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# **How to write an OER for a FAO**

HRC FAO Branch

# Agenda

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- OER Challenges as a FAO
- Examples of:
  - Poorly written OERs
  - Well written OERs
- Duty descriptions and titles
- Rater Comments
- Senior Rater Comments
- Common mistakes on FAO OERs
- FAO type broadening and future duties

# OER Challenges as a FAO

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- Training pipeline: ACS/ILE/IRT
  - Goal should be to have a minimum of 3x MAJ OERs going into LTC PZ board
- Joint Assignments: Navy/Marine/Air Force Senior Raters - Help them write your OER and have a FAO Colonel review it before submitting
- Same Rank as Rater: Try to avoid
  - MAJ rating a MAJ and LTC SNR
  - LTC rating a LTC and COL SNR
- Attaché spelling:
  - Attaché (')
  - Attach (spell checked)
- Overly long SNR Comments – no more than three lines realistically
- Misspellings:
  - COCOM or CCMD?
- Senior Rater Profiles:
  - SES – zero rates of Army officers
  - OER “shopping” – 3-year tour, 3 different SNR

# Components of OER Ratings

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Rater: Performance in current job

- 1) Enumeration
- 2) No future tense, e.g. Will make an outstanding SDO/DATT
- 3) Highlight contributions to unit and Army's mission

Senior Rater: Future Potential

- 1) Enumeration (#1 of, #2 of, Top 1%)
- 2) Future potential
- 3) Future schooling (ILE, SSC)
- 4) Future promotion potential

# Examples of poorly written OERs

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- XXX's potential is unlimited and his knowledge of XXX related issues is unmatched by his peers. Assign as an XXX attach immediately and promote with peers.
- XXX is #5 of 18 XXX in a highly talented group of Foreign Area Officers and top 10% of officers I have served with in 30 years of service. XXX innovative approaches to complex regional security cooperation issues are highly regarded throughout the XXX region joint force. Promote now to XXX and selected for Senior Service College. Unlimited potential, continue to assign to challenging policy and strategy level positions. (1 total rating, long and wordy)
- XXX is a top 25% officer. He performed his duties as the XXX of our XXX Division admirably. XXX possess tremendous potential for future service. Promote to XXX with peers and consider for selection to SSC. (good but not great OER)
- #5 of 19 Joint O-4s in the CTR Directorate; a superb officer, exceptionally well-organized, and a high performer. XXX consistently performs at the O-5 level and excels at the operational and strategic level in the JIIM environment. As the XXX International Program Officer, he expertly synchronized XXX, CCMD, and interagency activities to achieve strategic objectives. Assign to the most challenging positions and groom for O-6. Already completed CGSC; promote to LTC now. (Too long and wordy, etc.)

# Examples of well written OERs – SNR Comments

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- #3 of 34 Joint officers and #1 of 9 Army SDO/DATTs! LTC XXX is a strategic leader who expertly advanced U.S. national security priorities in XXX and the XXX. XXX displays both a subtle appreciation for the complex political-military nuances, plus the gift for communicating his thoughts succinctly to senior USG officials. Provide this deft leader the most demanding and strategic FAO jobs world-wide. Promote below zone to XXX, and select immediately for resident SSC.
- #1 of all MAJs I senior rate. XXX exceled in a senior LTC position as Branch Chief in the XXX. Without doubt, senior FAO leader potential. XXX will continue to contribute intellectually to our career field and to our Army. A skilled leader and mentor, he has strong below the zone promotion potential. Must be selected for SSC.
- Unlimited potential. The #1 LTC with whom I have had the pleasure to work in over 34 years of service. Promote to XXX at the earliest opportunity and send to SSC. Make him an SDO/DATT immediately. Tremendous strategic leader and seasoned combat Soldier.
- #2 of 36 Field Grade Officers I senior rate. A leader who is ready now for senior positions. Select immediately for promotion to XXX and resident senior service college.
- XXX is the #2 of MAJ LTCs in my Directorate and in the top 5% of MAJs I have senior rated. XXX has the most advanced grounding in Army experience and knowledge of any FAO LTC I have ever seen. Selected for resident SSC, XXX must be promoted immediately to LTC! Monitor closely and assign him to significant positions of responsibility for the Army and Joint Force.

# Enumeration

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#1 of 3 (Army) Officers I senior rate

Or

#3 of 105 joint officers and civilians that I senior rate

Or

#3 of 35 joint officers and #1 of 9 Army SDO/DATTs

Or

Top 5% of Army officers I have ever senior rated.

Best Major in the Army?

## IRT OERs (Good)

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Single rates: suggest Top 1% (LTC), Top 5% (MAJ), Top 10% (CPT)

#1 of all LTCs I've ever senior rated (that could be only 1 LTC)

Profile limited:

#1 of 8 In-Region Trainees I have rated over the past 3 years.

OER for Staff College and OER for IRT time – roll into one OER

AER for Staff College – if SNR changes no need to do a COR for an OER if they are in staff college – reduce # of short OERs for staff colleges (Japan, Malaysia, Others)

# Poor enumerations

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- Top 50%... (49/51% rule)
- Best Major in the Army.
- Superb officer.
- No enumeration.

# Future duties

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Army Attaché vs. ARMA Botswana

Chief, Security Cooperation Office vs. OSC/ODC Chief

Pol/Mil Officer vs. Desk Officer

CCMD J5 vs. Desk Officer

Senior Defense Official/Def Attaché vs. SDO/DATT

CCMD J5 (or ASCC) Branch Chief vs. COCOM Branch Chief

DIA Intelligence Analyst Vs. EERC Analyst

Foreign Military Liaison vs. TRADOC LNO

# Broadening Opportunities

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USAID Liaison Officer  
DoS Military Advisor vs. US State Department Liaison Officer  
Treaty Inspector vs. DTRA Inspector  
Aide de Camp vs. ADC  
Executive Officer vs. Exec Off  
USMA Instructor  
USAWC (or ILE) Instructor  
Joint Staff J5  
Office of Sec of Def Policy  
Nat Ground Int Center Analyst  
FAO Proponent Reg Manager  
HRC Career Manager  
INDOPACOM, AFRICOM or SOCOM J5 Pol/Mil Officer  
HQDA G-35 Int Mil Affairs Officer  
HQDA G2 Analyst  
Military advisor to the United Nations  
Dean, Defense Language Institute

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# Questions