



REPUBLIC OF SIERRA LEONE ARMED FORCES

## POLICY ON APPRAISAL REPORT WRITING

By Command of the  
Defence Policy Committee

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MINISTRY OF DEFENCE  
TOWER HILL  
FREETOWN

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## 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/her 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) in the case of soldiers or the Ministry of Defence (MOD) – D Def Pers in the case of officers. Eligibility is to be based on the following:

- a. Report coverage (see paragraph 1.09).
- 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 MOD in the case of officers and AFPC in the case of soldiers are 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 MOD/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 Form 2047 (for all soldiers) or RSLAF Form 2077 (for all officers) as appropriate. These forms have been devised to achieve a common standard of reporting, without which fair selection is impossible. They have also been colour coded

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to avoid the wrong form being used, reporting officers will note that officer's reports are in pale blue and soldiers in pale yellow. The officers and soldiers sections of this guide have been similarly colour coded. No other variant is to be used, units submitting reports on the wrong form will have them returned.

### 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 MOD and AFPC respectively 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 and call into question the ability of the unit to properly manage their personnel. In general, reports are to be completed along the following timelines:

Rank Group	Reporting Period	Promotion Board (PB)	Effective Seniority Date
LCpls and Ptes	1 Jan – 31 Dec	March	1 April
Cpls	1 Jan – 31 Dec	March	1 April
Sgts and Above	1 Jul – 30 Jun	September	1 October
2 <sup>nd</sup> Lt	1 Jan – 31 Dec	N/A	N/A
Lt	1 Mar – 28 Feb	N/A	N/A
Cpts	1 Feb – 31 Jan	Jun	As per DCI
Majs	1 Jan – 31 Dec	May	As per DCI
Lt Cols	1 Dec – 30 Nov	Apr	As per DCI
Cols and above	1 Nov – 31 Oct	Mar	As per DCI

### 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 both CO AFPC and D Def Pers at MOD to draw the attention of promotion boards to cases of perceived overgrading. The result can be that:

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



## **Control**

1.12. It is imperative that all Officers and Soldiers Appraisal Reports (AR's) are controlled properly at all levels. For this purpose all units must maintain an AR Register which must be able to track all reports from their inception to their dispatch to higher authority. The format for the Register is at Annex A.

## **Unit Admin Actions**

1.13. Unit Admin staff are to:

- a. List all AR's on the AR Register once raised.
- b. Ask subject officer or soldier to verify personal details on front page.
- c. Update Register at each stage of completion.
- d. Inspect Register on a weekly basis for accuracy.
- e. Ensure that completed AR's are returned to AFPC for soldiers and HQ JFC for officers, once HQ JFC have carried out a quality check they will then forward officers reports to D Def Pers at MoD within the agreed timescales.
- f. Hasten outstanding reports.

1.14 This documentation is subject to inspection by the appropriate J1 authorities at MOD and JFC (including AFPC staffs).

## 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, ie. 31 12 06 for 31 December 2006.

From	<div style="position: absolute; top: 0; left: 0; width: 100%; height: 100%; border: 1px solid black;"></div>	To	<div style="position: absolute; top: 0; left: 0; width: 100%; height: 100%; border: 1px solid black;"></div>
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For Annual reports the 'to' date should be the dates given at Chap 1, para 1.10.

2.03. Unit Adjutants are responsible for populating the individual officer's personal details fields on the front page of the Appraisal Report ensuring **all** fields are completed and all details correct. The AFPC will scrutinise all reports to ensure these details are consistent with those held on their data base, especially those pertaining to the individuals Date of Birth (DOB) and Run Out Date (ROD). Where doubt exists the unit is to contact the AFPC to resolve the issue. **Any reports submitted incorrectly, on the wrong form or with details missing will be returned to units, via JFC.**

### Characteristics

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

CHARACTERISTICS Insert a cross (x) inside the appropriate box.	Excellent	Good	Average	Weak	Supplementary Comments (where relevant)
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 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.

