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MEASURING TOTAL ARMY GOALS APPENDIX B TOTAL ARMY
LEADERSHIP GOAL VALUATED..(U) TITAN SYSTEMS INC LA
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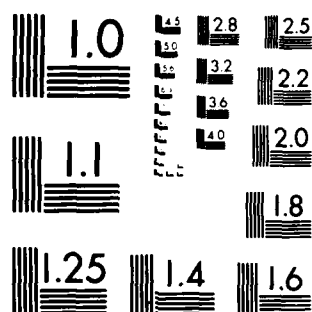
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MEASURING TOTAL ARMY GOALS

FINAL REPORT

APPENDIX B

TOTAL ARMY LEADERSHIP GOAL

VALUATED STATE SPACE

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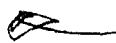
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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) The primary objective was to develop a "standard and acceptable measurement methodology" which may be applied to the official seven Total Army Goals. Readiness and Leadership goals were used as a pilot test. The principal methodology employed was a hierarchical valuated state space. The state space is a process whereby the person(s) responsible for defining the purpose or goal to be evaluated defines a set of parameters such that the		

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> designated parameters are the primary consideration (degrees of freedom) that impact directly on the achievement of the overall objective. Each parameter is attributed some relative importance and is further subdivided into mutually exclusive class intervals which indicate differences in the degree of achievement of that parameter. The class intervals span the range from the most to the least desirable condition. Each class interval is then attributed some relative worth for that degree of achievement. Finally, a normalizing function is applied so that some overall worth can be associated with each cell in this discrete, multi-attribute state space. 

A series of structured interviews with approximately 15 ARSTAF subject matter experts was conducted to define the respective goal parameters.

It was determined that a quantified measure of the goals was possible for both monitoring progress and directing investment of resources toward goal attainment. However, utility of the results and methodology was not considered acceptable. Principal criticism was that the method was not considered practical, was unduly complicated and would require virtually a totally new mind set for action-taking in support of the Total Army Goals.

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TOTAL ARMY GOALS

LEADERSHIP

A TOTAL ARMY WHOSE LEADERS AT ALL LEVELS POSSESS THE HIGHEST ETHICAL AND PROFESSIONAL STANDARDS COMMITTED TO MISSION ACCOMPLISHMENT AND THE WELL-BEING OF SUBORDINATES.

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TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2. LEADERSHIP GOAL				EXECUTIVE
2.1 DEMONSTRATE HIGHEST ETHICAL STANDARDS	(8)	(7)	(8)	(9)
2.2 DEMONSTRATE HIGHEST PROFESSIONAL STANDARDS	(9)	(9)	(10)	(10)
2.3 COMMITMENT TO MISSION ACCOMPLISHMENT	(10)	(10)	(9)	(8)
2.4 COMMITMENT TO WELL-BEING OF SUBORDINATES	(7)	(8)	(8)	(7)
2.1 DEMONSTRATE HIGHEST ETHICAL STANDARDS				
2.1.1 EXEMPLIFY THE PROFESSIONAL ARMY ETHIC	(8)	(8)	(9)	(10)
2.1.2 PROJECT STRENGTH OF CHARACTER AND PROFESSIONAL IMAGE	(10)	(10)	(10)	(9)
2.1.1 EXEMPLIFY THE PROFESSIONAL ARMY ETHIC				
2.1.1.1 LOYALTY TO THE NATION AND ITS HERITAGE	(7)	(7)	(10)	(10)
2.1.1.2 LOYALTY TO THE ARMY	(7)	(7)	(8)	(9)
2.1.1.3 LOYALTY TO UNIT	(10)	(10)	(10)	(7)
2.1.1.4 SENSE OF PERSONAL RESPONSIBILITY	(8)	(8)	(7)	(7)
2.1.1.5 DEDICATION TO SELFLESS SERVICE	(8)	(8)	(8)	(9)

