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NORTH ATLANTIC TREATY ORGANIZATION
ORGANISATION DU TRAITÉ DE L'ATLANTIQUE NORD
HEADQUARTERS SUPREME ALLIED COMMANDER TRANSFORMATION
7857 BLANDY ROAD, SUITE 100
NORFOLK, VIRGINIA, 23551-2490



ACT/HQ SACT Dir 05-2
DATED 13 Nov 20
TT-3362

INTERNATIONAL EVALUATION REPORTS

REFERENCE: A. IER policy for all OR-1 through OF-5 military personnel servicing on the staff of the Headquarters Allied Commander Transformation (HQ SACT) and subordinate commands.

1. **Status.**

This directive supersedes Allied Command Transformation (ACT/HQ SACT) directive 05-2 dated 10 Sep 2014.

2. **Purpose.**

The success of IER Programme within ACT is incumbent upon the timely and accurate submission of IERs, and in turn directly influences military personnel's professional performance for future assignments, promotions and special activities. Additionally, the programme proactively monitors, manages, executes report due dates, update changes and promotes active communication between Branch heads, Raters/Reviewing Officers, Military Assistants, NLRs, and the Military Personnel Section.

3. **Applicability.**

This directive is applicable to all ACT Headquarters and subordinate commands that are assigned to Peacetime Establishment (PE) and Voluntary National Contributions (VNC) posts.

4. **Publication Updates.**

Updates are authorized when approved through Tasker Tracker Enterprise (TTE) by HQ SACT COS.

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5. **Sponsor/Proponent.**

The Sponsor for this HQ SACT directive is the Resources and Management Directorate (R&M), Human Resource Management Branch (HRM), and the Military Personnel (MilPers) section. Contact information is as follows:

Commercial phone: 757-747-3531

Email address: SACTHRMMilitaryPersonnel@act.nato.int.

FOR THE SUPREME ALLIED COMMANDER TRANSFORMATION:

A handwritten signature in black ink, appearing to read "Paul Bennett". The signature is written in a cursive, flowing style.

Paul M Bennett CB OBE
Vice Admiral, GBR AF
Chief of Staff

INTERNATIONAL EVALUATION REPORTS

(IER)

This Allied Command Transformation (ACT) directive will be included in the next publication of the List of Effective ACT Directives Index. This directive supersedes ACT Directive 05-2 dated 6 June 2012.

1. **Applicability.** This directive is applicable to all OR-1 through OF-5 military personnel serving on the staff of the Headquarters, Supreme Allied Commander Transformation (HQ SACT), Allied Command Transformation (ACT) and its subordinate commands that are assigned to Peacetime Establishment (PE) and Voluntary National Contribution (VNC) posts. IER policy for Flag/General Officers (FO/GOs) is covered separately in ACT Directive 45-7.
2. **Interim Changes.** Interim changes are authorized when approved by the HQ SACT Chief of Staff (COS). Any requested changes shall be routed through the Military Personnel Section (MPS).
3. **Background.** The successful accomplishment of the Headquarters' mission depends on receiving satisfactory performance from each service member assigned, and the IER is the management tool used to formally assess this performance. While the IER does not replace national reporting requirements, national reporting officials are encouraged to use the IER as supplementary material for national reports. The success of the IER Programme within ACT is incumbent upon the timely and accurate submission of IERs, which in turn is directly dependent upon the proactive monitoring of report due dates and active communication amongst Branch Heads, Raters/Reviewing Officers, NLRs, and the Military Personnel Section.
4. **Policy.**
 - a. **Format/Classification.** The fillable IER template is at Annex A and also available for download on the Human Resources Management (HRM) Military Personnel Section (MPS) web page. All IERs shall be typed using 10 or 12 point font and classified as "Personal in Confidence" with access restricted accordingly. Classified Information SHALL NOT be included in IERs under any circumstances.
 - b. **Rating Chains.** The Rater shall be an OR-7 or above and should be the direct supervisor of the member being evaluated. The Reviewing Officer shall be a commissioned officer and should be the Rater's immediate supervisor. Rating chains will remain internal to the member's organizational element to the maximum extent possible. NATO Civilian equivalents may serve as Raters/Reviewing Officers as required.
 - c. **Signatures/Appeals/Changes.** The Rater and Reviewing Officer shall sign the IER before debriefing the member. The member being evaluated shall review and sign

