

DEPARTMENT OF HOMELAND SECURITY
U.S. Coast Guard Academy
CADET EVALUATION REPORT WORKSHEET
2/c CADET

INSTRUCTIONS

- Use a pen or pencil.
- Darken the oval completely.
- Do not make any stray marks on this form.

CORRECT MARK



INCORRECT MARKS



Reference: (a) Regulations of the Corps of Cadets SUPTINST M5215.2 (series)

CADET EVALUATION REPORT GUIDANCE

The Cadet Evaluation Report (CER) is the single most significant document in the management of a cadet's career. It is the official record of performance used to determine the cadet's potential to successfully serve at the Coast Guard Academy and the cadet's proficiency in the leadership competencies expected of a 2/c cadet demonstrated during the program covered by this report. Accordingly, our Cadet Evaluation System demands integrity, fairness, accuracy, and timeliness. The responsibility for preserving these tenets rests upon all parties. In addition to regular feedback and mid-period counseling, providing timely, accurate evaluations is a basic leadership function. While every member is responsible for providing carefully crafted supporting material, it is incumbent upon the CER rating chain to draft the appropriate sections and ensure cadets receive the feedback they deserve.

REPORTED-ON CADET: Submit a performance support package to your Supervisor. This package must include the 2/c Cadet Support Form listing significant accomplishments that occurred during the period covered by this report.

RATING CHAIN: Review reference (a) and other pertinent directives that establish policies and procedures for completing Cadet Evaluation Reports and assigning marks against written performance standards. All dimensions within each performance factor must be evaluated.

COMMENTS: Written comments are required to support each mark of 1, 2, 3, 7, Unsatisfactory Conduct, and a Service Potential rating of "Suitability Review." Comments are also required for the Targeted Leadership Competencies for the program covered by this report.

- Supporting comments for a 1, 2, 3, or 7 should be in the space provided after each factor, are limited to two lines of text for each dimension, and should be concise and provide specific examples of performance or behavior.
- Written comments for Unsatisfactory Conduct must be provided on a separate page and must be specific and sufficient enough to fully describe the conduct that led to an unsatisfactory mark.
- Written comments for a Service Potential rating of "Suitability Review" must also be provided on a separate page and must be specific and sufficient enough to describe why the member is recommended for consideration for Suitability for Service Probation.
- Each dimension of this report identifies the leadership competencies covered under that dimension in parentheses. Block 6 of this CER captures the Targeted Leadership Competencies for the program covered by this report. Supporting comments for these Targeted Leadership Competencies should be in the space provided in the Comments block immediately following the applicable dimensions, are limited to two lines of text for each dimension, and should be concise and provide specific examples of threshold proficiency in those leadership competencies.

SERVICE POTENTIAL: Required. Provide written, succinct comments describing the potential for future cadet responsibilities, including potential to successfully serve as a cadet at the Coast Guard Academy and threshold proficiency in the targeted leadership competencies expected of a 2/c for the program covered by this report.

SUPERVISOR: After observing and gathering input on member's performance and behavior, evaluate member's performance against the written performance standards and recommend marks by darkening the appropriate ovals. Provide the completed worksheet with recommended marks and written comments to the Marking Official.

MARKING OFFICIAL: Review the marks recommended by the Supervisor and, considering other information on the member's performance and behavior, recommend marks by darkening the appropriate ovals and entering the numerical equivalent in the "Mark" column. Provide the completed form with recommended marks and written comments to the Approving Official.

APPROVING OFFICIAL: Review the marks recommended by the Marking Official. Marks not concurred with must be discussed with the Marking Official. To change a mark, draw a line through and initial the incorrect mark, assign a new mark, and change the "Mark" column. Confirm that required written comments are provided. Ensure that the member is counseled on the marks and the member signs the worksheet.

1. FIRST NAME, MIDDLE INITIAL, LAST NAME	2. CADET CODE	
3. COMPANY / DIVISION OR SUMMER TRAINING PROGRAM	4. START & END MARKING PERIOD (MM/DD/YYYY) _____ TO _____	5. PAY GRADE

6. TARGETED LEADERSHIP COMPETENCIES FOR THE PROGRAM COVERED BY THIS REPORT

MILITARY: Measures a member's ability to bring credit to the Coast Guard through personal demeanor and professional actions.