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2.1.1.0 EXEMPLIFY THE PROFESSIONAL ARMY ETHIC	(8)	(8)	(9)	(10)
2.1.1.1.0 LOYALTY TO NATION AND ITS HERITAGE	(7)	(7)	(10)	(10)
2.1.1.1.1 KNOWLEDGE OF NATION'S HERITAGE, PRINCIPLES AND IDEALS	(6)	(6)	(6)	(6)
1 College level or advanced formal military training	10	10	10	10 ✓
2 High school level or equivalent formal military training	8	8	7 ✓	5
3 General military orientation in "civics"	5 ✓	4 ✓	2	0
4 No exposure to training in national heritage	0	0	0	0
2.1.1.1.2 SHOWS RESPECT FOR NATION'S PRINCIPLES AND POLITICAL INSTITUTIONS	(9)	(9)	(9)	(8)
1 Strong interest and high voting record	10	10	10	10 ✓
2 Demonstrated interest and moderate voting record	8	7	6 ✓	5 ✓
3 Some interest and low voting record	5 ✓	4 ✓	3	1
4 No demonstrated interest	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.1.1.1.3 ABLE TO ARTICULATE NATIONAL PRINCIPLES	(8)	(8)	(9)	(10)	(10)
1 Well informed positive and articulate in stating and explaining National principles	10	10	10	10	10
2 Clear understanding and ability to articulate National principles	8	8	7 ✓	5 ✓	5 ✓
3 Generally aware and able to offer reasonable explanation of National principles	5	5 ✓	3	1	1
4 Uncertain in understanding and ability to articulate National principles	3 ✓	2	1	0	0
5. Unable to articulate National principles	0		0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP EXECUTIVE
2.1.1.1.4 AWARE OF NATIONAL POLICIES AND OBJECTIVES	(7)	(7)	(7)	(8)
1 Espouses and discusses national objectives	10	10	10	10 ✓
2 Expresses interest and knowledge of national objectives	6	6	5 ✓	4
3 Not apparently well-informed of national objectives	4 ✓	4 ✓	0	0
4 Shows contempt for national objectives	0	0	0	0
2.1.1.1.5 SUPPORTIVE OF NATIONAL POLICIES AND OBJECTIVES	(10)	(10)	(10)	(10)
1 Inspires support by example	10	10	10	10
2 Offers general support for objectives	7	7 ✓	6 ✓	5 ✓
3 Follows orders	4 ✓	4	3	1
4 Discourages support for objectives	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP EXECUTIVE
2.1.1.2.0 LOYALTY TO THE ARMY	(7)	(7)	(8)	(9)
2.1.1.2.1 KNOWLEDGE OF ARMY HERITAGE AND PRINCIPLES OF SERVICE	(8)	(8)	(8)	(8)
1 Has attended formalized training in subject	10	10	10	10 ✓
2 Has received general instruction	8	8 ✓	7 ✓	5
3 Has received general orientation	4 ✓	4	2	0
4 No exposure to training in subject	0	0	0	0
2.1.1.2.2 SHOWS PRIDE IN SERVICE	(9)	(9)	(9)	(9)
1 Sets example in uniform and adherence to Army customs and traditions	10	10	10	10 ✓
2 Correct in uniform and observes Army customs and traditions	6 ✓	6 ✓	5 ✓	5
3 Meets military standards	4	4	3	2
4 Below standard in uniform and Army decorum	0	0	0	0
2.1.1.2.3 SUPPORTIVE OF ARMY GOALS AND REGULATIONS	(10)	(10)	(10)	(10)
1 Espouses and discusses Army goals	10	10	10	10 ✓
2 Expresses positive interest in and advances Army goals	7	7 ✓	6 ✓	5
3 Supports Army goals	6 ✓	5	4	0
4 Adheres to Army regulations	4	4	3	0
5 Negative in attitude toward goals and regulations	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2.1.1.3.0 LOYALTY TO UNIT	(10)	(10)	(10)	(7)
2.1.1.3.1 KNOWLEDGE OF UNIT HISTORY	(8)	(8)	(8)	(8)
1 Well-informed and articulate on the subject	10	10	10	10
2 Has good basic knowledge	8	7	7	5✓
3 Generally aware of most significant facts	5✓	4✓	4✓	0
4 Has little or no knowledge of unit history	0	0	0	0
2.1.1.3.2 SUPPORTIVE OF "TEAM SPIRIT" AND TEAM EFFORT	(10)	(10)	(10)	(10)
1 Inspires team effort and unit cohesiveness	10	10	10	10
2 Enthusiastic in promoting unit effort	8	8✓	7✓	7✓
3 Cooperates willingly in unit activities	4✓	4	3	3
4 Not cooperative in team efforts	0	0	0	0
2.1.1.3.3 LOYAL TO SENIORS	(9)	(9)	(9)	(8)
1 Supports and accepts responsibility for unpopular decisions of seniors	10	10	10	10
2 Encourages support for seniors	8	8✓	7✓	7✓
3 Faithfully carries out orders	5✓	5	5	4
4 Identifies seniors as source of unpopular orders	3	3	2	2
5 Undermines confidence in leaders	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.1.1.1.3.4 LOYAL TO PEERS	(7)	(7)	(7)	(7)	(6)
1 Supports peers in advancing both unit and personal objectives	10	10	10	10	10
2 Offers willing cooperation to peers	6 ✓	6 ✓	6 ✓	6 ✓	6 ✓
3 Coordinates with peers in gaining objectives	4	4	4	4	4
4 Advances own interest at expense of peers	0	0	0	0	0
2.1.1.1.3.5 LOYAL TO JUNIORS	(9)	(9)	(9)	(9)	(9)
1 Accepts responsibility for juniors' actions	10	10	10	10	10
2 Ensures juniors receive credit for performance	8 ✓	8 ✓	8 ✓	8 ✓	8 ✓
3 Recognizes accomplishments of juniors	5	5	5	5	5
4 Blames juniors for unit failures	0	0	0	0	0
2.1.1.1.3.6 SHOWS PRIDE IN UNIT	(8)	(8)	(8)	(8)	(8)
1 Seeks to identify with unit	10	10	10	10	10
2 Accepts identification with unit	5 ✓	5 ✓	5 ✓	5 ✓	5 ✓
3 Avoids identification with unit	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2.1.1.4.0 SENSE OF PERSONAL RESPONSIBILITY	(8)	(8)	(7)	(7)
2.1.1.4.1 ACCEPTS OBLIGATION TO ACCOMPLISH ASSIGNED TASKS	(8)	(8)	(8)	(8)
1 Completes all assigned tasks to highest standards	10	10	10	10 ✓
2 Highly reliable in completing tasks	8	8 ✓	7 ✓	5
3 Generally reliable in meeting obligations	4 ✓	4	2	0
4 Frequently unreliable	0	0	0	0
2.1.1.4.2 ABIDES BY ALL COMMITMENTS	(10)	(10)	(10)	(10)
1 Absolutely trustworthy in all commitments	10	10	10	10 ✓
2 Faithfully abides by commitments	8	8 ✓	7 ✓	6
3 Seldom fails to abide by commitments	4 ✓	4	3	2
4 Frequently fails to abide by commitment's	0	0	0	0
2.1.1.4.3 STRIVES FOR INDIVIDUAL GROWTH AND IMPROVEMENT	(6)	(7)	(7)	(6)
1 Achieves accelerated advancement	10	10	10	10
2 Maintains rapid rate of advancement	7	7	7	7 ✓
3 Advances at normal rate	5 ✓	5 ✓	5 ✓	5
4 Stagnates at current level	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2.1.1.4.4.0 RESPONSIBLE IN COMMUNITY RELATIONSHIPS	(5)	(5)	(5)	(5)
2.1.1.4.4.1 RESPONSIBLE IN FAMILY RELATIONSHIPS	(5)	(5)	(5)	(5)
1 High family stability	10	10	10	10
2 Above the national norm	7	7	6	6✓
3 Reflects the national norm	5✓	5✓	4✓	4
4 Below the national norm	0	0	0	0
2.1.1.4.4.2 RESPONSIBLE IN PERSONAL FINANCES	(5)	(5)	(5)	(5)
1 Highly responsible financially	10	10	10	10✓
2 Above the national norm	7	7✓	5✓	5
3 Reflects the national norm	5✓	5	0	0
4 Below the national norm	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.1.1.5.0 DEDICATION TO SELFLESS SERVICE	(8)	(8)	(8)	(9)	(8)
2.1.1.5.1 DEDICATED TO ARMY SERVICE	(8)	(8)	(8)	(8)	(8)
1 Characteristic clearly evident	10	10 ✓	10 ✓	10 ✓	10 ✓
2 Characteristic evident to some degree	6 ✓	6	5	4	3
3 Cannot determine ("don't know")	3	3	0	0	0
4 Characteristic not evident	0	0	0	0	0
2.1.1.5.2 WILLING TO BEAR PERSONAL SACRIFICE FOR GOOD OF UNIT AND TEAM MEMBERS	(10)	(10)	(10)	(10)	(10)
1 Characteristic clearly evident	10	10	10	10	10 ✓
2 Characteristic evident to some degree	6 ✓	5 ✓	5 ✓	4 ✓	4
3 Cannot determine ("don't know")	3	2	2	0	0
4 Characteristic not evident	0	0	0	0	0
2.1.1.5.3 DEDICATED TO COMMUNITY SERVICE	(4)	(4)	(4)	(4)	(4)
1 Donates time and effort to community service	10	10	10	10	10
2 Supportive of community service	6 ✓	6 ✓	6 ✓	6 ✓	6 ✓
3 Reflects interest in community welfare	3	3	3	3	3
4 Lacks community awareness	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2.1.2.0 PROJECT STRENGTH OF CHARACTER AND PROFESSIONAL IMAGE	(10)	(10)	(10)	(9)
2.1.2.1.0 COURAGE IN MEETING ADVERSITY	(10)	(10)	(10)	(10)
2.1.2.1.1 RETAINS COMPOSURE UNDER PRESSURE	(10)	(10)	(10)	(10)
1 Thinks clearly, exercises sound judgment, takes positive and proper action	10	10	10	10 ✓
2 Maintains effectiveness under pressure	8 ✓	7 ✓	6 ✓	5
3 Somewhat distracted by pressure situations	3	2	1	0
4 Easily flustered	0	0	0	0
2.1.2.1.2 PERSEVERES IN FACE OF FAILURE OR DIFFICULTY	(9)	(8)	(8)	(8)
1 Tenacious in pursuit of objectives	10	10	10	10
2 Redoubles effort to overcome failure	8 ✓	8 ✓	7 ✓	6 ✓
3 Willing to "try again"	5	5	5	3
4 Gives up easily	0	0	0	0
2.1.2.1.3 CONFIDENT IN MEETING CHALLENGES	(8)	(8)	(9)	(9)
1 Inspires confidence in team	10	10	10	10
2 Exhibits positive, "can do" attitude	3	8 ✓	8 ✓	7 ✓
3 Does not avoid challenges	4 ✓	3	3	2
4 Avoids challenges	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.1.2.1.4 SHOWS MORAL STRENGTH TO SHOULDER RESPONSIBILITY FOR FAILURE	(5)	(6)	(7)	(7)	(7)
1 Fully accepts responsibility	10	10	10	10	10
2 Accepts responsibility	8	7✓	7✓	5✓	5✓
3 Does not "pass the buck"	6✓	4	4	2	2
4 Shirks responsibility for failure	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.1.2.2.0 CANDOR IN INTERPERSONAL RELATIONSHIPS	(8)	(8)	(8)	(8)	(8)
2.1.2.2.1 HONEST AND FORTHRIGHT IN COMMUNICATING WITH SENIORS	(10)	(10)	(10)	(10)	(10)
1 Expresses views honestly and keeps seniors fully informed	10	10	10	10	10
2 Never deliberately misleading but may occasionally avoid airing information reflecting unfavorably on self or unit	5 ✓	5 ✓	5 ✓	5 ✓	5 ✓
3 Tells seniors what they want to hear at expense of accuracy or honestly held views	0	0	0	0	0
2.1.2.2.2 HONEST AND FORTHRIGHT WITH PEERS	(7)	(7)	(7)	(7)	(7)
1 Completely open and honest with peers	10	10	10	10	10
2 Never dishonest or deceptive in relationship with peers	5 ✓	5 ✓	5 ✓	5 ✓	5 ✓
3 May be misleading or withhold information in advancing own interests	0	0	0	0	0
2.1.2.2.3 HONEST AND FORTHRIGHT WITH JUNIORS	(10)	(10)	(10)	(10)	(10)
1 Honest and straightforward--never makes promise that cannot be met	10	10	10	10	10
2 Never dishonest, deceptive or deliberately misleading	5 ✓	5 ✓	5 ✓	5 ✓	5 ✓
3 May withhold information or create false expectations in interest of achieving ends	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.1.2.3.0 COMMITMENT TO MILITARY SERVICE AND UNIT	(8)	(8)	(8)	(8)	(8)
2.1.2.3.1 COMMITTED TO NATIONAL GOALS AND IDEALS	(8)	(9)	(9)	(10)	(10)
1 Clearly committed in both word and deed	10	10	10	10✓	10✓
2 Gives solid evidence of commitment	6✓	6✓	6✓	5	5
3 Gives no evidence of lack of commitment	4	4	4	3	3
4 Of questionable patriotism	0	0	0	0	0
2.1.2.3.2 COMMITTED TO ARMY SERVICE	(8)	(9)	(9)	(10)	(10)
1 Clearly committed in both word and deed, holds Army purpose above self	10	10	10	10	10✓
2 Dedicated to Army - would chose Army service over lucrative civil offers	8	8	8	8✓	8
3 A good professional soldier	4✓	4✓	4✓	4	4
4 Commitment to service not apparent	0	0	0	0	0
2.1.2.3.3 COMMITTED TO UNIT	(10)	(10)	(10)	(10)	(9)
1 Clearly committed to unit--reflects and fosters pride in unit	10	10	10✓	10✓	10✓
2 Contributes to unit esprit	8	8✓	7	6	6
3 A willing team player	4✓	4	3	2	2
4 Critical of unit - epresents wish to be transferred	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2.1.2.4.0 MAINTAIN PHYSICAL FITNESS	(7)	(7)	(6)	(5)
2.1.2.4.1 GENERAL HEALTH	(10)	(10)	(10)	(10)
1 Excellent	10	10	10	10
2 Good	7✓	7✓	7✓	8✓
3 Fair	3	3	3	4
4 Poor	0	0	0	0
2.1.2.4.2 PHYSICAL BUILD	(5)	(5)	(5)	(5)
1 Athletic/robust	10	10	10	10
2 Trim	7✓	7✓	7✓	7✓
3 Within normal limits	4	4	4	4
4 Obese/puny	0	0	0	0
2.1.2.4.3 PHYSICAL STAMINA	(10)	(10)	(10)	(10)
1 Very high	10	10	10	10
2 High	8✓	8✓	8✓	8✓
3 Average for age group	5	5	5	5
4 Low	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2.1.2.5.0 PRESENT PROFESSIONAL APPEARANCE AND DEMEANOR	(7)	(7)	(7)	(7)
2.1.2.5.1 PHYSICAL APPEARANCE	(5)	(5)	(5)	(5)
1 Smart/trim/impressive	10	10	10	10 ✓
2 Neat and correct	8 ✓	8 ✓	8 ✓	8
3 Within standards (would pass inspection)	4	4	2	2
4 Not neat and correct	0	0	0	0
2.1.2.5.2 PROFESSIONAL BEARING AND DECORUM	(10)	(10)	(10)	(10)
1 Model of the "perfect soldier"	10	10	10	10 ✓
2 Good taste in conduct and appearance	8	8	7	6 ✓
3 Appropriate in manner and appearance	4 ✓	4 ✓	3 ✓	2
4 Unprofessional, ill-mannered	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
EXECUTIVE				
2. LEADERSHIP GOAL				
2.1 DEMONSTRATE HIGHEST ETHICAL STANDARDS	(8)	(7)	(8)	(9)
2.2 DEMONSTRATE HIGHEST PROFESSIONAL STANDARDS	(9)	(9)	(10)	(10)
2.3 COMMITMENT TO MISSION ACCOMPLISHMENT	(10)	(10)	(9)	(8)
2.4 COMMITMENT TO WELL-BEING OF SUBORDINATES	(7)	(8)	(8)	(7)
2.2 DEMONSTRATE HIGHEST PROFESSIONAL STANDARDS				
2.2.1 WELL-VERSED IN GENERAL PROFESSIONAL KNOWLEDGE	(8)	(8)	(7)	(7)
2.2.2 HIGHLY COMPETENT IN SPECIFICS OF CURRENT POSITIONS	(10)	(10)	(10)	(8)
2.2.3 INTELLIGENT AND EFFECTIVE IN DECISION MAKING	(7)	(7)	(10)	(10)
2.2.1.1 KNOWLEDGEABLE IN CURRENT DOCTRINE	(7)	(7)	(8)	(8)
2.2.1.2 KNOWLEDGEABLE IN ARMY AND JOINT CAPABILITIES	(5)	(5)	(5)	(10)
2.2.1.3 SKILLED IN COMBAT TACTICS	(10)	(10)	(10)	(7)
2.2.1.4 KNOWLEDGEABLE OF ENEMY CAPABILITIES	(6)	(6)	(7)	(9)

