



**SECTION 8**

**GUIDE TO APPRAISAL REPORT  
WRITING**

**ARMED FORCES PERSONNEL CENTRE**

**CLERICAL TRAINING WING**

**STUDENT HANDOUT**

**GUIDE TO APPRAISAL REPORT WRITING**

**CHAPTER 1 – GENERAL INSTRUCTIONS**

**INTRODUCTION**

**The Aim of Appraisal Reports**

1.01. The aim of Appraisal Reports is to provide the information necessary to ensure that each officer and soldier can have a full and useful career and reach the highest rank compatible with his/her qualities and experience.

1.02. It is the duty of the reporting officer responsible to ensure that every officer and soldier under his command eligible for an Appraisal Report receives one each year. If there is any doubt he/she is to consult the Armed Forces Personnel Centre (AFPC). Eligibility is to be based on the following:

- a. Re port coverage (See paragraph 1.10)
- b. Reports are to cover at least a 6 month period in the substantive rank held at the time.
- c. Reports must not be advanced or delayed more than 3 months either side of the report dates.

1.03. Reports are to reflect the performance and standards achieved over the full reporting period. An Appraisal Report is to produce a clear assessment of an individual's qualities and potential for promotion and employment, based on his performance during the period under review. Honest, full and objective reports are essential, not only for the benefit of the individual, but also in the interests of his Unit and the Army.

1.04. Reporting officers are to be conscious of the importance and influence of the Appraisal Report on an officer's/soldier's career. As the AFPC is responsible for the general management of an individual's career, including promotion, their advice is to be sought whenever doubt arises.

**Confidentiality**

1.05. Appraisal Reports contain privileged information and are 'confidential' between the individual reported on, the reporting officers and the appropriate staff of the AFPC. The confidentiality of the report must be respected with the necessary measures for the dispatch and handling of Appraisal Reports. They must be submitted through the correct channels and be seen only by those responsible for their completion, processing and final custody.

### **Classification**

1.06. The reports are graded RESTRICTED – STAFF when completed.

### **Method of Submission**

1.07. Appraisal Reports are to be submitted on RSLAF F2047 (for all soldiers) or RSLAF F2077 (for all officers) as appropriate. These forms have been devised to achieve a common standard of reporting, without which fair selection is impossible.

### **Instructions for Completion**

1.08. Detailed instructions for completion of the two report forms are given in Chapter 2 for Officers and Chapter 3 for soldiers.

### **Report Coverage**

1.09. Reports are to be completed annually for all officers and soldiers of the RSLAF.

### **Dates of Completion**

1.10. Completed reports **MUST** reach the AFPC 28 days after the end of the reporting period given below for each Rank Group in order for the necessary administrative action to be taken. Annual promotion boards are convened according to the dates given below and late submissions or non-receipt of reports will seriously prejudice an individual's career. In general, reports should be completed along the following timelines.

Rank Group	Proposed Reporting Period	Promotion Board (PB)	Effective Seniority Date
LCpls and Ptes	1 Jan – 31 Dec	March	1 April
Corporals	1 Jan – 31 Dec	March	1 April
Sergeants and Above	1 Jul – 30 Jun	September	1 October
Captains and Below	1 Jan – 31 Dec	March	1 April
Majors and Lieutenant Colonels	1 Jul – 30 Jun	September	1 October
Colonels and Above	As Required		

### **Overgrading**

1.11. Occasionally reporting officers mistakenly believe they can favour an individual of their Unit by grading him above his true worth. Such overgrading is unlikely to achieve the result the reporting officer may desire. As current reports are compared with earlier ones any

overgrading becomes apparent. It is the duty of the CO AFPC to draw the attention of promotion boards to cases of perceived overgrading. The result can be that:

- a. The individual may suffer by being promoted prematurely.
- b. The reports of other individual's reported on by the same officer become suspect.
- c. The reporting system may be devalued and brought into question.
- d. The reporting officer loses credibility.

