVELOPING Invests adequate time and effort to develop individual subordinates as leaders	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> 8. BUILDING Spends time and resources improving teams, groups and units, fosters ethical climate	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> 9. LEARNING Seeks self-improvement and organizational growth, envisioning, adapting and leading change	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO

c. APFT: **PASS**      DATE: **20130621**      HEIGHT: **70**      WEIGHT: **187**      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  NA

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 Paul Kelly is one of the top three commanders in this talent laden RSTA Squadron. He is the most intelligent and meticulous company grade officer I have served with in 18 years of service and leads his Troop brilliantly. Taking command after redeploying from Afghanistan, Paul immediately showed his talent by making A Troop the most ready unit in the Squadron. His unit's efforts to make material and personnel readiness a priority have been evident and he lived the concept of "Ready to Fight." His Troop was also the first to make mission command a priority, creating the first functional Company level Command Post vehicle in the 3-2 SBCT. Paul has embraced the 7ID and Squadron Leader Development Program and has created an integrated and effective Troop level LDP which is building the future Troop and Company Commanders and First Sergeants for the United States Army. He has trained his Troop and is prepared to execute the first DATE NTC rotation for a Stryker Brigade Combat Team. His Troop performed magnificently at the Yakima Training Center and he has created a competent and tactical group of officers and Troopers who are prepared to execute any mission. The rated officer has initiated an Army Multi-Source Assessment Feedback/360 as required by AR 350-1 and is committed to the prevention of any form of harassment/assault.

c. COMMENT ON POTENTIAL FOR PROMOTION.

Unlimited potential. Promote to MAJ ahead of peers. Must select for resident CGSC.

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

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

I currently senior rate 52 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)

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

CENTER OF MASS

RO: CPT KELLY PAUL T

SR: COL BAIR HUGH D

DATE: 2014 02 18

TOTAL RATINGS: 22

RATINGS THIS OFFICER: 1

c. COMMENT ON PERFORMANCE/POTENTIAL

Exceptional performance! Ranks in the top 25% of all commanders in the SBCT and is in the top 5% of all Company Grade Officers. CPT Paul Kelly is absolutely excelling in all aspects of command. Paul's company performed superbly during a recent Decisive Action rotation at the National Training Center where his tactical and technical proficiency and excellent decision-making enabled his troop to complete every mission despite austere and dynamic conditions. Mature beyond his years, CPT Kelly already displays the attributes expected of more experienced officer. Intelligent, physically fit, and able to operate with little guidance, Paul epitomizes the Warrior Ethos. Unlimited potential to serve in positions of increased responsibility. Promote to Major and immediately select for resident ILE.

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.

CTC Observer/Trainer, MCCC Instructor, Battalion S3  
MFE / 19