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
				EXECUTIVE
2.2.0 DEMONSTRATE HIGHEST PROFESSIONAL STANDARDS	(9)	(9)	(10)	(10)
2.2.1.0 WELL-VERSED IN GENERAL PROFESSIONAL KNOWLEDGE	(8)	(8)	(7)	(7)
2.2.1.1.0 KNOWLEDGEABLE IN CURRENT DOCTRINE	(7)	(7)	(8)	(8)
2.2.1.1.1 THROUGH OPERATIONAL EXPERIENCE IN THE FIELD	(10)	(10)	(10)	(10)
1 Highly experienced	10	10	10	10 ✓
2 Well-experienced	7	7 ✓	7 ✓	5 ✓
3 Of limited experience	3 ✓	3	3	2
4 No operational experience	0	0	0	0
2.2.1.1.2 THROUGH FORMALIZED EDUCATION AND TRAINING	(7)	(7)	(7)	(5)
1 At senior, advanced level	10	10	10	10 ✓
2 At intermediate level	8	8	8	5 ✓
3 At junior, beginning level	5 ✓	4 ✓	4 ✓	2
4 No formalized training	0	0	0	0
2.2.1.1.3 THROUGH SELF-STUDY AND PROFESSIONAL READING	(5)	(5)	(7)	(7)
1 Continuously and purposefully engaged	10	10	10	10
2 Regularly engaged in self-study program	8	8	7	6 ✓
3 Periodically engaged in self-study programs	5 ✓	5 ✓	4 ✓	2
4 No apparent interest in self-study	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2.2.1.2.0 KNOWLEDGEABLE IN ARMY AND JOINT CAPABILITIES	(5)	(5)	(5)	(10)
2.2.1.2.1.0 KNOWLEDGEABLE OF JOINT CAPABILITIES	(3)	(5)	(7)	(8)
2.2.1.2.1.1 THROUGH OPERATIONAL EXPERIENCE	(10)	(10)	(10)	(10)
1 Extensively experienced in joint operations and exchange duty	10	10	10	10
2 Experienced in joint operations	7	7✓	6✓	5✓
3 Limited experience in joint operations	5✓	5	5	4
4 Not experienced in joint operations	0	0	0	0
2.2.1.2.1.2 THROUGH FORMALIZED EDUCATION AND TRAINING	(7)	(7)	(7)	(5)
1 At senior, advanced level	10	10	10	10 ✓
2 At intermediate level	8	8	8	5✓
3 At junior, beginning level	5✓	4✓	4✓	2
4 No formalized training	0	0	0	0
2.2.1.2.1.3 THROUGH SELF-STUDY AND PROFESSIONAL READING	(5)	(5)	(7)	(7)
1 Makes major effort at self-study	10	10	10	10
2 Keeps well informed of operational concepts, strengths and weaknesses	8	8✓	8✓	6✓
3 Has general understanding of strengths and weaknesses of Army and supporting forces	5✓	5	4	2
4 Evidences little knowledge of joint operations and capabilities	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP EXECUTIVE
2.2.1.2.2.0 KNOWLEDGEABLE IN ARMY CAPABILITIES	(10)	(10)	(10)	(10)
2.2.1.2.2.1 THROUGH OPERATIONAL EXPERIENCE	(10)	(10)	(10)	(10)
1 Highly and broadly experienced	10	10	10	10 ✓
2 Well experienced	7	7 ✓	7 ✓	6 ✓
3 Of limited experience	3 ✓	3	3	2
4 No operational experience	0	0	0	0
2.2.1.2.2.2 THROUGH FORMALIZED EDUCATION AND TRAINING	(7)	(7)	(7)	(5)
1 At senior, advanced level	10	10	10	10 ✓
2 At intermediate level	8	8	8	5 ✓
3 At junior, beginning level	4 ✓	4 ✓	4 ✓	2
4 No formalized training	0	0	0	0
2.2.1.2.2.3 THROUGH SELF-STUDY AND PROFESSIONAL READING	(5)	(5)	(7)	(7)
1 Makes major effort at self-study	10	10	10	10
2 Keeps well informed of Army capabilities and developments	8	8 ✓	8 ✓	6 ✓
3 Has general understanding of Army capabilities	5 ✓	5	4	2
4 Evidences little knowledge of Army capabilities	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2.2.1.3.0 SKILLED IN COMBAT TACTICS	(10)	(10)	(10)	(7)
2.2.1.3.1 THROUGH OPERATIONAL EXPERIENCE	(10)	(10)	(10)	(10)
1 Highly experienced	10	10	10	10 ✓
2 Well experienced	7	7 ✓	7	5 ✓
3 Of limited experience	3 ✓	3	3 ✓	0
4 No operational experience	0	0	0	0
2.2.1.3.2 THROUGH TRAINING EXERCISES	(8)	(8)	(8)	(8)
1 Extensive exercise participation	10	10	10	10
2 Well experienced in training exercises	7 ✓	7 ✓	7 ✓	6 ✓
3 Limited exercise participation	3	3	3	2
4 No exercise participation	0	0	0	0
2.2.1.3.3 THROUGH CLASSROOM TRAINING, SIMULATION AND GAMING	(6)	(6)	(6)	(6)
1 Excellent training foundation	10	10	10	10
2 Sound training foundation	6 ✓	6 ✓	6 ✓	6 ✓
3 Adequate training foundation	4	4	4	4
4 Little or no training foundation	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.2.1.4.0 KNOWLEDGEABLE OF ENEMY CAPABILITIES	(6)	(6)	(7)	(9)	(9)
2.2.1.4.1 KNOWLEDGE OF ENEMY ORDER AT BATTLE	(2)	(4)	(5)	(7)	(7)
1 Has detailed knowledge	10	10	10	10	10
2 Has general practical knowledge	7	6✓	5✓	4✓	4✓
3 Has practical general familiarity	5✓	4	3	0	0
4 Evidences little or no knowledge	0	0	0	0	0
2.2.1.4.2 KNOWLEDGE OF ENEMY WEAPONS SYSTEMS	(10)	(10)	(10)	(10)	(10)
1 Has detailed and complete knowledge	10	10	10	10	10
2 Knowledgeable of enemy ground combat weapons systems	9	8✓	7✓	6✓	5✓
3 Limited knowledge	6✓	4	3	1	0
4 Evidences little or no knowledge	0	0	0	0	0
2.2.1.4.3 KNOWLEDGE OF ENEMY TACTICS AND DOCTRINE	(8)	(9)	(9)	(9)	(9)
1 Highly conversant	10	10	10	10	10
2 Well informed	8	8	8	7	5✓
3 Practical general knowledge	6	6✓	6✓	5✓	3
4 General awareness	5✓	5	4	2	0
5 Evidences little or no knowledge	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP EXECUTIVE
2.2.2.2.0 HIGHLY COMPETENT IN SPECIFICS OF CURRENT POSITION	(10)	(10)	(10)	(8)
2.2.2.2.1.0 POSSESSES TECHNICAL KNOWLEDGE	(10)	(10)	(10)	(8)
2.2.2.2.1.1 KNOWS OPERATIONAL CHARACTERISTICS OF EQUIPMENT	(10)	(10)	(10)	(10)
1 Thoroughly conversant in capabilities, limitations and how to operate	10	10	10	10
2 Understands capabilities, limitations, and operating requirements	7 ✓	7 ✓	8 ✓	8 ✓
3 Generally familiar with basic operational characteristics	3	3	3	3
4 Poor understanding of operational characteristics	0	0	0	0
2.2.2.2.1.2 KNOWS MAINTENANCE REQUIREMENTS OF EQUIPMENT	(7)	(9)	(8)	(5)
1 Thoroughly conversant	10	10	10	10
2 Good understanding	7	7 ✓	7 ✓	8 ✓
3 Aware of essential requirements	3 ✓	3	3	4
4 Poor understanding	0	0	0	0
2.2.2.2.1.3 KNOWS LOGISTICS SUPPORT REQUIREMENTS OF EQUIPMENT/UNIT	(4)	(7)	(8)	(10)
1 Thoroughly conversant	10	10	10	10
2 Good understanding	8	8 ✓	7 ✓	5 ✓
3 Aware of major requirements	5 ✓	4	3	2
4 Poor understanding	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
EXECUTIVE				
2.2.2.2.0 POSSESSES TACTICAL KNOWLEDGE AND SKILL	(7)	(8)	(9)	(10)
2.2.2.2.1 SKILLED IN TACTICAL EMPLOYMENT OF OWN UNIT	(10)	(10)	(10)	(10)
1 Highly skilled - a proven expert	10	10	10	10
2 Clearly competent - successfully applies sound tactical principles and procedures	8	8 ✓	7 ✓	5 ✓
3 Basically qualified - may be lacking in experience	5 ✓	4	3	0
4 Lacking in knowledge and experience	0	0	0	0
2.2.2.2.2 SKILLED IN COORDINATED TACTICS WITH SUPPORTING ARMS	(7)	(7)	(8)	(9)
1 Highly skilled - a proven expert	10	10	10	10
2 Clearly competent - understands and applies principles of "AirLand battle"	8	8 ✓	7 ✓	5 ✓
3 Basically qualified - may be lacking in experience	5 ✓	4	3	0
4 Lacking in knowledge and experience	0	0	0	0
2.2.2.2.3 SKILLED IN MUTUALLY SUPPORTING TACTICS WITH OTHER UNITS	(4)	(5)	(6)	(8)
1 Highly skilled - a proven expert	10	10	10	10
2 Clearly competent - understands and applies principles of coordinated tactics	8	8 ✓	7 ✓	5 ✓
3 Basically qualified - may be lacking in experience	5 ✓	4	3	0
4 Lacking in knowledge and experience	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2.2.2.3.0 KNOWS THE UNIT	(6)	(7)	(8)	(8)
2.2.2.3.1.0 KNOWS PERSONNEL	(9)	(10)	(10)	(8)
2.2.2.3.1.1 KNOWS INDIVIDUAL STRENGTHS AND WEAKNESSES	(10)	(10)	(10)	(10)
1 Has complete and detailed knowledge	10	10	10	10
2 Has good appreciation	7✓	7✓	7✓	7✓
3 Has basic awareness	3	3	3	3
4 Lacks awareness	0	0	0	0
2.2.2.3.1.2 KNOWS PERSONAL BACKGROUNDS, INTERESTS AND GOALS	(6)	(8)	(8)	(7)
1 Has complete and detailed knowledge	10	10	10	10
2 Has good appreciation	7	7✓	7✓	7✓
3 Has basic awareness	3✓	3	3	3
4 Lacks awareness	0	0	0	0
2.2.2.3.2 KNOWS MATERIAL READINESS	(10)	(9)	(9)	(10)
1 Has complete and detailed knowledge	10	10	10	10
2 Has good appreciation	7✓	7✓	7✓	7✓
3 Aware of all significant deficiencies	3	3	4	4
4 Lacks awareness	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.2.2.3.3 KNOWS TRAINING READINESS	(7)	(7)	(7)	(9)	(9)
1 Has complete and detailed knowledge	10	10	10	10	10
2 Has good appreciation	8	7✓	7✓	7✓	7✓
3 Has basic appreciation	4✓	3	3	3	3
4 Lacks awareness	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2.2.2.4.0 KEEPS INFORMED OF CURRENT SITUATION	(5)	(6)	(7)	(8)
2.2.2.4.1.0 ANTICIPATES THREATS TO UNIT SECURITY	(10)	(10)	(10)	(10)
2.2.2.4.1.1 FROM ENEMY ACTION	(9)	(10)	(10)	(10)
1 Continually seeks intelligence on enemy composition, strengths and weaknesses	10	10	10	10 ✓
2 Stays well informed of available intelligence	8	7 ✓	7 ✓	5
3 Maintains awareness of enemy composition, strengths and weaknesses	5 ✓	5	4	3
4 Fails to keep informed	0	0	0	0
2.2.2.4.1.2 FROM ENVIRONMENTAL FACTORS	(5)	(5)	(5)	(6)
1 Always considers and makes provision for weather and environmental factors	10	10	10	10
2 Stays alert to and provides for environmental factors	8	7 ✓	7 ✓	5 ✓
3 Maintains awareness and considers environmental factors	6 ✓	5	5	2
4 Fails to give adequate attention to environmental factors	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.2.2.4.1.3 FROM ACCIDENTAL HAZARDS	(10)	(9)	(9)	(8)	(8)
1 Always considers and gives proper emphasis to safety precautions	10	10	10	10	10
2 Alert to hazards and exercises sound safety practices	7	7	5 ✓	5 ✓	5 ✓
3 Maintains awareness of hazards and exercises precautions	5 ✓	5 ✓	3	0	0
4 Fails to give adequate attention to accidental hazards	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.2.2.4.2 AWARE OF AVAILABILITY AND CAPABILITY OF SUPPORT FORCES	(8)	(8)	(8)	(8)	(8)
1 Maintains complete and continuous plot	10	10	10	10✓	10✓
2 Keeps well informed	8	8✓	7✓	5	3
3 Generally aware	5✓	4	3	0	0
4 Not adequately aware	0	0	0	0	0
2.2.2.4.3 FOLLOWS LATEST PROFESSIONAL DEVELOPMENTS AFFECTING CURRENT POSITION	(5)	(5)	(6)	(6)	(6)
1 Avidly maintains currency	10	10	10	10	10
2 Keeps up-to-date	8	8✓	6✓	5✓	5✓
3 Keeps generally informed	5✓	4	3	0	0
4 Lacks interest	0	0	0	0	0
2.2.2.4.4 FOLLOWS CURRENT NATIONAL AND INTERNATIONAL EVENTS	(3)	(3)	(3)	(4)	(5)
1 Exceptionally well read and informed	10	10	10	10	10✓
2 Interested and well informed	8	8	7✓	5✓	5
3 Generally aware	5✓	5✓	4	2	0
4 Lacks interest and awareness	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.2.3.0 INTELLIGENT AND EFFECTIVE IN DECISION MAKING	(7)	(7)	(10)	(10)	(10)
2.2.3.1.0 UNDERSTANDS THE MISSION AND ITS PURPOSE	(10)	(10)	(10)	(10)	(10)
2.2.3.1.1 ANALYZES OWN MISSION IN LIGHT OF HIGHER OBJECTIVE IT SUPPORTS	(7)	(8)	(10)	(10)	(10)
1 Always considers and discusses mission and its intended purpose	10	10	10 ✓	10 ✓	10 ✓
2 Appears to perceive and consider intended purpose	7 ✓	7 ✓	5	2	0
3 Concentrates exclusively on elements of own mission	0	0	0	0	0
2.2.3.1.2 IDENTIFIES OBJECTIVES REQUIRED TO ACHIEVE THE MISSION	(10)	(10)	(9)	(9)	(9)
1 Clearly identifies and discusses all objectives	10	10	10	10 ✓	10 ✓
2 Identifies major objectives	5 ✓	5 ✓	5 ✓	0	0
3 Fails to clearly identify objectives	0	0	0	0	0
2.2.3.1.3 EXAMINES OBJECTIVES IN LIGHT OF DEVELOPING SITUATION	(6)	(6)	(7)	(7)	(7)
1 Carefully considers, anticipates and adapts to the developing situation	10	10	10	10 ✓	10 ✓
2 Considers and adapts objectives as required	7	7 ✓	6 ✓	5	5
3 Shows flexibility to react to developments	4 ✓	4	4	1	1
4 Fails to consider or lacks flexibility to react to developments	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.2.3.1.4 ESTABLISHES PRIORITIES AMONG OBJECTIVES	(7)	(7)	(8)	(8)	(8)
1 Discusses and clearly establishes priorities	10	10	10	10 ✓	10 ✓
2 Establishes priorities for major objectives	7 ✓	7 ✓	5 ✓	5	5
3 Fails to consider and establish priorities	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP EXECUTIVE
2.2.3.2.0 EVALUATES PRESENT AND PROSPECTIVE SITUATION	(3)	(8)	(8)	(8)
2.2.3.2.1 ASSEMBLES THE PERTINENT INFORMATION	(10)	(10)	(10)	(10)
1 Utilizes all sources and encourages full participation in the effort	10	10	10	10 ✓
2 Directs an effective collection effort	8	8	7 ✓	6 ✓ 5
3 Makes use of available information	4 ✓	4 ✓	3	1 0
4 Makes little effort to collect information	0	0	0	0 0
2.2.3.2.2 SOLICITS AND CONSIDERS EXPERT JUDGMENT	(5)	(5)	(7)	(8)
1 Encourages and takes full advantage of available expert judgment	10	10	10	10 ✓
2 Makes use of available expert judgment	7 ✓	5 ✓	5 ✓	5 ✓ 5
3 Fails to make use of available sources	0	0	0	0 0
2.2.3.2.3 IDENTIFIES ISSUES IMPACTING THE MISSION OBJECTIVES	(8)	(8)	(8)	(9)
1 Clearly identifies and focuses attention on the important issues	10	10	10	10 ✓
2 Identifies critical issues	5 ✓	5 ✓	5 ✓	5 5
3 Fails to focus on key issues	0	0	0	0 0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2.2.3.3.0 DEVELOPS POSSIBLE COURSES OF ACTION	(5)	(6)	(6)	(7)
2.2.3.3.1 CONSIDERS AVAILABLE RESOURCES	(10)	(10)	(10)	(10)
1 All available resources considered	10	10 ✓	10 ✓	10 ✓
2 Most significant resources considered	7 ✓	5	3	0
3 Courses of action developed without adequate consideration of resources	0	0	0	0
2.2.3.3.2 CONSIDERS THE MISSION, ITS INTENDED PURPOSE AND OBJECTIVES	(9)	(9)	(9)	(9)
1 Keeps mission, purpose and objectives clearly in focus	10	10	10 ✓	10 ✓
2 Ensures each course of action developed satisfies mission	7 ✓	7 ✓	5	3
3 Loses sight of mission, purpose and objectives	0	0	0	0
2.2.3.3.3 CONSIDERS IMPACT ON LONG, MEDIUM AND SHORT RANGE PLANS AND OBJECTIVES	(5)	(6)	(6)	(7)
1 Keeps overall plans and objectives clearly in view	10	10	10	10 ✓
2 Ensures courses of action are not inconsistent with overall plans and objectives	5 ✓	5 ✓	5 ✓	3
3 Develops course of action without considering long range plans and objectives	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.2.3.4.0 EVALUATES AND COMPARES COURSES OF ACTION	(5)	(6)	(6)	(7)	(7)
2.2.3.4.1 IDENTIFIES THE FACTORS AFFECTING THE COURSES OF ACTION	(10)	(10)	(10)	(10)	(10)
1 Correctly and clearly identifies all factors	10	10	10	10	10 ✓
2 Identifies the most apparent and pertinent factors	7 ✓	7 ✓	5 ✓	2	2
3 Make little effort to identify factors affecting possible courses of action	0	0	0	0	0
2.2.3.4.2 ESTABLISHES SUITABLE EVALUATIVE CRITERIA	(5)	(5)	(6)	(7)	(8)
1 Identifies criteria and carefully determines priorities among criteria	10	10	10	10	10 ✓
2 Identifies criteria	5 ✓	5 ✓	5 ✓	2	2
3 Fails to establish criteria for evaluation	0	0	0	0	0
2.2.3.4.3 ANALYZES ADVANTAGES AND DISADVANTAGES OF COURSES OF ACTION	(7)	(7)	(8)	(8)	(8)
1 Applies all factors and criteria	10	10	10	10	10 ✓
2 Considers most apparent factors and criteria	7 ✓	7 ✓	5 ✓	2	0
3 Has no organized plan of analysis	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