<p>MILITARY BEARING: The degree to which the member adhered to uniform and grooming standards, and projected a professional image that brought credit to the Coast Guard. Enforced standards for others. <i>(Aligning Values, Personal Conduct)</i></p>	1	Failed to consistently adhere to uniform or grooming standards. Set poor example for others. Failed to address substandard performance of subordinates, if assigned.	3	Complied with and enforced uniform and grooming standards. Well-versed in military etiquette. Projected a professional image that brought credit to the Coast Guard.	5	Exemplified the highest uniform and grooming standards. Demanded exceptional performance from others. Performance of subordinates, if assigned, was exceptional.	7	MARK
<p>CUSTOMS, COURTESIES, AND TRADITIONS: The extent to which the member conformed to military customs, courtesies, traditions, and protocols; set and enforced standards for others. <i>(Aligning Values, Personal Conduct)</i></p>	1	Failed to consistently adhere to military protocols for customs, courtesies, and traditions. Failed to address substandard performance of subordinates, if assigned.	3	Conformed to military protocols for customs, courtesies, and traditions and integrated them into daily leadership practices. Role model for others. Enforced standards.	5	Demonstrated outstanding knowledge of military customs, courtesies, traditions, and protocols. Actively advised others on ceremonies and events. Performance of subordinates, if assigned, was exceptional.	7	MARK

Comments *(Limited to a maximum of two lines of text per dimension):*

PERFORMANCE: Measures a member's willingness to acquire knowledge and the ability to use knowledge, skill, and direction to accomplish work.

<p>QUALITY OF WORK: The degree to which the member utilized knowledge, skills, and expertise to effectively organize and prioritize tasks. Completed quality work and met needs of others. <i>(Accountability and Responsibility, Personal Conduct)</i></p>	1	Needed help in prioritizing routine tasks. Work frequently failed to meet expectations. Failed to stand proper watches, if assigned. Repeatedly failed to meet supervisor's or others' needs.	3	Used training, experience, and proper procedures to produce finished work of great quality. Worked efficiently. Stood responsible watches, if assigned. Prioritized and balanced needs of supervisor and others.	5	Consistently produced expert-quality work that exceeded expectations and standards. Successfully resolved challenging situations while on duty. Effectively set priorities for new or complex tasks. Consistently met required timelines. Anticipated and continually met needs of others.	7	MARK
<p>TECHNICAL PROFICIENCY: The degree to which the member demonstrated technical competency and proficiency for current assignment. Took responsibility for the development of self and others. <i>(Technical Proficiency)</i></p>	1	Demonstrated below-standard knowledge and skill of current assignment. Failed to acquire or maintain required qualifications.	3	Demonstrated solid grasp of the knowledge, skills, and expertise for current assignment. Met or maintained required qualifications. Developed or maintained a robust plan to ensure adequate professional development opportunities for subordinates, if assigned.	5	Demonstrated mastery of knowledge, skills, and expertise for current assignment. Achieved or maintained advanced qualifications. Technical expertise significantly contributed to Company's success. Led initiatives directly resulting in the significant professional development of others.	7	MARK
<p>INITIATIVE: The degree to which the member was a self-starter and completed meaningful accomplishments. Encouraged others to do the same. Voluntarily took on more than assigned duties. <i>(Personal Conduct)</i></p>	1	Avoided additional responsibility. Implemented or supported improvements only when directed to do so. Potential improvements in methods, service, or products went unexplored.	3	Required little or no guidance to accomplish assigned tasks. Effectively prioritized work to meet deadlines. Independently sought out additional responsibilities and actively encouraged others to do the same.	5	Eagerly sought additional responsibility and performed duties beyond expectations of role. A self-starter who expertly prioritized work assignments. An action-oriented leader who inspired others to get involved and seek additional duties.	7	MARK
<p>CRITICAL/STRATEGIC THINKING: The degree to which the member participated in the implementation of Company or Regimental objectives. Member demonstrated understanding of resource allocation decisions and subsequent impacts on long-term goals and plans.</p>	1	Lack of strategic foresight led to negative impacts on personnel, Company or Regimental objectives, or resource allocation.	3	Actively participated in the implementation of Company or Regimental objectives. Demonstrated an understanding of resource allocation decisions and subsequent impacts on long-term goals and plans. Focused on strategic intent and routinely solved issues for future outcomes.	5	Prioritized milestones and resources to align with long-term goals and plans. Accurately forecasted strategic challenges and influenced the development of Company and Regimental objectives.	7	MARK