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the completed IER. The signature does not indicate agreement, but acknowledges that the member has read the report. If a member disagrees with any portion of the IER, they have the right to provide a written statement to the Rater/Reviewing Officer within 10 working days from the date of review/debrief. The Reviewing Officer is responsible for appending the member's written statement to the IER prior to forwarding the IER to the national representative. Any changes to grading or remarks shall be initiated by Rater, Reviewing Officer, and Member.

d. **Reporting Requirements.** The various types of IERs and specific requirements for each type are listed in Paragraph 5 below. Generally speaking, reports are required annually, reports are not required if member has been assigned to ACT for less than 120 days, and Detachment of Individual (DOI) reports are only completed when requested by the NLR. Under no circumstances shall members go more than 16 months without a report.

e. **Processing Requirements.** Once the IER has been signed by the Rater, Reviewing Officer, and Member, the Reviewing Officer shall provide a copy to the Member, a copy to the Military Personnel Section (MPS), maintain a copy for their own files, and provide the original to the NLR. Annual and Adverse IERs shall be processed and forwarded no later than 15 days after the end date, while DOI IERs shall be processed and forwarded 30 days prior to the member's transfer date. Upon member's transfer from ACT, all IER copies maintained by the Reviewing Officer and the MPS shall be destroyed.

f. **Formal Assessment, Grading, and Narrative.** Formal assessment of performance shall reflect the member's performance during the grading period, although future potential may be addressed if germane to the rating. Raters should be judicious in assigning ratings since the IER may be the member's only performance assessment during an entire tour and vital to career progression. The narrative comments shall clearly and fairly assess professional performance, strengths and weaknesses, specific accomplishments and contributions, personal, intellectual, and professional attributes, and professional shortfalls as required. Comments may also include suitability for further international duty. Abbreviations and acronyms unique to a specific function or NATO must be avoided to ensure clarity. Assigned grades should be supported by and correlate to the narrative comments and assessment field sections. The following grading scale will be used for overall performance:

- (1) **Outstanding.** Members consistently perform their duties at levels far beyond what is expected of their ranks. They have outstanding leadership traits, intellectual capacities, professional knowledge, integrity, initiative, drive, etc. They are outstanding representatives of their nations and military services. This rating is expected to be given RARELY to very few people.

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(2) **Very Good.** Members perform all assigned and implied duties to the full satisfaction of their raters/reviewing officers. They make significant efforts above those required to just fulfill the mission of the team to which they belong. They fall short of an outstanding grading by a slight margin, yet possess many characteristics for such grading. This grading will be used INFREQUENTLY.

(3) **Good.** Members consistently reach high standards in their work without close supervision. They may not have realized their full potential; however, they consistently provide a positive contribution toward accomplishing the mission. This grading is expected to apply to the MAJORITY of individuals.

(4) **Satisfactory.** Members normally perform duties to an ACCEPTABLE standard for their rank and experience. They can overcome their shortcomings with further experience, maturity, and greater effort.

(5) **Unsatisfactory.** Members DO NOT MEET THE MINIMUM acceptable requirements for the job. Their poor performance requires others to act on their behalf to meet mission requirements. They fail to gain the respect and confidence of team members. Unless the rater/reviewing officer states that the member's efficiency can be improved, this grading is the basis for a potential decision to request national authorities to reassign or remove the member from NATO duty.

g. **Counseling/Mid-Term Counseling Requirements.** Members shall be counseled upon reporting for duty, at the mid-term point of the annual evaluation, and at other times throughout the year as required by their Rater. The purpose of performance counseling is to provide members an honest assessment of their strengths and weaknesses, areas in which they can improve their performance and effectiveness, and areas in which they can enhance their professional growth, personal development and communication abilities. The IER form will be used to perform mid-term counseling, but is not required to be typed or signed by the entire rating chain. The Rater will keep the mid-term counseling on file until the next IER is completed. All copies of counseling shall be destroyed upon the member's transfer from ACT.

5. **Report Types.**

a. **Annual.** Annual reports shall follow the schedule in Annex B. The start date of the first annual report will be the day the member officially reported for duty. All future reports (annual, DOI, adverse) will start on the day following the end date of the previous report so that continuity is maintained throughout the member's tour of duty. All annual reports shall be processed in accordance with paragraph 4e above.