LEADERSHIP LEVEL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2.2.3.5.0 SELECTS ROBUST COURSE OF ACTION	(10)	(10)	(10)	(10)
2.2.3.5.1 ACTS DECISIVELY	(7)	(9)	(9)	(9)
1 Decisions are timely, conclusive and expressed with confidence	10	10	10	10
2 Decisions are expressed clearly without undue delay	5✓	5✓	5✓	5✓
3 Avoids making decisions	0	0	0	0
2.2.3.5.2 SELECTED COURSE SATISFIES MISSION PARAMETERS	(10)	(10)	(10)	(10)
1 Fully achieves all mission parameters	10	10	10	10
2 Accomplishes the mission	7✓	7✓	6✓	5✓
3 Generally satisfies primary mission	3	3	2	0
4 Deficient in satisfying the mission	0	0	0	0
2.2.3.5.3 SELECTED COURSE MAKES OPTIMAL ALLOCATION OF RESOURCES	(5)	(7)	(7)	(7)
1 Optimal allocation	10	10	10	10
2 Effective and economic	7	7	7✓	5✓
3 Not wasteful	5✓	5✓	4	2
4 Inefficient in allocation of manpower and material	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.2.3.5.4 RETAINS CONTINGENCY PLANS	(2)	(2)	(3)	(4)	(4)
1 Anticipates need and retains suitable courses of action for contingency	10	10	10	10 ✓	10 ✓
2 Considers and makes provision for contingency	7 ✓	7 ✓	5 ✓	5	5
3 Considers only the selected course of action	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
EXECUTIVE				
2. LEADERSHIP GOAL				
2.1 DEMONSTRATE HIGHEST ETHICAL STANDARDS	(8)	(7)	(8)	(9)
2.2 DEMONSTRATE HIGHEST PROFESSIONAL STANDARDS	(9)	(9)	(10)	(10)
2.3 COMMITMENT TO MISSION ACCOMPLISHMENT	(10)	(10)	(9)	(8)
2.4 COMMITMENT TO WELL-BEING OF SUBORDINATES	(7)	(8)	(8)	(7)
2.3 COMMITMENT TO MISSION ACCOMPLISHMENT				
2.3.1 EFFECTIVELY COMMUNICATES INTENDED PLAN OF ACTION	(10)	(10)	(10)	(10)
2.3.2 EFFECTIVELY COORDINATES PLANNED ACTION	(5)	(7)	(7)	(7)
2.3.3 EFFECTIVELY PROVIDES DIRECTION	(10)	(10)	(10)	(9)
2.3.1.1 PROPERLY PERCEIVES ORDERS FROM HIGHER AUTHORITY	(10)	(10)	(10)	(10)
2.3.1.2 CLEARLY COMMUNICATES ORDERS TO SUBORDINATES	(9)	(9)	(9)	(9)
2.3.1.3 RECEPTIVE TO COMMUNICATIONS FROM SUBORDINATES	(5)	(7)	(7)	(7)
2.3.1.4 CLEARLY COMMUNICATES SUPPORT REQUIREMENTS	(5)	(7)	(7)	(8)
2.3.1.5 KEEPS TROOPS AND HIGHER AUTHORITY INFORMED	(5)	(7)	(7)	(7)