Comments *(Limited to a maximum of two lines of text per dimension):*

Comments (Limited to a maximum of two lines of text per dimension):

PROFESSIONAL QUALITIES: Measures those qualities the Coast Guard values in its people.

<p>DECISION MAKING AND PROBLEM SOLVING: The degree to which the member made sound decisions and provided valid recommendations by using facts, experience, risk assessment, and analytical thought. <i>(Influencing Others, Effective Communications)</i></p>	1	Failed to make necessary decisions or jumped to conclusions without considering facts, alternatives, or risks. Unable to solve issues within own authority. Did not support a culture of innovation or creative thinking.	3	Demonstrated analytical thought and exercised appropriate risk management in making decisions. Anticipated problems and took prompt actions to seek resolution. Encouraged innovation and creative thinking.	5	Designed or implemented significant improvements to programs or processes. Made reasoned, effective, and timely decisions after considering all relevant factors and options. Fostered a culture of innovation and creative thinking.	7	MARK
<p>MILITARY READINESS: The degree to which the member effectively identified and managed stress, and engaged in activities that promoted physical fitness and emotional well-being. Ensured compliance with personal readiness standards for self and others. <i>(Health and Well Being)</i></p>	1	Lacked effort to comply or assist others with readiness standards. Performance suffered due to lack of compliance with health, well-being, or readiness standards. Indifferent to work-life balance.	3	Managed stress to prevent negative impact on job performance and emotional well-being. Maintained compliance with medical and readiness standards, mandated training, and qualifications. Complied with weight standards throughout the entire period. Demonstrated financial responsibility. Used alcohol responsibly, if at all. Participated in physical fitness activities. Fostered a positive work-life balance. Closely monitored readiness compliance of subordinates, if assigned.	5	Championed compliance with readiness standards throughout unit. Held others accountable for meeting readiness requirements. Took administrative action when necessary. Made significant contributions to health, well-being, and readiness of subordinates and unit. Actively supported additional opportunities for personal readiness for self and others.	7	MARK
<p>SELF AWARENESS AND LEARNING: The degree to which the member continued to assess self, develop professionally, improve current skills and knowledge, and acquire new skills. <i>(Self Awareness and Learning, Personal Conduct)</i></p>	1	Failed to assess personal strengths or weaknesses. Lacked commitment to personal or professional development of self or others.	3	Consistently assessed self and prepared for greater responsibilities through education or training. Identified needs and abilities of others. Sought available opportunities to increase knowledge and further develop skills for all.	5	Aggressively sought opportunities for personal and professional growth for self and others. Assumed greater responsibility through leading professional development opportunities for others.	7	MARK
<p>PARTNERING: The degree to which member collaborated across Company boundaries and with stakeholders to enhance and execute assigned duties and tasks. <i>(Team Building)</i></p>	1	Failed to maintain or develop partnerships. Little engagement outside assigned responsibilities. Attitude or personality was detrimental to building beneficial working relationships.	3	Maintained positive working relationships to enhance and support division success. Maintained appropriate level of contact with others to ensure efficient use of resources.	5	Developed new or strengthened existing strategic partnerships to improve efficiency and conserve resources. Encouraged collaboration across Companies and with stakeholders.	7	MARK

Comments (Limited to a maximum of two lines of text per dimension):

LEADERSHIP: Measures a member's ability to direct, guide, develop, influence, and support others in performing work.