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b. **Detachment of Individual (DOI).** DOI reports shall be completed only when requested by NLRs. The NLR should submit a request via e-mail to the member's Branch Head and/or Rater/Reviewing with information copy to the MPS 90 days prior to member's transfer date. When requested, Raters/Reviewing Officers shall complete and process DOI reports in accordance with paragraph 4e above 30 days prior to the member's transfer date to allow time for unforeseen circumstances and national processing requirements. All DOI reports shall be processed in accordance with paragraph 4e above.

c. **Adverse.** Reviewing Officers will consider the need to submit adverse reports due to unsatisfactory or inadequate performance on a case-by-case basis. Formal warnings and formal requests for removal from international duty shall be submitted using the Adverse IER. Any adverse reports that deal with adverse Personnel Security matters shall be coordinated through the ACT Security Branch Head prior to being written or executed. All adverse reports shall be processed in accordance with paragraph 4e above.

d. **Special Cases for Removal.** The following special cases for removal do not require prior counseling or formal warning via an Adverse IER:

(1) **Withdrawal of Security Clearance.** National authorities will notify the appropriate HQs immediately if a staff member's security clearance is withdrawn/downgraded to below the mandatory level for the post. Such staff members are to be withdrawn from post immediately.

(2) **Language Qualifications.** If a member arrives at ACT without a certificate showing they have passed an English language test at the required level at a recognized test centre (or there are concerns regarding the individual's competence), they will be required to report to a recognized language testing centre (at national expense) to take an English language test. An appropriate pass will allow the member to continue in post. Failure will place the member on probation for 4 months while the nation pays for the individual to receive language tuition at or close to the employing HQ. If the member has not reached the required standard of mandatory language proficiency after the probation period, the ACT Commander may arrange to have the individual formally retested at a recognized language testing centre (at national expense). If the test results confirm the language deficiency, the ACT Commander may request national authorities to remove the individual from international duties for non-blameworthy reasons and provide a qualified replacement as soon as possible.

(3) **Professional Qualifications/Experience.** If members are found to lack essential professional qualifications or experience as stated in their Job Descriptions during the first 4 months of employment, the ACT Commander may

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request national authorities to remove them from international duties for non-blameworthy reasons and to provide qualified replacements as soon as possible.

6. **Responsibilities.**

a. **Branch Heads shall:**

- (1) Monitor/track completion of all IERs for personnel assigned within their Branch through close coordination with their Raters/Reviewing Officers, NLRs/national authorities, and the MPS.
- (2) Monitor/track completion of Mid-Term Counseling by their Raters/Reviewing Officers for personnel assigned within their Branch.
- (3) Monitor/track completion of DOI IERs by their Raters/Reviewing Officers when requested by NLRs.

b. **Reviewing Officers/Raters shall:**

- (1) Initiate and complete IERs in accordance with the policies and timelines outlined in this Directive.
- (2) Process completed IERs in a timely manner and in strict accordance with paragraph 4e of this Directive.
- (3) Initiate and complete Counseling/Mid-Term Counseling in accordance with the policies and timelines outlined in this Directive.
- (4) Coordinate and execute a brief and handover of the member's IERs and Mid-Term Counseling files to their PE post relief prior to their transfer from ACT.
- (5) Coordinate and execute a brief and handover of IERs and Mid-Term Counseling files to the new Reviewing Officer if members they are reporting on are reassigned within ACT.
- (6) Provide regular updates to their Branch Head on status of completed IERs (Annual, DOI, Adverse) and Counseling/Mid-Term Counseling.
- (7) Destroy all copies of IERs and Counseling/Mid-Term Counseling files upon members' transfer from ACT.

c. **National Liaison Representatives (NLRs)/national authorities should:**

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- (1) Monitor/track completion of all IERs for their national personnel through close coordination with Branch Heads, Raters/Reviewing Officers, and MPS.
- (2) Specifically request and notify Branch Heads and/or Raters/Reviewing Officers by e-mail (with information copy to MPS) if DOI IER is required. Request should be submitted 90 days in advance of member's scheduled transfer date.
- (3) Specifically request and notify Branch Heads, Raters/Reviewing Officers, and MPS of any special requirements for IERs not normally executed within the scope of this Directive.
- (4) Notify MPS when changes to Annex B (IER Annual Report Schedule) are required.

d. SACT Military Personnel Section (MPS) shall:

- (1) Monitor/track completion of all SACT IERs through close coordination with Branch Heads, Raters/Reviewing Officers, and NLRs/national authorities.
- (2) Serve as subject matter experts and assist SACT Branch Heads, Raters/Reviewing Officers, and NLRs/national authorities in an advisory capacity to provide clarification on policies and procedures set forth in this Directive.
- (3) Provide courtesy e-mail notification to SACT Branch Heads and NLRs/national authorities 60 days in advance of Annual Report End Dates in accordance with the schedule listed in Annex B.
- (4) Destroy all copies of SACT IERs upon members' transfer from ACT.

e. JWC/JFTC/JALLC Military Personnel Sections (MPSs) shall:

- (1) Monitor/track completion of their IERs through close coordination with Branch Heads, Raters/Reviewing Officers, and NMRs/national authorities.
- (2) Serve as subject matter experts and assist their Branch Heads, Raters/Reviewing Officers, and NMRs/national authorities in an advisory capacity to provide clarification on policies and procedures set forth in this Directive.
- (3) Provide courtesy e-mail notification to Branch Heads and NMRs, with information copy to SACT NLRs, 60 days in advance of Annual Report End Dates in accordance with the schedule listed in Annex B.
- (4) Destroy all copies of IERs upon members' transfer from ACT.

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ANNEXES:

- A. International Evaluation Report (IER) Form
- B. IER Annual Report Schedule

DISTRIBUTION:
(HQ SACT DIR 35-1)
Lists I, III, V, and VI

INTERNATIONAL EVALUATION REPORT

Personal-in Confidence (when filled in)

PART I - PERSONAL/ADMINISTRATIVE DATA

LAST NAME:		FIRST NAME MIDDLE INITIAL(S):	
RANK:	NATIONALITY:	SERVICE:	SERVICE NO:
ACT HQ:	DIVISION:	BRANCH:	POST NO:
REPORTING PERIOD:		REASON FOR REPORT:	

PART II - DESCRIPTION OF DUTIES

** JOB TITLE:

** DUTIES PER JOB DESCRIPTION: (If no, give brief description of the duties.)

PART III - ASSESSMENT

Choose the most appropriate definition under each characteristic and mark the box with an 'X'.

**** PERSONAL CHARACTERISTICS:**

1. ACCEPTANCE OF RESPONSIBILITY: Consider how readily he/she accepts or assumes his/her assigned responsibilities or additional duties.	<input type="checkbox"/>	Exceptionally willing.
	<input type="checkbox"/>	Very willing.
	<input type="checkbox"/>	Normally accepts.
	<input type="checkbox"/>	Accepts only when told.
	<input type="checkbox"/>	Avoids if he/she can.
2. EFFECTIVE INTELLIGENCE: Consider his/her judgment, initiative and common sense.	<input type="checkbox"/>	Exceptionally quick to resolve problems.
	<input type="checkbox"/>	Sound and consistent.
	<input type="checkbox"/>	Adequate for normal duties.
	<input type="checkbox"/>	Judgment sometimes faulty.
	<input type="checkbox"/>	Incapable of reasoned thinking.
3. ABILITY TO WORK IN A TEAM: Consider how effectively he/she works with and gains the support of others.	<input type="checkbox"/>	Gives all to the team effort.
	<input type="checkbox"/>	A successful team worker.
	<input type="checkbox"/>	An average team worker.
	<input type="checkbox"/>	Sometimes personal interests interfere.
	<input type="checkbox"/>	Always puts him/herself first.
4. COOPERATION/TACT: Consider his/her cooperation, tact, and impact on colleagues.	<input type="checkbox"/>	Extremely tactful and cooperative.
	<input type="checkbox"/>	Uses cooperation and tact effectively.
	<input type="checkbox"/>	Normally cooperative with others.
	<input type="checkbox"/>	Is sometimes difficult to work with.
	<input type="checkbox"/>	Tactless and abrasive.