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.3.0 COMMITMENT TO MISSION ACCOMPLISHMENT	(10)	(10)	(9)	(3)	(8)
2.3.1.0 EFFECTIVELY COMMUNICATES INTENDED PLAN OF ACTION	(10)	(10)	(10)	(10)	(10)
2.3.1.1.0 PROPERLY PERCEIVES ORDERS FROM HIGHER AUTHORITY	(10)	(10)	(10)	(10)	(10)
2.3.1.1.1 KEEPS INFORMED ON POLICIES OF HIGHER AUTHORITY	(7)	(8)	(9)	(10)	(10)
1 Exceptionally well-informed, diligent in maintaining currency	10	10	10	10	10 ✓
2 Well-informed and up-to-date	8	8	7 ✓	6 ✓	5
3 Informed in most important policy matters	5 ✓	5 ✓	3	2	1
4 Makes little effort to stay informed	0	0	0	0	0
2.3.1.1.2 KNOWS STANDARD OPERATING PROCEDURES ESTABLISHED BY HIGHER AUTHORITY	(10)	(10)	(10)	(8)	(7)
1 Expert knowledge and instant recall of standard operating procedures	10	10	10	10	10
2 Well-informed, immediate recognition and ready access to reference material	8	8	7 ✓	5 ✓	5 ✓
3 Basically informed, knows where to find reference material	5 ✓	4 ✓	3	1	1
4 Not well acquainted with S.O.P	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.3.1.1.3 UNDERSTANDS MISSION AND OBJECTIVES OF HIGHER AUTHORITY	(5)	(6)	(7)	(8)	(9)
1 Has excellent understanding	10	10	10	10	10
2 Understands and reflects interest	8	8✓	7✓	5✓	5✓
3 Basically aware	5✓	4	3	0	0
4 Demonstrates little awareness of interest	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	EXECUTIVE
2.3.1.1.4.0 PROFICIENT IN COMMUNICATIONS	(5)	(6)	(70)	(8)
2.3.1.1.4.1 PROFICIENT IN WRITTEN SKILLS	(7)	(7)	(8)	(9)
1 Highly proficient (college grad. level)	10	10	10	10 ✓
2 Proficient (high school grad. level)	8	8	6 ✓	4 2
3 Basically conversant (high school level)	5 ✓	4 ✓	2	0 0
4 Has difficulty with written word	0	0	0	0 0
2.3.1.1.4.2 PROFICIENT IN VERBAL SKILLS	(10)	(10)	(10)	(10)
1 Highly proficient	10	10	10	10
2 Proficient	7	7 ✓	6 ✓	5 ✓
3 Basically conversant	5 ✓	4	2	0 0
4 Has difficulty with verbal expression	0	0	0	0 0
2.3.1.1.4.3 UNDERSTANDS MILITARY COMMUNICATIONS SYSTEMS	(5)	(5)	(5)	(5)
1 Highly proficient	10	10	10	10
2 Experienced and knowledgeable	8	7 ✓	5 ✓	5 ✓
3 Limited to requirements of position	5 ✓	4	3	2 ?
4 Lacks understanding	0	0	0	0 0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2.3.1.2.0 CLEARLY COMMUNICATES ORDERS TO SUBORDINATES	(9)	(9)	(9)	(9)
2.3.1.2.1 COUCHES ORDERS IN LANGUAGE APPROPRIATE TO RECIPIENT	(4)	(5)	(5)	(4)
1 Clear and concise in language understandable to recipients	10	10	10	10
2 Communicates effectively	6 ✓	6 ✓	5 ✓	5 ✓
3 Tends to provide unnecessary explanations ("talks down to audience")	4	4	4	3
3 Uses language, terms or acronyms not familiar to audience	0	0	0	0
2.3.1.2.2 ENSURES CLARITY AND COMPLETENESS IN CONTENT	(10)	(10)	(10)	(10)
1 Clear, complete and concise	10	10	10	10
2 Clear and complete	5 ✓	5 ✓	5 ✓	5 ✓
3 Lacks clarity or completeness	0	0	0	0
2.3.1.2.3 CONVEYS ORDERS IN PROPER CONTEXT	(8)	(8)	(8)	(8)
1 Positive and confident	10	10	10	10 ✓
2 Clear in intent	5 ✓	5 ✓	5 ✓	3
3 Indecisive or uncertain	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.3.1.2.4 ENSURES RECEIPT AND UNDERSTANDING	(7)	(7)	(7)	(7)	(6)
1 Ensures positive feedback	10	10	10	10 ✓	10 ✓
2 Presses for acknowledgment	5 ✓	5 ✓	5 ✓	4	4
3 Assumes receipt and understanding	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.3.1.3.0 RECEPTIVE TO COMMUNICATIONS FROM SUBORDINATES	(5)	(7)	(7)	(7)	(7)
2.3.1.3.1 MAINTAINS TWO-WAY FLOW OF INFORMATION	(10)	(10)	(10)	(10)	(10)
1 Actively encourages and sets example for two-way flow of information	10	10	10	10	10
2 Open to and engages in two-way flow	8	8✓	7✓	7	7
3 Provides the mechanism for two-way flow	5✓	5	4	3✓	3✓
4 Makes no special provision for two-way communications	0	0	0	0	0
2.3.1.3.2 ACKNOWLEDGES RECEIPT OF COMMUNICATIONS	(7)	(7)	(7)	(7)	(7)
1 Acknowledges receipt in positive and interested manner	10	10	10	10✓	10✓
2 Acknowledges receipt	5✓	5✓	5✓	5	5
3 Gives no positive indication of receipt	0	0	0	0	0
2.3.1.3.3 ADVISES OF ACTION TAKEN	(5)	(5)	(5)	(5)	(5)
1 Keeps subordinates informed of action taken and gives credit as appropriate	10	10	10	10	10
2 Informs of action taken as necessary	5✓	5✓	4✓	3✓	3✓
3 Fails to inform of action taken	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.3.1.4.0 CLEARLY COMMUNICATES SUPPORT REQUIREMENTS	(5)	(7)	(7)	(8)	(8)
2.3.1.4.1 ENSURES CLARITY AND COMPLETENESS	(10)	(10)	(10)	(10)	(10)
1 Clear, complete and concise	10	10	10	10✓	10✓
2 Clear and complete	7✓	7✓	6✓	5	5
3 Lacks clarity and completeness	0	0	0	0	0
2.3.1.4.2 ENSURES TIMELINESS IN COMMUNICATING REQUIREMENTS	(8)	(3)	(8)	(8)	(8)
1 Plans ahead and provides leadtime for maximum support coordination	10	10	10	10	10
2 Generally timely in communicating requirements	7✓	5✓	5✓	3✓	3✓
3 Reacts to requirements as occurring	0	0	0	0	0
2.3.1.4.3 MAINTAINS COMMUNICATION FLOW WITH SUPPORTING UNITS	(5)	(5)	(5)	(6)	(6)
1 Maintains and contributes to excellent information exchange	10	10	10	10	10
2 Open and responsive in information exchange	7✓	7✓	5✓	5✓	5✓
3 Fails to maintain adequate information exchange with supporting units	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