<p>RESPECT FOR OTHERS: The degree to which the member fostered an environment that supported diversity, fairness, dignity, compassion, and creativity. <i>(Respect for Others and Diversity Management)</i></p>	1	Showed apathy to the importance of diversity, fairness, dignity, compassion, and creativity. Treated others unfairly or with bias. Did not hold others accountable for disrespectful behavior.	3	Demanded an environment that supported diversity, fairness, dignity, compassion, and creativity. Worked comfortably with others of all ranks and positions. Showed respect for cultural differences. Held self and others accountable.	5	Demonstrated a strong personal commitment to fair and equal treatment of others. Made noteworthy contributions to prevent and eliminate prejudicial actions in the work place. Actively championed respectful and inclusive behavior.	7	MARK
<p>ACCOUNTABILITY AND RESPONSIBILITY: The degree to which the member took responsibility of assigned duties and work area. Held self and others accountable to Coast Guard standards and Coast Guard Academy regulations. <i>(Accountability and Responsibility)</i></p>	1	Provided little or no support for policies and decisions. Unwilling to hold self or others accountable for actions. Poorly managed personnel or material resources.	3	Took ownership of assigned duties and work area. Required self and others to conform to military rules and regulations. Supported established policies and decisions. Initiated appropriate administrative and disciplinary action when necessary. Appropriately managed personnel and material resources.	5	Skillfully applied policies and regulations to solve complex performance and compliance issues. Made excellent recommendations to support positive recognition and corrective actions. Expertly managed personnel and material resources.	7	MARK
<p>WORKFORCE MANAGEMENT: The degree to which the member effectively managed, mentored, and directed assigned personnel in accordance with Coast Guard/Coast Guard Academy policy. <i>(Influencing Others, Effective Communications, Mentoring)</i></p>	1	Failed to demonstrate understanding of Coast Guard/Coast Guard Academy personnel policies and regulations. Unable to direct personnel to achieve acceptable results.	3	Effectively managed personnel to achieve mission success. Made recommendations or referrals to senior leaders concerning personnel development, utilization, evaluation, recognition, and discipline actions. Actively involved in mentoring.	5	Achieved superior results through team management. Excelled at communicating organizational and mission requirements impacting personnel. Actions demonstrated an excellent knowledge of Coast Guard/Coast Guard Academy policy.	7	MARK
<p>EFFECTIVE COMMUNICATION: The degree to which the member effectively utilized all forms of communication in formal and informal settings. <i>(Effective Communications)</i></p>	1	Used inappropriate communication. Unwilling to accept feedback. Thoughts and directions expressed in disorganized manner. Performance of others suffered as a result of poor communication.	3	Effectively utilized clear, concise, and appropriate communication in formal and informal settings to accomplish tasks. Listened attentively. Conscious of impact of non-verbal communication. Accepted and provided constructive feedback. Presentations were well organized and delivered.	5	Expertly communicated in all formal and informal settings. Written work met highest standards. Verbal and written communications were clear and concise. Presentations were well rehearsed and appropriate for audience.	7	MARK
<p>CADET ENGAGEMENT AND PARTICIPATION: The degree to which the member supported the division, the Company, the Regiment, and the various Academy programs (e.g., summer training programs, clubs, activities, councils, athletics, community outreach, etc.). <i>(Team Building, Mentoring, Taking Care of People)</i></p>	1	Did not participate as a member of the division. Did not support or demonstrate sufficient knowledge of the division, the Company, the Regiment, and Academy programs.	3	Participated as an active member of the division and the Company. Actively engaged in Academy programs.	5	Exemplified leadership within the division, the Company, and/or the Regiment. Actively supported Company and Regimental goals and initiatives. Demonstrated significant engagement in Academy programs.	7	MARK

Comments (Limited to a maximum of two lines of text per dimension):