**CHAPTER 2 – INSTRUCTIONS FOR COMPLETING OFFICERS’ APPRAISAL REPORT RSLAF F2077**

**General**

2.01. The RSLAF F2077 is designed for reporting on all officers of the RSLAF

**Instructions for Completion**

2.02. Instructions for the completion of the RSLAF F2077 are given below:

- a. Enter the dates in groups of 2 figures, i.e. 31 12 02 for 31 December 2002.

From	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; height: 20px;"></td> <td style="width: 25%; height: 20px;"></td> <td style="width: 25%; height: 20px;"></td> </tr> </table>				To	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; height: 20px;"></td> <td style="width: 25%; height: 20px;"></td> <td style="width: 25%; height: 20px;"></td> </tr> </table>			

For Annual reports the ‘to’ date should be the dates given at Chap 1, para 1.10.

2.03. Personal detail boxes are to be completed by the AFPC with the information already held on the Database. Once the reports are issued to units, Adjutants must ensure the information on the front cover of the report is correct. Any amendments must be given to the AFPC as soon as possible.

Personal Details

Surname and Initials:		Service Number	Rank and Seniority Date
Date of Birth	Parent Unit	Present Unit	Date TOS
5 MAY 60	AFPC	AFPC	2009
Appointment		Type of Commission	
		ADMINISTRATIVE	

For AFPC Use only	
Report Received	
Put on Database	
PB Date	
PB Date	
PB Date	
PB Date	

**Characteristics**

5. How do you assess the officer in the following characteristics:

<b>CHARACTERISTICS</b> Insert a cross (x) inside the appropriate box	Excellent	Good	Average	Weak	<b>Supplementary Comments (where relevant)</b>
Zeal and Energy					
Reliability					
Common Sense and Judgement					
Intelligence					
Leadership and Man Management					
Initiative					
Technical Ability (Specialist)					
Tactical Ability					
Powers of Oral Expression					
Powers of written Expression					
Organizing and Administrative Ability					
Tact and Co-operation					

2.04. To complete these boxes, the reporting officer is to follow the guidelines given in Chapter 4. He should enter a cross in the relevant box. On completion of the boxes a picture of the officer’s character and capabilities should emerge for expansion in the written assessment. In case of insufficient evidence, an estimated assessment should be made and identified as such by circling the cross. If necessary, reference should be made to this in the written assessment.

**Written Assessment:**

**Written Assessment:**

2.05. The written assessment is the main emphasis for promotion boards. It should be completed with great care. The written assessment should be completed using the 4 Ps as follows:

- a. **Post** – Annotate what job the officer is actually doing. How has he/she Been employed during the reporting period
- b. **Performance.** - Say how well the individual has carried out his/her duties during the reporting period. Highlight any particular task that the individual has accomplished during this time.

c. **Personality**. – Describe what the individual is like. Does he/she get on with other members of the unit? Is he/she quite, loud, outgoing, introvert, shy? Does he/she display his/her officer qualities?

d. **Potential**. – Is the individual recommended for promotion? State in your opinion how far up the officer ranks he/she is likely to achieve.

6. Assessment. Grading by the standard required for his rank service, I assess this officer in his SUBSTANTIVE rank as:-

- |    |           |   |
|----|-----------|---|
| a. | Excellent | A |
| b. | Good      | B |
| c. | Average   | C |
| d. | Weak      | D |



2.06. You should assess the work of the officer in his substantive rank covering the whole of the reporting period. The grading are defined as follows:

a. **Weak (D)** - This officer is unreliable, weak and requires constant Supervision. He displays poor officer qualities and does not react to advice or Warnings. He is undeserving of retention in his rank and should he continue in this vein, action should be taken to dismiss him from the Republic of Sierra Leone Armed Forces.

b. **Average (C)**. – This officer has carried out his duties consistently and satisfactorily. A recently promoted officer may have occasional lapses, arising from over-enthusiasm or lack of experience, but these may well be matched by occasions when his performance is above that expected.

c. **Good (B)**. – The officer’s performance is consistently better than average. He has displayed mental and/or physical attributes above those required for the simple fulfillment of his duties. He has made a significant contribution to the success of a team of which he is a part and a leader. With this grading the officer should not assume that he will be selected for promotion immediately, or ahead of his contemporaries.

d. **Excellent**. – The officer is exceptional and stands out from his fellows of equal rank. His work is always of the highest standard. He is an excellent leader of men and is held in the highest regard by the soldiers under his command. This officer is capable and shows the potential to reach the highest ranks within the Republic of Sierra Leone Armed Forces.