LEADERSHIP LEVEL

PARAMETERS OF LEADERSHIP

	<u>FIRST LINE</u>	<u>LOW</u>	<u>MIDDLE</u>	<u>TOP</u>	<u>EXECUTIVE</u>
2.3.1.4.4 COMPREHENSIVE IN COMMUNICATING SUPPORT REQUIREMENTS	(10)	(10)	(10)	(10)	(10)
1 Ensures comprehensive coverage in addressing support requirements	10	10	10	10 ✓	10 ✓
2 Seldom overlooks needed coverage	5 ✓	5 ✓	4 ✓	3	2
3 Fails to cover all requirements	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
				EXECUTIVE
2.3.1.5.0 KEEPS TROOPS AND HIGHER AUTHORITY INFORMED	(5)	(7)	(7)	(7)
2.3.1.5.1.0 KEEPS HIGHER AUTHORITY INFORMED	(10)	(10)	(10)	(10)
2.3.1.5.1.1 OF INTENTIONS	(5)	(6)	(7)	(10)
1 Submits timely, complete and concise reports	10	10	10	10 ✓
2 Provides information accurately and on time	7 ✓	6 ✓	5 ✓	5
3 Must frequently be queried for information	0	0	0	0
2.3.1.5.1.2 OF CURRENT STATUS	(10)	(10)	(10)	(9)
1 Submits timely, accurate and concise reports	10	10	10	10
2 Provides information accurately and on time	7 ✓	5 ✓	5 ✓	5 ✓
3 Must frequently be queried for information	0	0	0	0
2.3.1.5.1.3 OF PROGRESS OF ACTION	(7)	(7)	(7)	(7)
1 Submits timely, accurate and concise reports	10	10	10	10
2 Provides information accurately and on time	7 ✓	5 ✓	5 ✓	5 ✓
3 Must frequently be queried for information	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP EXECUTIVE
2.3.1.5.2.0 KEEPS THE TROOPS INFORMED	(7)	(10)	(10)	(10)
2.3.1.5.2.1 OF DIRECTIVES FROM HIGHER AUTHORITY	(3)	(3)	(5)	(5)
1 Diligent and thorough in keeping troops informed	10	10✓	10✓	10
2 Keeps troops regularly informed	7	6	6	5✓
3 Keeps troops periodically informed	5✓	4	4	2
4 Troops not well informed	0	0	0	0
2.3.1.5.2.2 OF INTENTIONS	(10)	(10)	(10)	(10)
1 Keeps troops fully informed	10	10	10	10
2 Provides all necessary information	7✓	5✓	5✓	5✓
3 Fails to keep troops adequately informed	0	0	0	0
2.3.1.5.2.3 OF PROGRESS OF ACTION	(5)	(7)	(7)	(7)
1 Diligent and thorough in keeping troops informed	10	10	10	10
2 Keeps troops regularly informed	7	7	6✓	5✓
3 Keeps troops periodically informed	5✓	5✓	4	3
4 Makes no special effort toward keeping troops informed	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2.3.2.0 EFFECTIVELY COORDINATES PLANNED ACTION	(5)	(7)	(7)	(7)
2.3.2.1.0 COORDINATES LOGISTICS SUPPORT	(10)	(10)	(10)	(10)
2.3.2.1.1 UNDERSTANDS THE LOGISTICS SYSTEM	(5)	(6)	(7)	(7)
1 Has complete and detailed knowledge	10	10	10	10
2 Trained in logistics planning and operations	7	7	7	5 ✓
3 Has basic understanding of logistics	5 ✓	5 ✓	4 ✓	3
4 Lacks appreciation for logistics	0	0	0	0
2.3.2.1.2 KNOWS LOGISTICS REQUIREMENTS OF UNIT	(10)	(10)	(10)	(10)
1 Has complete and detailed knowledge	10	10	10	10
2 Has carefully studied requirements	8	7 ✓	7	6 ✓
3 Has basic knowledge of requirements	5 ✓	4	4 ✓	2
4 Lacks interest and appreciation for logistics	0	0	0	0
2.3.2.1.3 ESTABLISHES EFFECTIVE COORDINATION LINKS	(7)	(7)	(3)	(8)
1 Timely and complete in establishing links	10	10	10	10 ✓
2 Establishes key links in adequate time to effect coordination	5 ✓	5 ✓	5 ✓	4 ✓
3 Slow and/or incomplete in effecting coordination	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.3.2.2.0 COORDINATES TRAINING SUPPORT	(7)	(7)	(7)	(7)	(7)
2.3.2.2.1 KNOWS TRAINING FACILITIES AND PROGRAMS AVAILABLE	(5)	(7)	(7)	(7)	(7)
1 Maintains current and complete familiarity with training facilities and programs	10	10	10	10	10
2 Keeps well informed of training activity applicable to unit	8	7 ✓	6 ✓	6 ✓	6 ✓
3 Has general knowledge of training programs - knows where to get details	5 ✓	5	4	4	4
4 Not well informed	0	0	0	0	0
2.3.2.2.2 KNOWS TRAINING REQUIREMENTS OF UNIT	(10)	(10)	(10)	(10)	(10)
1 Completely familiar. Continually observes and evaluates on both individual and team basis.	10	10	10	10	10
2 Aware and observant. Maintains good training records.	8	8 ✓	7 ✓	7 ✓	6 ✓
3 Adheres to prescribed administrative procedures for training	5 ✓	5	4	4	4
4 Unaware of training requirements	0	0	0	0	0
2.3.2.2.3 ESTABLISHES EFFECTIVE COORDINATION LINKS	(7)	(7)	(7)	(7)	(7)
1 Timely and complete in establishing links	10	10	10	10	10
2 Establishes key links in adequate time to effect coordination	5 ✓	5 ✓	5 ✓	4 ✓	4 ✓
3 Slow and/or incomplete in effecting coordination	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.3.2.2.4 DEVELOPS EFFECTIVE TRAINING PLAN	(5)	(7)	(8)	(8)	(8)
1 Plans ahead. Maximizes training opportunities for both individuals and unit.	10	10	10	10	10
2 Well organized to monitor and take advantage of training opportunities	7	7	7✓	5✓	5✓
3 Follows prescribed administrative procedure	5✓	4✓	4	2	2
4 Training plan not well developed	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2.3.2.3.0 COORDINATES WITH SUPPORTING OPERATIONAL UNITS	(8)	(8)	(8)	(8)
2.3.2.3.1 KNOWS SUPPORTING ORGANIZATION	(5)	(5)	(7)	(8)
1 Maintains studious awareness of command organization, location and mission objectives of supporting units	10	10	10	10
2 Maintains awareness of proximate units and support forces	7	7	7 ✓	5 ✓
3 Aware of support force availability	5 ✓	4 ✓	4	1
4 Fails to keep informed of supporting organization	0	0	0	0
2.3.2.3.2 KNOWS CAPABILITIES OF SUPPORTING UNITS	(10)	(10)	(10)	(10)
1 Studiously aware of capabilities, strengths, weaknesses and current readiness	10	10	10	10
2 Knows capabilities and maintains awareness of current readiness	9	8	7	5 ✓
3 Knows capabilities by type	5 ✓	5 ✓	4 ✓	2
4 Not well informed	0	0	0	0
2.3.2.3.3 ESTABLISHES EFFECTIVE COORDINATION LINKS	(7)	(7)	(7)	(6)
1 Timely and complete in establishing links	10	10	10	10 ✓
2 Establishes key links in adequate time to effect coordination	5 ✓	5 ✓	5 ✓	4
3 Slow and/or incomplete in effecting coordination	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2.3.3.0 EFFECTIVELY PROVIDES DIRECTION	(10)	(10)	(10)	(9)
2.3.3.1.0 PROVIDES POSITIVE SUPERVISION	(10)	(10)	(10)	(10)
2.3.3.1.1 ENSURES UNITY OF EFFORT	(8)	(10)	(10)	(10)
1 Maintains unit cohesiveness, cooperation and teamwork	10	10	10	10
2 Effectively coordinates unit effort	6✓	5✓	5✓	5✓
3 Fails to exercise effective coordination	0	0	0	0
2.3.3.1.2 MAINTAINS FOCUS ON MISSION AND OBJECTIVES	(9)	(8)	(8)	(9)
1 Keeps maximum effort directed toward mission accomplishment	10	10	10	10
2 Keeps attention and unit effort directed toward mission accomplishment	7	7✓	6✓	5✓
3 Allows little wasted effort	4✓	4	3	0
4 Allows effort to become diffused	0	0	0	0
2.3.3.1.3 RECOGNIZES AND ACKNOWLEDGES POSITIVE PERFORMANCE	(7)	(7)	(7)	(4)
1 Exhibits keen interest and encouragement. Highly motivating	10	10	10	10
2 Alert to offer encouragement and positive motivation	8	8✓	7✓	6✓
3 Generally gives recognition and encouragement	5✓	5	5	4
4 Fails to show interest and recognition	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.3.3.1.4 PROVIDES GUIDANCE AND CORRECTION AS APPROPRIATE	(10)	(9)	(9)	(9)	(9)
1 Gives positive, clear guidance without "oversupervising"	10	10	10	10	10
2 Provides effective guidance	7 ✓	7 ✓	5 ✓	5 ✓	5 ✓
3 Tends to "oversupervise"	3	3	2	1	1
4 Fails to exercise control	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP EXECUTIVE
2.3.3.2.0 KEEPS INFORMED OF DEVELOPING SITUATION	(8)	(8)	(8)	(8)
2.3.3.2.1 UTILIZES INTELLIGENCE SOURCES	(5)	(6)	(7)	(8)
1 Actively solicits and makes skilled use of all intelligence sources	10	10	10	10
2 Makes good use of intelligence sources	8	8	7 ✓	5 ✓
3 Utilizes intelligence at hand	5 ✓	5 ✓	3	1
4 Fails to make use of available intelligence	0	0	0	0
2.3.3.2.2 UTILIZES FEEDBACK INFORMATION	(10)	(10)	(10)	(10)
1 Establishes channels and operating procedure for timely receipt of feedback	10	10	10	10
2 Maintains open channels for receipt of feedback	7	6 ✓	5 ✓	5 ✓
3 Receptive to feedback	5 ✓	4	3	2
4 Makes no special effort to ensure receipt of feedback	0	0	0	0
2.3.3.2.3 MAINTAINS LIAISON WITH SUPPORTING UNITS	(7)	(8)	(8)	(9)
1 Establishes close liaison and closely monitors situation with supporting units	10	10	10	10
2 Maintains effective communication channels for monitoring situation	7	6 ✓	5 ✓	5 ✓
3 Receptive to reports from supporting units	5 ✓	4	3	1
4 Inattentive to liaison with supporting units	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.3.3.3.0 EVALUATES AND RECOGNIZES NEED TO MODIFY PLANS	(5)	(7)	(8)	(8)	(8)
2.3.3.3.1 ESTABLISHES EVALUATIVE CRITERIA FOR MEASURING PROGRESS	(10)	(10)	(10)	(10)	(10)
1 Sets realistic goals and schedules prerequisite to mission accomplishment	10	10	10	10	10
2 Defines major goals and tasks for measuring progress	8	7 ✓	7 ✓	5 ✓	5 ✓
3 Has general appreciation of factors indicative of progress	5 ✓	3	3	2	2
4 Lacks appreciation for intermediate steps toward mission accomplishment	0	0	0	0	0
2.3.3.3.2 FOLLOWS ORGANIZED SYSTEM FOR MONITORING PROGRESS	(8)	(8)	(7)	(7)	(7)
1 Regularly checks progress toward established objectives and keeps subordinates actively involved in the evaluative process	10	10	10	10	10
2 Follows progress systematically and utilizes feedback from subordinates	7	7	6 ✓	5 ✓	5
3 Notes progress as events occur	4 ✓	4 ✓	2	1	0
4 Fails to actively monitor progress	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.3.3.3.3 RETAINS AND COMPARES CONTINGENCY PLANS	(7)	(7)	(8)	(8)	(8)
1 Forehanded in developing and comparing contingency plans for use if needed	10	10	10	10	10
2 Has fall back plans if current plan fails to make good progress	8	7 ✓	7 ✓	5 ✓	5 ✓
3 Adapts to need to modify current plans as conditions dictate	5 ✓	3	3	1	1
4 Adheres rigidly to the selected plan of action	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.3.3.4.0 DELEGATES AND ENCOURAGES INDIVIDUAL INITIATIVE	(7)	(7)	(7)	(7)	(7)
2.3.3.4.1 ASSIGNS RESPONSIBILITY	(10)	(10)	(10)	(10)	(10)
1 Gives challenging assignments to fully utilize and advance skills and capabilities of subordinates	10	10	10	10 ✓	10 ✓
2 Effectively assigns responsibilities in keeping with capabilities	7	7 ✓	6 ✓	5	5
3 Assigns responsibilities as required	5 ✓	4	3	1	0
4 Fails to make judicious assignment of responsibility	0	0	0	0	0
2.3.3.4.2 DELEGATES AUTHORITY	(5)	(8)	(10)	(10)	(10)
1 Delegates authority commensurate with assigned responsibility and squarely backs subordinates	10	10	10	10	10 ✓
2 Delegates authority required for effective discharge of responsibility	7	6 ✓	6 ✓	5 ✓	5
3 Delegates authority subject to close supervision	5 ✓	3	2	0	0
4 Fails to delegate and stand behind subordinates	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.3.3.4.3 REWARDS PERFORMANCE	(7)	(7)	(8)	(8)	(8)
1 Shows personal interest and appreciation and ensures subordinates receive appropriate recognition and reward	10	10	10	10	10 ✓
2 Recognizes and rewards deserving performance	8	7	7 ✓	6 ✓	6
3 Recognizes and commends major contributions to mission accomplishment	5 ✓	4 ✓	4	3	3
4 Fails to show recognition of deserving performance	0	0	0	0	0
2.3.3.4.4 APPLIES STRICT STANDARDS OF ACCOUNTABILITY	(10)	(9)	(8)	(8)	(8)
1 Holds subordinates strictly accountable for assigned responsibilities	10	10	10	10 ✓	10 ✓
2 Expects and receives accountable acceptance of responsibility	7 ✓	6 ✓	6 ✓	5	5
3 Occasionally lax in enforcing accountability for minor lapses	3	2	2	0	0
4 Allows significant shortcomings to go unnoticed or unacknowledged	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
				EXECUTIVE
2. LEADERSHIP GOAL				
2.1 DEMONSTRATE HIGHEST ETHICAL STANDARDS	(8)	(7)	(8)	(9)
2.2 DEMONSTRATE HIGHEST PROFESSIONAL STANDARDS	(9)	(9)	(10)	(10)
2.3 COMMITMENT TO MISSION ACCOMPLISHMENT	(10)	(10)	(9)	(8)
2.4 COMMITMENT TO WELL-BEING OF SUBORDINATES	(7)	(8)	(8)	(7)
2.4 COMMITMENT TO WELL-BEING OF SUBORDINATES				
2.4.1 COMMITTED TO PHYSICAL WELL-BEING OF SUBORDINATES	(10)	(10)	(10)	(10)
2.4.2 COMMITTED TO PROFESSIONAL WELL-BEING OF SUBORDINATES	(8)	(8)	(10)	(10)
2.4.3 COMMITTED TO PERSONAL WELL-BEING OF SUBORDINATES	(4)	(5)	(6)	(6)
2.4.1.1 PROVIDES FOR HEALTH AND COMFORT NEEDS	(10)	(10)	(10)	(10)
2.4.1.2 DEVOTES CARE AND ATTENTION TO SAFETY CONSIDERATIONS	(7)	(7)	(7)	(7)

