



DEPARTMENT OF THE ARMY
Headquarters, 4th Squadron, 2d Cavalry Regiment
Rose Barracks, Germany
APO AE 09112



AZHF-BAA

25 February 2012

MEMORANDUM FOR the Leaders in 4th Squadron, 2d Cavalry Regiment

SUBJECT: SABER 6 Note #1 – Senior Rating Philosophy

1. References:

a. FM 6-22, Army Leadership, dated October 2006

2. Purpose. The purpose of this memorandum to provide leaders in the Saber Squadron my general philosophy as a Senior Rater for both OERs and NCOERs. As a philosophy, this guidance is general, but by its nature is prescriptive as to the many elements that I will use as a Senior Rater to determine my evaluation of a subordinate leader within this Squadron. Officer and NCO evaluations are a critical part of the Army's leader development and evaluation process. They help us understand strengths, weaknesses and allow the Army to make tough choices on who should be promoted, receive additional schooling and allowed to command/serve in centralized-selected leadership positions within our military.

3. Within the Saber Squadron, there are no secrets as how I evaluate a subordinate leader. At a minimum, I expect all leaders to adhere to the Army standards and live by our Warrior Ethos. If I am your Rater or Senior Rater, upon request, I will tell you where you stand at that time during the rating period (Officers: ACOM or COM; or NCOs: 1/1 or 2/2, or any other combination, etc.) – this is how I have always done business. As of 01 OCT 2011, the Army has gone back to blocking company grade OERs. For lieutenants, their OERs will be “masked” or blocked from being viewed in the Official Military Profile (OMPF), upon promotion to captain unless they receive a referred adverse report, upon promotion to captain.

For general guidance, which I will use in my recommendations to the Regimental Commander for those evaluations that I rate, the following are some general considerations:

- a) Typically, about One-Third of those officers I Senior Rater (SR) may earn an Above Center of Mass (ACOM) OER.
- b) If you are in trouble of receiving a Below Center of Mass (BCOM), I will personally tell you. Silence means you are at least Center of Mass (COM) OER.
- c) If I SR rate you, your Rater has a vote in my assessment.

You must be realistic and honest with yourself. If you are running at 100% just to keep pace with your peers, do not expect an ACOM or 1/1 Block for NCOs. ACOM and 1/1 Blocks will be earned – not given. It is not fair to you, your peers and the Army.

4. Absolutes. These absolutes generally define the areas that will automatically push you into a position of potentially receiving a BCOM (officers) and 4/4 or 5/5 Block (NCOs).

- a) UCMJ Infractions
- b) Engage in Integrity: lying, cheating, tolerating or covering up
- c) Acts of Indiscipline: debt, substance abuse, overweight, or PT failure
- d) Breaking the Team/ Trust: Mistreatment of Soldiers, Family, Detainee, or Local Civilian Abuse
- e) One or multiple violations of the “Saber 6”

5. Counseling. Counseling at every level is an integral part of our evaluation system. It is an event that is developmental in nature. Performance counseling will reflect how I evaluate your performance and your carrying out of the “Saber 6.” I will counsel those I rate routinely (verbally and/ or writing). This will usually be done in relation to major milestones or events. Examples include; shifting from one ARFORGEN phase to the next (i.e. from Reset to Train/Ready Phase); a JRMC or major training event; changes in phases of a campaign plan; after a major or named operation, etc. Counseling will include past performance, near and long-term objectives and any personal goals, issues or concerns. For those I senior rate, your rater will know how I see you. I will personally counsel those I senior rate in conjunction with evaluations, in relation to a specific circumstance, or upon request.

6. How you will be Rated / Senior Rated:

The most significant function I play as Senior Rater in the Squadron is in assessing potential for greater responsibility, promotion and command. For captains I senior rate and rate, I am voting on your selection for Field Grade promotion and squadron/battalion command potential. For Troop Commanders that the Regimental Commander senior rates, I will give him my recommended remarks and blocking for your evaluation. For Senior NCOs, my blocking and remarks on your evaluation will also affect your competitiveness for promotion and potential selection for positions of greater responsibility.

For officers, ACOM reports are reserved for those who can perform at the next rank now - usually about a third of any given formation is at this standard. The majority of the officers will receive COM reports. COM reports with strong narrative are competitive reports. The Department of the Army states that a successful Army career is promotion to LTC with retirement at 20 years or more. A very small number of officers may receive BCOM reports – usually associated with an adverse event or the absolutes stated above in paragraph 3.