#### 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 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 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 and 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 gradings 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 substantive 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). This officer's performance is consistently better than average. He has displayed mental and/or physical attributes above those required for the simple fulfilment 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 (A). This 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.

#### Signature

<b>Reporting Officer's name and signature:</b>	<b>Date:</b>
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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 overall grade. (Delete as appropriate).
--

NOW	IN THE NEXT TWO YEARS	NOT YET READY	NOT FIT FOR PROMOTION

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. He is also to complete the recommendation for promotion by inserting a cross (x) in the box as appropriate.

The written assessment in the Next Reporting Officer's assessment of the Appraisal Report is to be completed.
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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 should 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):

Now at rank ceiling	Potential for one rank higher	Potential for 2 ranks higher	Potential for highest ranks

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.

2.14. To assist reporting officers in writing officers reports a Guide to the Assessment of Personal Characteristics follows at the end of this chapter. It gives an indication of where a officer may sit between the excellent and weak brackets in each characteristic.

**A GUIDE TO ASSESSMENT OF AN OFFICERS PERSONAL CHARACTERISTICS**  
(See paragraph 5 of 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.

CHARACTERISTIC	EXCELLENT	WEAK
<b>Zeal and Energy</b>	Moved by a powerful drive and unfailing enthusiasm which reveals 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. Inspires complete confidence in his superiors. Will never let a colleague down.	His support or his competence would be suspect in a 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 Judgement</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.	Thinking is shallow and concentration weak. They are suspicious of imaginative views, slow to react and defeated by the unusual.
<b>Leadership and Man-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 attitudes and behaviour.
<b>Initiative</b>	Prepared 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<sup>1</sup></b>	Has a wide knowledge of the detail and a deep understanding of the principles of his specialization. Keeps himself informed even when employed in another field. Adaptable and able to improvise.	Tends to have a narrow outlook. Not anxious to learn. Take no trouble to extend the range of his professional mind and makes virtually no contribution to the sum of service knowledge.
<b>Tactical Ability</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 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 instil confidence. His words make little impact and are quickly forgotten.
<b>b. Written</b>	His ideas are admirably marshalled, 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 management of manpower, budgets, equipment and other resources. Imaginative in foreseeing difficulties and dangers. Delegates intelligently. Quick to recognise 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.
<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 to superiors and subordinates. His presence in a team gives it a high chance of 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.

<sup>1</sup> An entry against Technical Ability need be made only if the officer is holding a technical appointment; or has shown some technical ability worthy of remark; or is serving in an appointment where he is required to display some form of technical, or specialist competence.



## CHAPTER 3 – INSTRUCTIONS 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 06 for 31 December 2006.

From	<input type="text"/>	<input type="text"/>	<input type="text"/>	To	<input type="text"/>	<input type="text"/>	<input 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 Unit Adjutants are responsible for populating the individual soldier's personal details fields on the front page of the Appraisal Report ensuring **all** fields are completed and all details correct. The AFPC will scrutinise all reports to ensure these details are consistent with those held on their data base, especially those pertaining to the individuals Date of Birth (DOB) and Run Out Date (ROD). Where doubt exists the unit is to contact the AFPC to resolve the issue. **Any reports submitted incorrectly, on the wrong form or with details missing will be returned to units, via JFC.**

## 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 and 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 whatever 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).

3.05. This should be an accurate description of what the soldier has been doing during the reporting period, eg. Company Storeman, Driver, Clerk etc.