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2.4.0 COMMITMENT TO WELL-BEING OF SUBORDINATES	(7)	(8)	(8)	(7)
2.4.1.0 COMMITTED TO PHYSICAL WELL-BEING OF SUBORDINATES	(10)	(10)	(10)	(10)
2.4.1.1.0 PROVIDES FOR HEALTH AND COMFORT NEEDS	(10)	(10)	(10)	(10)
2.4.1.1.1 OBSERVANT AND ATTENTIVE TO LIVING CONDITIONS	(8)	(8)	(8)	(10)
1 Ensures sanitation, cleanliness, environmental (heat-cold) and general appearance are maintained to highest practical standards	10	10	10	10
2 Shows interest and actively works to maintain and improve living conditions	8	7	6 ✓	5 ✓
3 Monitors conditions and takes action to correct deficiencies	5 ✓	5 ✓	4	3
4 Investigates and acts to correct complained deficiencies	3	2	2	1
5 Shows lack of concern for living conditions	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.4.1.1.2 OBSERVANT AND ATTENTIVE TO DUTY CONDITIONS	(10)	(10)	(10)	(10)	(10)
1 Takes all practical measures to anticipate, avoid or ameliorate discomfort of weather, fatigue, hunger, etc.	10	10	10	10	10
2 Shows concern and takes appropriate measures to accommodate to severe conditions encountered	5 ✓	5 ✓	5 ✓	5 ✓	5 ✓
3 Shows lack of concern	0	0	0	0	0
2.4.1.1.3 OBSERVANT AND ATTENTIVE TO STANDARDS OF GENERAL HEALTH AND PERSONAL HYGIENE	(4)	(4)	(7)	(7)	(7)
1 Ensures an effective program of information and guidance relative to sound practices of health, personal hygiene and weight control	10	10	10	10	10
2 Ensures that training and information relative to general health and hygiene are provided	5 ✓	5 ✓	5 ✓	5 ✓	5 ✓
3 Fails to devote attention to general health and hygiene matters	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.4.1.2.0 DEVOTES CARE AND ATTENTION TO SAFETY CONSIDERATIONS	(7)	(7)	(7)	(7)	(7)
2.4.1.2.1 DURING PERFORMANCE OF DUTY	(10)	(10)	(10)	(10)	(10)
1 Vigilant in ensuring sound safety practices, implants a safety awareness climate among subordinates	10	10	10	10	10
2 Establishes and enforces a judicious safety program	8	8 ✓	7 ✓	5 ✓	5 ✓
3 Observes and requires compliance with prescribed safety precautions	5 ✓	4	4	3	3
4 Lax in observing and ensuring sound safety practices	0	0	0	0	0
2.4.1.2.2 DURING OFF-DUTY TIME	(2)	(2)	(3)	(4)	(4)
1 Gives emphasis to training in safety, implants a safety awareness climate among subordinates	10	10	10	10	10
2 Ensures that prescribed training and information relative to personal safety are provided	5 ✓	5 ✓	5 ✓	5 ✓	5 ✓
3 Fails to devote attention to off-duty safety of subordinates	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.4.2.0 COMMITTED TO PROFESSIONAL WELL-BEING OF SUBORDINATES	(8)	(8)	(10)	(10)	(10)
2.4.2.1.0 KNOWS INDIVIDUAL STRENGTHS AND WEAKNESSES OF SUBORDINATES	(10)	(10)	(10)	(10)	(10)
2.4.2.1.1 KNOWS EDUCATIONAL LEVEL AND LEARNING ABILITY	(8)	(9)	(10)	(10)	(10)
1 Has complete, personal, first-hand knowledge	10	10	10	10	10
2 Well informed. Maintains well-organized and complete personnel records.	8	8	7 ✓	7 ✓	7 ✓
3 Observant and informed. Maintains required personnel records.	5 ✓	5 ✓	4	4	4
4 Lacks knowledge	0	0	0	0	0
2.4.2.1.2 KNOWS LEVEL OF TECHNICAL SKILL	(10)	(10)	(10)	(10)	(10)
1 Has complete, personal, first-hand knowledge	10	10	10	10	10
2 Well informed. Maintains well-organized and complete personnel records.	7 ✓	7 ✓	7 ✓	7 ✓	7 ✓
3 Observant and informed. Maintains required personnel records.	4	4	4	4	4
4 Lacks knowledge	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.4.2.1.3 KNOWS SPECIAL INTERESTS, SKILLS AND CAPABILITIES	(3)	(4)	(5)	(5)	(5)
1 Has complete, personal, first-hand knowledge	10	10	10	10	10
2 Well informed. Maintains well-organized and complete personnel records.	8	8	8✓	8	8
3 Observant and informed. Maintains required personnel records.	5✓	5✓	5	5✓	5✓
4 Lacks knowledge	0	0	0	0	0
2.4.2.1.4 KNOWS PHYSICAL CONDITION	(5)	(5)	(5)	(5)	(5)
1 Has complete, personal, first-hand knowledge	10	10	10	10	10
2 Well informed. Maintains well-organized and complete personnel records.	8✓	8✓	8✓	8	8
3 Observant and informed. Maintains required personnel records.	5	5	5	5✓	5✓
4 Lacks knowledge	0	0	0	0	0