<b>NOW</b>	<b>IN THE NEX TWO YEARS</b>	<b>NOT YET READY</b>	<b>NOT FIT FOR PROMOTION</b>
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The 1<sup>st</sup> SRO is to complete his recommendation for promotion by inserting a cross (X) in the box as appropriate.

**Signature**

<b>Reporting officer's name and signature:</b>	<b>Date:</b>
<b>Officer's signature:</b>	<b>Date:</b>

2.07. A full signature is required from the reporting officer. Initials are not sufficient. A signature must not be dated before the end of the period covered by the report.

**NEXT REPORTING OFFICER'S ASSESSMENT**

7. I AGREE/DO NOT AGREE with the above assessment overall grade. (Delete as appropriate).

2.08. The 2<sup>nd</sup> Reporting officer is to endorse the overall grade given to the officer by deleting either I AGREE or DO NOT AGREE.

The written assessment in the Next Reporting Officer's assessment of the Appraisal Report is to be completed in accordance with current instructions issued by J1 Branch, Joint Force Command.

2.09. As the 2<sup>nd</sup> Reporting Officer, should you disagree with any of the comments made by the Reporting Officer in Part 1, you are to change it in Red Ink, initial the changes and give your reasons in Part 2.

10. Recommended Future Employment:

2.10. The remarks in this box reflect the 2<sup>nd</sup> reporting officer's considered opinion, which should take into account the officers wishes and his suitability for employment.

11. Has this officer attended Staff College?

YES/NO

2.11. The 2<sup>nd</sup> Reporting Officer should annotate if the officer has attended Staff College

12. If no, is this Officer recommended to attend Staff College?

YES/NO

2.12. The 2<sup>nd</sup> Reporting Officer should give his recommendation to the officer's suitability to attend Staff College.

13. Potential for further promotion: (Insert cross (X) as appropriate)			
<b>Now at rank ceiling</b>	<b>Potential for One Rank higher</b>	<b>Potential for 2 Ranks higher</b>	<b>Potential for highest rank</b>

2.13. The 2<sup>nd</sup> Reporting Officer is to give the Officer's potential for further promotion by inserting a cross (X) in the box as appropriate:

**CHAPTER 3 – INSTRUCTION FOR COMPLETING SOLDIERS' APPRAISAL REPORT RSLAF F2047**

**GENERAL**

3.01. The RSLAF F2047 is designed for reporting on all soldiers of the RSLAF

**Instruction for Completion**

3.02. Instructions for the completion of the RSLAF F2047 are given below

a. Enter the dates in groups of 2 figures ie. 31 12 02 for 31 December 2006

From	<input style="width: 20px; height: 20px;" type="text"/> <input style="width: 20px; height: 20px;" type="text"/> <input style="width: 20px; height: 20px;" type="text"/>	To	<input style="width: 20px; height: 20px;" type="text"/> <input style="width: 20px; height: 20px;" type="text"/> <input style="width: 20px; height: 20px;" type="text"/>
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For Annual reports the 'to' date should be the dates given at Chap 1, para 1.10

3.03. Personal detail boxes are to be completed by the AFPC with the information already held on the Database. Once the reports are issued to the units, Adjutants must ensure the information on the from cover of the report is correct. Any amendments must be given to the AFPC as soon as possible.

**PART 1 – EMPLOYING OFFICER'S REPORT**

**Employing Officer**

3.04. The employing officer who reports at Part 1 of the RSLAF F2047 must be a Commissioned Officer.



a. **Ptes & LCpls.** – Only a grade and recommendation is given to Ptes & LCpls. The platoon commander and company commander should in consultation with each other decide on the grading and recommendation to be given.

b. **Cpls**

- (1) Part 1 - Platoon Commander
- (2) Part 2 - Company Commander

c. **Sgts & Above**

- (1) Part 1 - Company Commander
- (2) Part 2 - Commanding Officer

In all cases, it is the responsibility of the employing officer of what ever rank to consult with the respective WO or SNCO if necessary, to comment on the soldier's performance. The employing officer is to sign the report at Part 1 as the Reporting Officer.