CONDUCT The degree to which the member, through personal behavior, conformed to the rules, regulations, and military standards, and Coast Guard Core Values, both on and off duty.	UNSATISFACTORY <i>(Comments must be provided on a separate page. Comments should be specific and sufficient to describe the conduct that led to an "Unsatisfactory" mark.)</i> Failed to meet minimum standards as evidenced by Cadet Class I offense, NJP, CM, or civil conviction; or brought discredit to the Coast Guard as evidenced by adverse CG-3307 entries including financial irresponsibility, or alcohol incidents; or failed to conform to civilian and military rules, regulations, and standards. Received 75% or more than the maximum allowable demerits. <p style="text-align: center;"><input type="radio"/></p>	SATISFACTORY No Cadet Class I offense, NJP, CM, or civil conviction; promoted and supported respect for rules, regulations, and civilian and military standards. Received below the maximum allowable demerits. <p style="text-align: center;"><input type="radio"/></p>		
SERVICE POTENTIAL: Required. Provide written, succinct comments describing the potential for future cadet responsibilities, including potential to successfully serve as a cadet at the Coast Guard Academy and threshold proficiency in the targeted leadership competencies expected of a 2/c for the program covered by this report.				
Comments <i>(Comments are required; however, all lines are not required to be used):</i> 				
DISTINCTION: Assign this mark if, in the view of the rating official, at the time of this evaluation, the individual is performing with distinction and is demonstrating proficiency in the required leadership competencies of a 2/c Cadet in the program covered by this report. READY: Assign this mark if, in the view of the rating official, at the time of this evaluation, the individual is performing satisfactorily and is proficient in the required leadership competencies of a 2/c Cadet in the program covered by this report. SUITABILITY REVIEW: Assign this mark if, in the view of the rating official, the individual is performing unsatisfactorily and does not demonstrate proficiency in the required leadership competencies of a 2/c Cadet in the program covered by this report. The member may be recommended for suitability for service hearing or any Core Value remediation.				
SUPERVISOR: <input type="radio"/> Distinction <input type="radio"/> Ready <input type="radio"/> Suitability Review	I CERTIFY THAT I HAVE EVALUATED THE MEMBER AGAINST THE WRITTEN PERFORMANCE STANDARDS, AND I HAVE PROVIDED WRITTEN DOCUMENTATION FOR SUPPORT OF EACH MARK OF 1, 2, 3, 7, UNSATISFACTORY CONDUCT, OR POTENTIAL FOR SUITABILITY FOR SERVICE PROBATION.			
	SUPERVISOR'S NAME	SUPERVISOR'S SIGNATURE	RATE/RANK	DATE
MARKING OFFICIAL: <input type="radio"/> Distinction <input type="radio"/> Ready <input type="radio"/> Suitability Review	I CERTIFY THAT I HAVE EVALUATED THE MEMBER AGAINST THE WRITTEN PERFORMANCE STANDARDS, AND I HAVE PROVIDED WRITTEN DOCUMENTATION FOR SUPPORT OF EACH MARK OF 1, 2, 3, 7, UNSATISFACTORY CONDUCT, OR POTENTIAL FOR SUITABILITY FOR SERVICE PROBATION.			
	MARKING OFFICIAL'S NAME	MARKING OFFICIAL'S SIGNATURE	RATE/RANK	DATE
APPROVING OFFICIAL: <input type="radio"/> Distinction <input type="radio"/> Ready <input type="radio"/> Suitability Review	<input type="radio"/> Concur <input type="radio"/> Do Not Concur, changes made <input type="radio"/> Required comments for unsatisfactory conduct or recommendation for suitability for service probation attached on separate page.			
	APPROVING OFFICIAL'S NAME	APPROVING OFFICIAL'S SIGNATURE	RATE/RANK	DATE
REPORTED-ON CADET:	I ACKNOWLEDGE HAVING BEEN COUNSELED ON AND REVIEWED MY CADET EVALUATION REPORT WORKSHEET FOR THIS PERIOD. I HAVE BEEN BRIEFED ON AND FULLY UNDERSTAND THE SIGNIFICANCE THAT THE ASSIGNED MARKS HAVE ON MY CADET STANDING. I UNDERSTAND THAT I HAVE THREE CALENDAR DAYS IN WHICH TO APPEAL MY CER IN WRITING IN ACCORDANCE WITH THE REGULATIONS OF THE CORPS OF CADETS, SUPTINST M5215.2 (SERIES).			
SIGNATURE			DATE	
Privacy Act Statement				
Authority: 14 USC 633. Purpose: To provide feedback on cadet's performance and assist in determining suitability for promotion, selection, and assignment. Routine Uses: Same. Disclosure: Mandatory. Failure to disclose required information may adversely affect promotion, selection, and assignment decisions.				