TABLE: ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.4.2.2.0 MAINTAINS EFFECTIVE TRAINING PROGRAMS	(5)	(6)	(8)	(8)	(8)
2.4.2.2.1 INDIVIDUAL TRAINING PROGRAMS	(10)	(10)	(10)	(10)	(10)
1 Interesting and challenging. Carefully tailored to individual needs. Involves the individual in program development.	10	10	10	10	10
2 Well planned and tailored to individual needs	8	8✓	7✓	7✓	7✓
3 Soundly developed and maintained	5✓	5	4	4	4
4 Stereotyped. Lacking in attention to individual requirements.	0	0	0	0	0
2.4.2.2.2 TEAM TRAINING PROGRAMS	(5)	(10)	(10)	(10)	(10)
1 Interesting and challenging. Carefully tailored to develop team potential and take advantage of training opportunities. Involves subordinates in program development.	10	10	10	10	10
2 Well planned to develop team potential and take advantage of training opportunities	8	8✓	7✓	7✓	7✓
3 Soundly developed and directed	5✓	5	4	4	4
4 Not well organized or directed	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.4.2.2.3 UNIT TRAINING PROGRAMS	(0)	(5)	(8)	(10)	(10)
1 Interesting and challenging. Carefully tailored to develop team potential and take advantage of training opportunities. Involves subordinates in program development.	10	10	10	10	10
2 Well planned to develop team potential and take advantage of training opportunities	8	8✓	8✓	7✓	7✓
3 Soundly developed and directed	5✓	5	5	4	4
4 Not well organized or directed	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.4.2.3.0 ASSIGNS AND ENCOURAGES ACCEPTANCE OF RESPONSIBILITY	(10)	(10)	(10)	(10)	(10)
2.4.2.3.1 ASSIGNS RESPONSIBILITY ACCORDING TO CAPABILITIES	(10)	(10)	(10)	(10)	(10)
1 Challenges, develops potential and motivates performance	10	10	10	10	10
2 Fully utilizes and develops capabilities	8	8	7✓	7✓	7✓
3 Assigns responsibilities appropriate to capabilities	5✓	5✓	4	4	4
4 Fails to assign responsibilities appropriate to capabilities	0	0	0	0	0
2.4.2.3.2 ASSIGNS RESPONSIBILITY EQUITABLY	(10)	(10)	(10)	(10)	(10)
1 Exceptionally perceptive in ensuring fair and equitable assignments	10	10	10	10	10
2 Perceptive and fair	5✓	5✓	5✓	5✓	5✓
3 Fails to exercise care to ensure equitable assignments	0	0	0	0	0
2.4.2.3.3 ASSIGNS RESPONSIBILITY TO FURTHER AND TAKE ADVANTAGE OF TRAINING	(5)	(5)	(5)	(7)	(7)
1 Judicious in assigning personnel to the tasks for which trained	10	10	10	10	10
2 Seldom fails to align assignments with training qualifications	5✓	5✓	5✓	5✓	5✓
3 Inattentive to special training qualifications in assigning tasks	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

	PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
		FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.4.2.3.4	OFFERS GUIDANCE, RECOGNITION AND ENCOURAGEMENT	(7)	(7)	(7)	(7)	(7)
1	Highly effective and perceptive. Builds confidence and inspires motivation.	10	10	10	10	10
2	Effective. Quick to recognize and commend performance. Builds positive "can do" attitude.	7 ✓	7 ✓	7 ✓	6 ✓	6 ✓
3	Recognizes superior achievement	3	3	3	3	3
4	Slow to acknowledge or encourage performance	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2.4.2.4.0 RECOMMENDS PROMOTION/ADVANCEMENT OF QUALIFIED PERSONNEL	(5)	(7)	(8)	(8)
2.4.2.4.1 EVALUATES QUALIFICATIONS AND PERFORMANCE	(10)	(10)	(10)	(10)
1 Keenly perceptive and observant. Objective and consistent in applying valid criteria of evaluation.	10	10	10	10
2 Exercises care and consistency in evaluating performance and qualifications	8	7✓	7✓	5✓
3 Generally observant in noting qualifications of subordinates	5✓	4	3	2
4 Casual and perfunctory in evaluating subordinates	0	0	0	0
2.4.2.4.2 ENSURES COMPLETENESS AND TIMELINESS OF PERSONNEL PERFORMANCE REPORTS	(5)	(5)	(7)	(7)
1 Meticulous in ensuring complete and timely reports	10	10	10	10
2 Exercises care to ensure complete and timely reports	7	6	6	6
3 Complies with reporting requirements	5✓	4✓	4✓	2✓
4 Lax in completing and submitting reports	0	0	0	0
2.4.2.4.3 SUBMITS APPROPRIATE RECOMMENDATIONS	(10)	(10)	(10)	(10)
1 Never fails to recommend deserving personnel	10✓	10✓	10✓	10✓
2 Seldom overlooks a deserving subordinate	2	2	0	0
3 Frequently fails to submit recommendation	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	EXECUTIVE
2.4.2.5.0 PROMOTES EDUCATIONAL OPPORTUNITIES FOR SUBORDINATES	(3)	(4)	(6)	(6)
2.4.2.5.1 PROMOTES MILITARY EDUCATION AND TRAINING	(10)	(10)	(10)	(10)
1 Ensures subordinates are informed of opportunities and individually counsels and encourages those qualified and deserving	10	10	10	10
2 Publicizes opportunities and encourages participation	5 ✓	5 ✓	5 ✓	5 ✓
3 Exerts little or no positive influence in promoting education and training programs	0	0	0	0
2.4.2.5.2 PROMOTES ADVANCED IN-SERVICE EDUCATIONAL OPPORTUNITIES	(4)	(4)	(6)	(7)
1 Ensures subordinates are informed of opportunities and individually counsels and encourages those qualified and deserving	10	10	10	10
2 Publicizes opportunities and encourages participation	5	5	5 ✓	5 ✓
3 Exerts little or no positive influence in promoting education and training programs	0 ✓	0 ✓	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP

LEADERSHIP LEVEL

	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.4.2.5.3 PROMOTES OFF-DUTY ACADEMIC AND PROFESSIONAL OPPORTUNITIES	(2)	(2)	(4)	(4)	(4)
1 Ensures subordinates are informed of opportunities and individually counsels and encourages those qualified and deserving	10	10	10	10	10
2 Publicizes opportunities and encourages participation	5	5	5✓	5✓	5✓
3 Exerts little or no positive influence in promoting education and training programs	0✓	0✓	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP

2.4.3.0 COMMITTED TO PERSONAL WELL-BEING OF SUBORDINATES

2.4.3.1.0 SHOWS INTEREST IN SUBORDINATES AS INDIVIDUALS

2.4.3.1.1 KNOWS PERSONAL/FAMILY BACKGROUND

- 1 Almost universally
- 2 In most cases
- 3 In more cases than not
- 4 Makes no effort to learn background

2.4.3.1.2 SHOWS INTEREST IN INDIVIDUAL GOALS AND ASPIRATIONS

- 1 Characteristic clearly evident, forthcoming and universally expressed
- 2 Characteristic evident and generally expressed
- 3 Willing and interested when sought out
- 4 Characteristic not evident

	FIRST LINE	LEADERSHIP LEVEL			EXECUTIVE
		LOW	MIDDLE	TOP	
(4)	(5)	(6)	(6)	(6)	(6)
(10)	(10)	(10)	(10)	(10)	(10)
(5)	(5)	(5)	(7)	(7)	(7)
10	10	10	10	10	10
7	7✓	7✓	7✓	7	7
5✓	5	5	5	5✓	5✓
0	0	0	0	0	0
(10)	(10)	(10)	(10)	(10)	(10)
10	10	10	10	10	10
7✓	7✓	6✓	6✓	6✓	6✓
4	4	3	3	2	2
0	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL			
	FIRST LINE	LOW	MIDDLE	TOP
2.4.3.2.0 APPROACHABLE AND PERCEPTIVE IN PERSONAL COUNSELING	(10)	(10)	(10)	(10)
2.4.3.2.1.0 ACCESSIBLE TO SUBORDINATES	(10)	(10)	(10)	(10)
2.4.3.2.1.1 MAKES TIME AVAILABLE	(10)	(10)	(10)	(10)
1 Never too busy to acknowledge an approach from a subordinate	10	10	10	10
2 Encourages and perceptive to personal communication from subordinates	8	8 ✓	7 ✓	7 ✓
3 Willing to make time available when approached	5 ✓	4	4	4 ✓
4 Usually too busy to make time available for personal counseling	0	0	0	0
2.4.3.2.1.2 RESPECTS CONFIDENCES AND INDIVIDUAL PRIVACY	(8)	(8)	(8)	(8)
1 Considerate and circumspect in recognizing individual concern for privacy. Respects confidences.	10	10	10 ✓	10 ✓
2 Respects confidences	4 ✓	3 ✓	2	2
3 Inconsiderate of individual concern for privacy	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.4.3.2.1.3 SOLICITS PROFESSIONAL ASSISTANCE WHERE NEEDED (E.G., LEGAL, CHAPLAIN)	(5)	(5)	(7)	(7)	(7)
1 Takes personal responsibility for arranging assistance	10	10	10	10	10
2 Fails to follow through in ensuring availability. "Go see the chaplain."	44 0	44 0	7 0	5 0	5 0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.4.3.3.0 ENCOURAGES EDUCATIONAL AND CULTURAL PURSUITS	(2)	(3)	(4)	(5)	(5)
2.4.3.3.1 PUBLICIZES OPPORTUNITIES	(10)	(10)	(10)	(10)	(10)
1 Maintains active program to ensure opportunities are made known to subordinates	10	10	10	10	10
2 Circulates information received	6 ✓	6 ✓	4 ✓	3 ✓	3 ✓
3 Makes no special effort to publicize opportunities	0	0	0	0	0
2.4.3.3.2 GIVES POSITIVE RECOGNITION TO PARTICIPATION AND ACCOMPLISHMENTS	(10)	(10)	(10)	(10)	(10)
1 Characteristic clearly evident	10	10	10	10	10
2 Characteristic evident to some degree	8	8	7 ✓	6 ✓	5 ✓
3 Cannot determine ("don't know")	3 ✓	3 ✓	2	1	1
4 Characteristic not evident	0	0	0	0	0

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP	LEADERSHIP LEVEL				
	FIRST LINE	LOW	MIDDLE	TOP	EXECUTIVE
2.4.3.4.0 ENCOURAGES PARTICIPATION IN RECREATIONAL ACTIVITY	(6)	(6)	(6)	(6)	(6)
2.4.3.4.1 ESTABLISHES AND MAINTAINS RECREATIONAL PROGRAM	(10)	(10)	(10)	(10)	(10)
1 Well organized to reflect interests of subordinates. Achieves broad participation.	10	10	10	10	10
2 Well organized and supported	5 ✓	5 ✓	5 ✓	5 ✓	5 ✓
3 Not well organized or maintained	0	0	0	0	0
2.4.3.4.2 FACILITATES INDIVIDUAL PARTICIPATION WHEREVER POSSIBLE	(10)	(10)	(10)	(10)	(10)
1 Coordinates scheduling and makes facilities available wherever possible	10 ✓	10 ✓	10 ✓	10 ✓	10 ✓
2 Makes no special effort to facilitate individual participation	0	0	0	0	0
2.4.3.4.3 PERSONALLY SUPPORTS RECREATIONAL PROGRAM	(5)	(5)	(5)	(5)	(5)
1 Through regular personal participation or attendance	10	10	10	10	10
2 Through occasional personal participation or attendance	5 ✓	5 ✓	5 ✓	5 ✓	5 ✓
3 Evidences little or no personal support	0	0	0	0	0

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