**Employment during the Reporting Period**

5. Employment during period of report (See para 3.05)	
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3.05. This should be an accurate description of what the soldier has been doing during the reporting period, eg. Company, store man, driver, clerk etc.

**Future Employment**

6. What employment do you recommend this soldier be given next? (See para 3.06)
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3.06. The answers in this box should reflect the reporting officer's considered opinion which should take account the soldiers wishes and his suitability for employment.

7. Do you recommend this soldier for a commission?	YES/NO
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3.07. The reporting officer should consider whether the soldier being reported on is suitable for a commission. Yes or no should be crossed through as appropriate.

8. If the soldier is recommended for a commission, what type?	ADMIN/SSC
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3.08. If the reporting officer has recommended the soldier for a commission, he should now consider what type of commission the soldier is best suited to. Admin or SSC should be crossed through as appropriate

9. How do you assess the soldier in the following Characteristics? (See para 3.09)

CHARACTERISTICS	Excellent	Good	Average	Weak
<b>PERSONAL QUALITIES</b>				
Team Spirit				
Practical Performance				
Common Sense				
Ability to get things done				
General Conduct				
Initiative				
Determination				
Physical stamina				
Appearance and Bearing				
Self Confidence				
Ambition				

CHARACTERISTICS	Excellent	Good	Average	Weak
<b>SUPERVISORY QUALITIES</b>				
Leadership				
Organising Ability				
Powers of Discipline				
Acceptance of Responsibility				
Ability to Command Respect				
Instructional Ability				
<b>EMPLOYMENT PROFICIENCY</b>				
Knowledge of employment				
Practical Ability in Employment				
Adaptability				
Resourcefulness				

3.09. To complete these boxes, the reporting officer is to follow the guidelines given in Chapter 4. He should enter a cross in the relevant box. On completion of the boxes a picture of the soldier's character and capabilities should emerge for expansion in the written assessment. In cases of insufficient evidence, an estimated assessment should be made and identified as such by circling the cross. If necessary, reference should be made to this in the written assessment.

10. Assessment (See para 3.10) Grading by the standard required for his rank and service, I assessed this soldier in his SUBSTANTIVE rank as:-

a.	Excellent	A		
b.	Good	B		
c.	Average	C		
d.	Weak	D		<input type="checkbox"/>

3.10. You should assess the work of the soldier in his substantive rank covering the whole of the reporting period. The gradings are defined as follows:

- a. **Weak (D)**. This soldier is unreliable, weak and requires constant Supervision. He displays poor officer qualities and does not react to advice or warnings. He is undeserving or retention in his substantive rank and action should be taken to dismiss him from the Republic of Sierra Leone Armed Forces.
- b. **Average (C)**. This soldier has carried out his duties consistently and satisfactorily. A recently promoted soldier may have occasional lapses, arising from over-enthusiasm or lack of experience, but these may well be matched by occasions when his performance is above that expected.
- c. **Good (B)**. This soldier's performance is consistently better than average. He has displayed mental and/or physical attributes above those required for the simple fulfillment of his duties. He has made a significant contribution to the success of a team of which he is part and a leader. With this grading the soldier should not assume that he will be selected for promotion immediately, or ahead of his contemporaries.
- d. **Excellent (A)**. This soldier is exceptional and stands out from his fellows of equal rank. His work is always of the highest standard. This soldier clearly has the potential to reach Warrant Officer class 1. He should be considered for a commission at the earliest opportunity.