### Employment

6. What employment do you recommend this soldier be given next? (See para 3.06).

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

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

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 assess this soldier in his SUBSTANTIVE rank as:-

- a. Excellent
- b. Good
- c. Average
- d. Weak

- A
- B
- C
- D

☐

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 of 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.
- d. 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 fulfilment 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 soldier should not assume that he will be selected for promotion immediately, or ahead of his contemporaries.

e. 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

11. Promotion (See para 3.11) This soldier:-

Is recommended for promotion now	1	<input type="checkbox"/>
Has potential for promotion but not yet	2	
Should NOT be promoted	3	

3.11. In the case of substantive WO1 for whom commissioning is the only progression, this box should be left blank.

**Written Assessment:** (To be completed by the Employing Officer. (See paragraph 3.12.))

### 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:

- Post. Annotate what job the officer is actually doing. How has he/she been employed during the reporting period.
- 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.
- 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 he/she display his/her officer qualities?
- Potential. Is the individual recommended 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 of Signature	
Appointment		Initials 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 report is to be discussed with the soldier and shown to him. The soldier must initial and date Part 1 before Part 2 of the report is initiated. The initialling 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 initialled 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 or Service, known as the 2<sup>nd</sup> Reporting Officer. (See para 3.14) This is of particular importance for those specialist soldiers serving with infantry and other units outside of their specialty.

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.

3.15 To assist reporting officers in writing soldiers reports a Guide to the Assessment of Personal Qualities, Supervisory Qualities and Employment Proficiency follows at the end of this chapter. It gives an indication of where a soldier may sit between the excellent and weak brackets in each category.



**A GUIDE TO ASSESSMENT OF A SOLDIERS PERSONAL QUALITIES,  
SUPERVISORY QUALITIES AND EMPLOYMENT PROFICIENCY  
(See paragraph 9 of RSLAF F2047)**

**PERSONAL QUALITIES**

**Team Spirit**

Excellent:	Outstandingly loyal in every way.
Good:	Fits in well and is in every way a helpful member of the unit
Average:	Occasionally lets his personal interests override his service obligations
Weak:	He places himself before anything else.

**Practical Performance** - Consider how successfully he performs his duties as a soldier.

Excellent:	Outstandingly competent in all individual and leadership skills
Good:	Achieves and maintains a high standard.
Average:	Meets the minimum standard.
Weak:	His performance is below acceptable standards.

**Common Sense**

Excellent:	Very quick at reaching clear and simple solutions.
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.

**Initiative**

Excellent:	Is exceptionally enterprising and always ready to act on own initiative.
Good:	Anticipates requirements and takes appropriate action on his own.
Average:	Has limited initiative.
Weak:	Lacks initiative and has to be told continuously what to do.

**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 fitness.
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 turned out.
Average:	Turnout and bearing are only just up to the standard required.
Weak:	Makes little effort over his turnout and bearing.

**Self Confidence - Consider both over confidence and under confidence**

Excellent:	Shows consistently outstanding and justifiable self confidence.
Good:	Normally and rightly self confident.
Average:	Sometimes over or under confident.
Weak:	Lacks confidence, is weak, indecisive, and cannot accept he can be wrong.

**Ambition**

Excellent:	Keen to get on in the Army and uses every opportunity to improve himself.
Good:	He take his soldiering seriously and does extra work to improve himself
Average:	Has an indifferent interest in obtaining further experience or qualifications.
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 inspiring.
Weak:	Shows little inclination to lead.

**Organising Ability**

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

**Powers of Discipline**

Excellent:	A 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:	Fails to impose discipline or does so unfairly or without common sense,

**Acceptance of Responsibility**

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

**Ability to Command Respect** - Consider how he is regarded by his seniors and subordinates

Excellent:	Very highly regarded by all ranks.
Good	Gets on well with others and is respected.
Average	Tends to irritate others.
Weak	Commands little or no respect.

**Instructional Ability**

Excellent:	An outstanding instructor.
Good	Those he instructs 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	Fails to produce an acceptable 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	Regardless of the problem he will always work to arrive at a workable solution.
Good	Can cope with the majority of unusual problems.
Average	Can resolve only the most simple of problems and uses minimum effort.
Weak	Lacks originality and thought.



## UNIT APPRAISAL REPORT REGISTER

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