Generally, I make my assessments based on:

- a. My own observations
- b. Your rater's assessment
- c. CSM input
- d. Other organizations and/ or individual outside your unit

Important to note that the best captain may not be in charge of the "best Troop" or staff section in the Squadron. An example is a captain who takes charge of an already excellent Troop and only holds what they have or status quo, might not be as good as one who inherits a "broken" or "challenged" unit and makes significant improvements even though it is not the "best Troop." This is a general rule and also applies at the staff and platoon-levels.

7. So with all this in mind, let me describe (NOT prescribe) characteristics of below center of mass (BCOM); center of mass (COM); and above center of mass (ACOM) officers. I will describe in terms of Majors and Captain/ Troop CDRs/ Staff OICs, but the traits are generically applicable to all:

MAJORS

BCOM:

Treads water

Requires supervision and prompting

Passes the word

Directs subordinates (vice inspire)

Below standard in PT, community support, Professional Development (write, read, speak)

***Fails in one or more of the Saber 6**

*Fails in the absolutes

*Has his / her OWN agenda (vice the Commander's)

*Fails to enforce standards, discipline and policies within the Squadron

COM:

Works within mission and intent

Team Leader

Develops subordinates

Meets Performance Standards – PT, community, writes, speak, and read

Accomplishes assigned missions

Applies doctrine

Runs / controls their Section(s)

Synchronizes Operations

Coordinates, anticipates and verifies routinely

Understands and employs the Squadron's and attached Enablers

ID's and solves problems within their lane

***Meets and operates within the Saber 6**

ACOM:

Could take charge at the next rank now

*Discerns mission and intent

Initiative (lots of it)

Team BUILDER – collective excellence

Coaches and inspires

Exceeds Performance standards

Can execute multiple missions simultaneously with positive results

Innovation – can go beyond doctrine (help create new doctrine / TTP)

***Understands BIG picture (Regiment and above, and the Community)**

*Helps run the Squadron

*Looks deep, but still takes care of the close fight

*IDs problems – Offers solutions

*Helps develop Troop CDRs and Staffs

***Internalizes the Saber 6**

Captains and Lieutenants:

BCOM:

Treads water

Requires supervision and prompting

Passes the word

Directs subordinates (vice inspire)

Below standard in PT, community support, Professional Development (write, read, speak)

***Fails in one or more of the Saber 6**

*Fails in the absolutes

*Lets emotion cloud their Judgment

*Fails to enforce standards, discipline and policies within the Squadron

COM:

Works within mission and intent

Team leader

Develops subordinates

Meets Performance Standards – PT, community, writes, speak, and read

Accomplishes assigned missions

Applies doctrine

Commands their troop/ leads their section

Knows MDMP and Troop Leading Procedures

Coordinates, anticipates and verifies routinely

Understands and employs Troop-level enablers

ID's and solves problems within their lane

***Meets and operates within the Saber 6**

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ACOM:

Could take charge at the next rank now

*Discerns mission and intent

Initiative (lots of it)

Team BUILDER – collective excellence

Coaches and inspires

Exceeds Performance standards

Can execute multiple missions simultaneously

Innovation – can go beyond doctrine (help create new doctrine / TTP)

* Understands BIG picture (Regiment, DIV, Corps and Community)

*Takes care of the close fight, but still looks deep


*IDs Squadron problems – Offers solutions

***Meets and operates within the Saber 6**

For Senior NCOs, I will make my assessments of your performance based on my own observations, your rater's assessment, and I will specifically take into account the CSM's input. Senior NCOs that deserve to be promoted to the next rank and receive a position of greater responsibility will not only receive a 1/1 Blocking from me, but also the strongest bullets I can muster to allow your selection on your next DA board. Other Senior NCOs that need more development time may receive 1/1 Blockings, but their bullets may not be as strong as those already prepared to execute at the next rank/ position of responsibility. Those Senior NCOs that have performed to an average standard or below should not expect a 1/1 Blocking from me if I am their Senior Rater.

8. I see all of you as professionals within a ~~secret~~ brotherhood. Less than 1% of the nation serves in our military and by that very statement – you are a special part of this Team. We must always remember that we are in the most selfless of professions, where duty is humbly its own reward. In a Corps (both officer and NCO) so talented, not everyone can be an ACOM (an average player in the NFL still has to be great just to make the cut into the league – and we are more professional than the NFL). I expect you to do your best and to continuously strive to get better no matter how good you are.

SABER READY!


CHRISTOPHER L. BUDIHAS
LTC, IN
Commanding