**Promotion**

<p>11. Promotion (See para 3.11) This soldier:-</p> <table style="width: 100%; border: none;"> <tr> <td style="padding-left: 40px;">Is recommended for promotion now</td> <td style="text-align: center; padding-left: 20px;">1</td> <td rowspan="3" style="vertical-align: middle; text-align: center;"> <input style="width: 40px; height: 30px;" type="checkbox"/> </td> </tr> <tr> <td style="padding-left: 40px;">Has potential for promotion but</td> <td style="text-align: center; padding-left: 20px;">2</td> </tr> <tr> <td style="padding-left: 40px;">Should NOT be promoted</td> <td style="text-align: center; padding-left: 20px;">3</td> </tr> </table>	Is recommended for promotion now	1	<input style="width: 40px; height: 30px;" type="checkbox"/>	Has potential for promotion but	2	Should NOT be promoted	3
Is recommended for promotion now	1	<input style="width: 40px; height: 30px;" type="checkbox"/>					
Has potential for promotion but	2						
Should NOT be promoted	3						

3.11. In the case of substantive WO1s for whom commissioning is the only progression, this box should be left blank.

<p><b>Written Assessment:</b> (To be completed by the Employing Officer (See para 3.12.))</p>
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**Written Assessment**

3.12. The written Assessment is the main emphasis for promotion boards. It should be completed with great care. The written assessment should be completed using the 4 P's as follows:

- a. **Post**. Annotate what job the officer is actually doing. How has he/she

been employed during the reporting period.

b. **Performance.** Say how well the individual has carried out his/her duties during the reporting period. Highlight any particular task that the individual has accomplished during this time.

c. **Personality.** Describe what the individual is like. Does he/she get on with other members of the unit? Is he/she quiet, loud, outgoing, introvert, shy? Does she/he display his/her officer qualities?

d. **Potential.** Is the individual recommendation for promotion? State in your opinion how far up the officer ranks he/she is likely to achieve.

**Signature**

13.	Rank and Name		Signature	
	Unit		Date and Signature	
	Appointment		Initial of soldier and Date	

3.13. A full signature is required from the reporting officer. Initials are not sufficient. A signature must not be added before the end of the period covered by the report. The soldier must initial and date part 1 before part 2 of the report is initiated. The initialing does not signify agreement with the report but merely acknowledges the fact that he has seen and read the report. A soldier may not refuse to initial a report. Once an Appraisal Report has been seen and initialed it may not be withdrawn without knowledge of the soldier reported on.

**Part 2**

Part 2 of the Appraisal Report is to be completed by the Officer Commanding, the Commanding Officer or the head of arm of service, known as the 2<sup>nd</sup> Reporting Officer (See para 3.14)

3.14. As the 2<sup>nd</sup> Reporting Officer, should you disagree with any of the comments made by the Reporting Officer in Part 1, you are to change it in Red Ink, initial the changes and give your reasons in Part 2. If the soldier has been recommended for a commission, you are to include an assessment of the soldiers' officer qualities.

**CHAPTER 4 – GUIDE TO ASSESSMENT OF PERSONAL QUALITIES,  
SUPERVISORY QUALITIES AND EMPLOYMENT PROFICIENCY**

(See paragraph 5 of RSLAF F2077 and paragraph 9 of RSLAF F2047)

**RSLAF F2077**

As general guidance to an assessment of characteristics shown on the RSLAF F2077, listed below are statements of behaviour, which may be taken to describe officers at the extremities of the scale – Excellent and weak respectively.

<b>CHARACTERISTIC</b>	<b>EXCELLENT</b>	<b>WEAK</b>
<b>Zeal and Energy</b>	Moved by a powerful drive and unflinching enthusiasm which reveal a deep reserve of energy. Attacks challenge with lively application. Output very high.	Lethargic and spiritless. Little reserve of energy. Reluctant to begin, and quick to abandon, tasks allotted. Incapable of sustained effort. Output small
<b>Reliability</b>	Totally dependable even under stress. Never needs reminding of a task once it is delegated to him. Complete confidence in his superiors. Will never let a colleague down.	His support or his competence would be suspect in time of crises or when under stress. He sees little value in the military virtues and no merit in self-sacrifice. Needs supervision.
<b>Commonsense and Judgment</b>	Capable of consistently making sound assessments and arriving at clear, positive decisions. Penetrates quickly to the heart of a problem. Mentally flexible, imaginative, realistic and practical. An innovator who is also a sound judge of what is possible.	Too often fails even to recognise that a problem exists. Always takes conventional routes. Resists change. Ideas are often illogical, impractical or negative. Rarely prepared to make any constructive criticism
<b>Intelligence</b>	Shrewd, penetrating and farsighted. He will anticipate problems and analyse them swiftly, however complex. His solutions will be sound, flexible and often striking in concept. Adapts readily in new situations	His thinking is shallow and concentration weak. He is suspicious of imaginative views. Slow to react and defeated by the unusual
<b>Leadership and Management</b>	His presence puts heart into others, especially in times of stress, and his example sets them an excellent standard by which to judge their own behaviour. Demands nothing of others he is not prepared to give in equal measure himself. Is entirely fair in dealings with subordinates, regardless of their gender or race. Subordinates respond well to his direction	Exercises little influence over subordinates other than by his own poor example. Accepts low standards. His temperament makes him incapable of effective comment. Lacks consideration for the feelings of others and takes little interest in subordinates or their welfare. Exhibits racist or sexist attitude and behaviour