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<p>5. <u>RELIABILITY</u></p> <p>Consider his/her general reliability on and off duty.</p>	Exceptionally reliable.
	Very reliable.
	Usually reliable.
	Sometimes unreliable.
	Cannot be trusted.
<p>6. <u>DETERMINATION</u></p> <p>Consider his/her firmness of purpose, emotional maturity and impact on others.</p>	Outstandingly determined and resolute.
	Very determined and mature.
	Sufficiently determined for duties.
	Occasionally displays lack of purpose.
	Easily diverted.
<p>7. <u>STABILITY UNDER STRESS</u></p> <p>Consider his/her performance under pressure in conditions of stress.</p>	Works very well under pressure.
	Consistently calm and efficient.
	Not normally affected by stress.
	Adequate but easily confused.
	Work quickly deteriorates.
<p>8. <u>PERSONAL APPEARANCE, BEARING</u></p> <p>Consider his/her appearance and bearing on and off duty.</p>	Outstandingly smart always.
	Presents a very good appearance.
	Of good standard.
	Cares little for appearance.
	Extremely untidy.
<p>9. <u>DECISION-MAKING</u></p> <p>Consider how competently he/she makes decisions and takes action.</p>	Always decisive and accurate.
	Makes sound decisions.
	Usually makes the right decisions.
	Indecisive and slow.
	Tends to dislike decision-making.
<p>10. <u>LEVEL OF PROFESSIONAL KNOWLEDGE</u></p> <p>Consider whether he/she has the knowledge and skills required for his/her job.</p>	Exceptional professional skills.
	Very competent.
	Satisfactory knowledge.
	Has some deficiencies.
	Inadequate for current duties.
<p>11. <u>ABILITY TO ORGANIZE</u></p> <p>Consider his/her recognition of priorities, controlling, evaluating and supervisory abilities.</p>	An exceptional organiser and planner.
	A very good planner and supervisor.
	A satisfactory organiser and planner.
	Organising ability needs development.
	Displays no organising aptitude.

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12. COMMUNICATION Consider how effectively the individual expresses himself/herself orally and in writing, taking into account requirements of the Job Description.		Always concise, clear and convincing.			
		Usually fluent and clear.			
		Normally easily understood.			
		Some difficulties in expression.			
		Easily misunderstood.			
PART IV - OVERALL PERFORMANCE					
	OUTSTANDING**		GOOD		SATISFACTORY
	VERY GOOD				UNSATISFACTORY**
PART V - RATER'S NARRATIVE					
** I HAVE KNOWN THIS INDIVIDUAL FOR		YEAR(S)		MONTH(S)	
** REMARKS:					
DATE:		SIGNATURE:	NAME:		
RANK:		NAT/SVC:		POSITION:	

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PART VI - REVIEWING OFFICER'S COMMENTS

** I HAVE KNOWN THIS INDIVIDUAL FOR		YEAR(S)		MONTH(S)	
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- ** ☐ I agree with rater
- ** ☐ I do not agree with rater and I have amended in red ink the assessments at PART III to reflect my views
- ** REVIEWING OFFICER'S REMARKS:

DATE:		SIGNATURE:		NAME:		
RANK:		NAT/SVC:		POSITION:		

PART VII - CERTIFICATE OF REPORTED INDIVIDUAL:
The signing of the certificate by the reported individual does not signify agreement.

I certify that I have been shown this report and counselled as to my overall performance.

DATE:		SIGNATURE:			
RANK:		NAME:		NAT/SVC:	

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PART VIII - COMMENT BY NATIONAL MILITARY REPRESENTATIVE

(if required)

DATE:		SIGNATURE:		
RANK:		NAME:		NAT/SVC:

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IER ANNUAL REPORT SCHEDULE

Month of	ReportNation	End Date
January	GRC (OR 4-9)	31
	HRV	31
	POL	31
	SVK	31
February	FRA	28/29
	LVA	28/29
	PfP Nations	28/29
March	EST	31
	PRT (A & F)	31
April	DEU	30
May	BEL	15
	DNK	31
	NOR	31
June	BGR	30
	CZE	30
	ESP (N)	30
	SVNTUR	30
September	HUN	30
October	LTU	31
	NLD	31
December	ROU	15
	ALB	31
	CAN	31
	GRC (OF1-5)	31
	PRT (N) B	31
	PRT (N)	31
	ESP (A & F)	

- Notes: 1. USA/ITA/GBR will solicit IERs as required.
 2. SACT/JJJ MPSs will send e-mail reminder to BHs/NLRs 60 days prior to Annual End Date.
 3. No Annual Reports are due in April, July, or August.
 4. Criteria for all reports and special cases for removal from duty are covered in Paragraph 5.
 5. Under no circumstances shall member go more than 16 months without an IER.
 6. All Reports shall be processed in accordance with Paragraph 4e of this Directive.
 7. DOI Reports must be specifically requested by NLR/National Rep.