<b>Initiative</b>	Prepare to step forward and make decisions. Does not wait for guidance. Welcomes responsibility and is fully prepared to make the first move. Imaginative. Has ideas and will speedily translate them into new policy.	Will drift to the rear if possible especially under stress. If he has an idea, he is unlikely to pursue it.
<b>Technical Ability (!)</b>	Has a wide knowledge of the detail and a deep understanding of his specialization. Keeps himself informed even when employed in another field. Adaptable and able to improve.	Tends to have a narrow outlook. Not anxious to learn. Takes no trouble to extend the range of his professional mind and makes virtually no contribution to the sum of service knowledge.
<b>Tactical Ability (2)</b>	Has a deep understanding of the all arms tactics required in all phases of war and in training for them. Mentally flexible. Can make sound decisions quickly and confidently in a fluid situation and issue clear oral and written orders	Has a limited knowledge of his profession and fails to understand the wider issues. Tends to become confused in emergencies. Planning and orders are unsound
<b>Powers of Expression</b> <b>a. Oral</b>	A fluent and persuasive speaker who can think on his feet and fit and fit his words and manner to the occasion commands immediate attention. Is equally effective in formal surroundings, whether making a speech, giving orders or chatting	Inarticulate and dull. Fails to command attention in public or in private. Fails to instill confidence. His words make little impact and are quickly forgotten.
<b>b. Written</b>	His ideas are admirably, marshaled, well presented and expressed clearly and concisely. His style holds his readers attention. He takes the trouble to check his drafts and the typed product carefully, insisting on the highest standards.	His meaning tends to become lost because his writing is dull, verbose or ambiguous. His ideas are not presented logically and his style taxes the reader. He is careless in checking drafts and the typed product
<b>Organising and Administrative Ability</b>	Exceptionally capable in providing effective efficient and economic, budgets, equipment and other resources. Imaginative in foreseeing difficulties and dangers. Delegates intelligently. Quick to recognize priorities, to put them into effect systematically and to evaluate impartially the results achieved	Fails to provide effective supervisory or managerial control over his subordinates. Is ineffective in the management of budgets, resources, equipment and/or other assets under his authority. Tends to work without method and seldom evaluates the results achieved. He over/under delegates responsibility. Fails to

		detect failures or allows errors by subordinates to go unchecked
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<b>Tact and Cooperation</b>	A highly respected and effective team member who works in harmony with others. Tactful, helpful to others, instinctively adopts the right approach and subordinates. His presence in a team gives it a high chance success	Unresponsive to the ideas of others, unyielding in discussion. His manner tends to be rude and abrasive. A disruptive element in team activities, best left to work alone.
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**RSLAF F2047**

**PERSONAL QUALITIES**

**Team Spirit**

Excellent	Outstandingly loyal in every way
Good	Fit in well and is in every way a helpful Member of the unit
Average	Occasionally lets his personal interest Override his service obligation
Weak	He places himself before anything else

**Practical Performance**

Excellent	Consider how successfully he performs his Duties as a soldier
Good	Achieves and maintains a high standard
Average	Makes the minimum standard
Weak	His performance is below acceptable standard

**Common Sense**

Excellent	Very quick at reaching clear and simple solution
Good	Has a sound approach to problems
Average	Is normally sensible but lapses on occasions
Weak	Has little or no common sense

### **Ability to get things done**

Excellent	Has exceptional drive and little discourages him
Good	Perseveres and achieves good results
Average	Has a tendency to sit back on occasions
Weak	Shows little or no inclination

### **General Conduct**

Consider integrity, behaviour on and off duty, attitudes towards people of different race, sex or religion, management of his personal and family affairs if applicable.

Excellent	Outstandingly reliable and conscientious
Good	Sets a good example
Average	Lapses on occasions
Weak	Lacks resolve and frequently makes unnecessary mistakes

### **Determination**

Excellent	Whole-hearted application to tasks, determinedly Carries tasks through to successful completion
Good	Determined and resolute
Average	Lacks determination and sometimes is put off
Weak	Gives up easily

### **Physical Stamina**

Excellent	Physical condition is maintained well above that Expected
Good	Has no difficulty passing any required physical Tests
Average	Achieves the minimum standard of physical tests
Weak	Fails to achieve the minimum required standards

### **Appearance and bearing**



Excellent	At all times is exceptionally smart and soldierly in appearance
Good	Is always smart and well turn out
Average	Turnout and bearing are only just up to the standard required
Weak	Takes little trouble over his turnout and bearing

**Self Confidence**

Excellent	Shows consistently outstanding and justifiable self confidence
Good	Normally over or under confidence
Average	Sometimes over or under confidence
Weak	Invariably over confidence, will not accept he can be wrong. Lacks confidence, weak and indecisive

**Ambition**

Excellent	Is very keen to get on in the army and takes every opportunity to improve himself
Good	He takes his soldiering seriously and does extra work to improve himself
Average	Has an indifferent interest in obtaining further Experience or qualification
Weak	Is not very interested in the army and has little ambition

**SUPERVISORY QUALITIES**

**Leadership**

Excellent	An inspired leader who gets the very best from those under him
Good	A capable leader, accepted by his soldiers
Average	Has some leadership qualities but is not always inspired
Weak	Shows little inclination to lead

**Organising Ability**

Excellent	Exceptionally efficient
Good	Achieves and maintains a high standard
Average	Normally a satisfactory organizer
Weak	Muddled thinker, works without a system

**Powers of Discipline**

Excellent	A thoroughly fair disciplinarian who sets and maintains the highest standards
Good	Not afraid to maintain discipline fairly and sensibly
Average	Not overly keen to impose discipline
Weak	Either imposes discipline unfairly, noisily or without common sense, or simply fails to impose it

**Acceptance of Responsibility**

Excellent	Seeks and willingly accepts responsibility over that expected of the rank
Good	Accepts the responsibility required of the rank
Average	Incline to shelve responsibility
Weak	Avoids responsibility where possible

**Ability to command respect**

Excellent	Consider how he is regarded by those of both Higher and lower rank
Good	Gets on well with others and is respected
Average	Apt to irritate others
Weak	Commands little or no respect

**Instructional Ability**

Excellent	An outstanding Instructor
Good	Those he instruct become interested and learn well
Average	Is slow in progressing as an instructor and

Achieves an average pass rate

Weak

Has difficulty in putting things over

## **EMPLOYMENT PROFICIENCY**

### **Knowledge of Employment**

Excellent

All ranks are aware of his exceptional knowledge  
And experience

Good

Very well equipped with the appropriate breadth  
Of up to date knowledge

Average

Has barely sufficient knowledge for the  
Appointment

Weak

Knowledge is inadequate

### **Practical Ability**

Excellent

Outstandingly proficient

Good

Achieves a high standard

Average

Achieves and maintains a satisfactory standard

Weak

Procedures an unacceptable standard

### **Adaptability**

Excellent

Shows outstanding initiative in solving trade  
Problems

Good

Normally very adaptable

Average

Can be a little too inflexible at times

Weak

Is inflexible to the point of stubbornness

### **Resourcefulness**

Excellent

No matter what the problem is, will always seek  
To arrive at a workable solution

Good

Can cope with the majority of unusual problems

Average

Procedures the minimum effort and can resolve  
Only the more simple problems

Weak

Lacks originality and thought

