

OFFICIAL REPORT										SEE PRIVACY ACT STATEMENT ON DA FORM 67-9-1			
For use of this form, see AR 623-105; the proponent agency is ODCSPER													
PART I - ADMINISTRATIVE DATA													
a. NAME (Last, First, Middle Initial) DOELL, KEVIN V.				b. SSN [REDACTED]		c. RANK CPT		d. DATE OF RANK Year: 1999, Month: 04, Day: 14		e. BRANCH MI	f. DESIGNATED SPECIALTIES / PHOS (WO1) 35D		
g. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND USAE, HQ US CENTRAL COMMAND (CCJ2), MACDILL AFB, FL 33621 JA								h. REASON FOR SUBMISSION 05 ANNUAL					
i. PERIOD COVERED						j. RATED MONTHS 12	k. NONRATED CODES	l. NO. OF ENCL 0	m. RATED OFFICER COPY (Check one and date)		n. PSB INITIAL	o. CMD CODE JA	p. PSB CODE RC02
FROM		THRU						1. Given to Officer		Date			
Year	Month	Day	Year	Month	Day			<input checked="" type="checkbox"/>		23 Jul 03		mm	
2002	07	22	2003	07	21								
PART II - AUTHENTICATION (Rated officer's signature verifies officer has seen completed OER Parts I-VII and the admin data is correct)													
a. NAME OF RATER (Last, First, MI) STRICKLAND, JASON T.			SSN [REDACTED]	RANK MAJ	POSITION Dep Chief, Iraq Ground			SIGNATURE <i>Jason T. Strickland</i>		DATE 22 Jul 03			
b. NAME OF INTERMEDIATE RATER (Last, First, MI)			SSN	RANK	POSITION			SIGNATURE		DATE			
c. NAME OF SENIOR RATER (Last, First, MI) COATE, ROBERT W.			SSN [REDACTED]	RANK LtCol	POSITION Chief, Iraq Section			SIGNATURE <i>Robert W. Coate</i>		DATE 22 Jul 03			
SENIOR RATER'S ORGANIZATION Headquarters, United States Central Command MacDill Air Force Base, Florida 33615				BRANCH USMC	SENIOR RATER TELEPHONE NUMBER DSN 968-2506			E-MAIL ADDRESS coaterw@centcom.mil					
d. This is a referred report, do you wish to make comments? <input type="checkbox"/> No <input type="checkbox"/> Yes, comments are attached								e. SIGNATURE OF RATED OFFICER See Part VIIc.		DATE			
PART III - DUTY DESCRIPTION													
a. PRINCIPAL DUTY TITLE GROUND ANALYST								b. POSITION AOC/BR 35D00					
c. SIGNIFICANT DUTIES AND RESPONSIBILITIES. REFER TO PART IVa, DA FORM 67-9-1 Serves as Ground Analyst, Iraq Ground Team, Joint Intelligence Center Central (JICCENT), U.S. Central Command (USCENTCOM). Responsible for all-source analysis, production of intel and planning on all aspects of Iraqi ground force operations and capabilities, and supporting the warfighter's military decisionmaking process. Maintains continuous situational awareness of composition, disposition, and activities of Iraqi ground forces. Provides Indications and Warning of threats to deployed coalition forces. Prepares and presents detailed assessments to the Commander, USCENTCOM, J2, and component commands; develops, produces, and delivers visual and textual briefing items destined for the President of the United States and Secretary of Defense. Monitors political-military, economic, and cultural trends. Coordinates closely with DoD and national agencies.													
PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM (Rater)													
CHARACTER Disposition of the leader: combination of values, attributes, and skills affecting leader actions													
a. ARMY VALUES (Comments mandatory for all "NO" entries. Use PART Vb.)				Yes				No					
1. HONOR: Adherence to the Army's publicly declared code of values				<input checked="" type="checkbox"/>		<input type="checkbox"/>		5. RESPECT: Promotes dignity, consideration, fairness, & EO					
2. INTEGRITY: Possesses high personal moral standards; honest in word and				<input checked="" type="checkbox"/>		<input type="checkbox"/>		6. SELFLESS-SERVICE: Places Army priorities before self					
3. COURAGE: Manifests physical and moral bravery				<input checked="" type="checkbox"/>		<input type="checkbox"/>		7. DUTY: Fulfills professional, legal, and moral obligations					
4. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the soldier				<input checked="" type="checkbox"/>		<input type="checkbox"/>							
b. LEADER ATTRIBUTES / SKILLS / ACTIONS: First, mark "YES" or "NO" for each block. Second, choose a total of six that best describe the rated officer. Select one from ATTRIBUTES, two from SKILLS (Competence), and three from ACTIONS (LEADERSHIP). Place an "X" in the appropriate numbered box with optional comments in PART Vb. Comments are mandatory in													
b.1. ATTRIBUTES (Select 1)		<input checked="" type="checkbox"/> MENTAL Possesses desire, will, initiative, and discipline		<input checked="" type="checkbox"/> NO		2. PHYSICAL Maintains appropriate level of physical fitness and military bearing		<input checked="" type="checkbox"/> NO		3. EMOTIONAL Displays self-control; calm under pressure		<input checked="" type="checkbox"/> NO	
b.2. SKILLS (Competence) (Select 2)		<input checked="" type="checkbox"/> CONCEPTUAL Demonstrates sound judgment, critical/creative thinking, moral reasoning		<input checked="" type="checkbox"/> NO		2. INTERPERSONAL Shows skill with people: coaching, teaching, counseling, motivating and empowering		<input checked="" type="checkbox"/> NO		3. TECHNICAL Possesses the necessary expertise to accomplish all tasks and functions		<input checked="" type="checkbox"/> NO	
Skill development is part of self-development; prerequisite to action		<input checked="" type="checkbox"/> TACTICAL Demonstrates proficiency in required professional knowledge, judgment, and warfighting		<input checked="" type="checkbox"/> NO								<input checked="" type="checkbox"/> NO	
b.3. ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform: influencing, operating, and improving													
INFLUENCING Method of reaching goals while operating / improving		1. COMMUNICATING Displays good oral, written, and listening skills for individuals / groups		<input checked="" type="checkbox"/> NO		X DECISION-MAKING Employs sound judgment, logical reasoning and uses resources wisely		<input checked="" type="checkbox"/> NO		3. MOTIVATING Inspires, motivates, and guides others toward mission accomplishment		<input checked="" type="checkbox"/> NO	
OPERATING Short-term mission accomplishment		4. PLANNING Develops detailed, executable plans that are feasible, acceptable, and suitable		<input checked="" type="checkbox"/> NO		X EXECUTING Shows tactical proficiency, meets mission standards, and takes care of people/resources		<input checked="" type="checkbox"/> NO		6. ASSESSING Uses after-action and evaluation tools to facilitate consistent improvement		<input checked="" type="checkbox"/> NO	
IMPROVING Long-term improvement in the Army its people and organizations		7. DEVELOPING Invests adequate time and effort to develop individual subordinates as leaders		<input checked="" type="checkbox"/> NO		8. BUILDING Spends time and resources improving teams, groups and units; fosters ethical climate		<input checked="" type="checkbox"/> NO		X LEARNING Seeks self-improvement and organizational growth; envisioning, adapting and leading		<input checked="" type="checkbox"/> NO	
c. APFT: PASS				DATE: APR 2003		HEIGHT: 72		WEIGHT: 208		YES			
d. JUNIOR OFFICER DEVELOPMENT - MANDATORY YES OR NO ENTRY FOR RATERS OF LTs AND WO1s.										YES	NO	<input checked="" type="checkbox"/>	
WERE DEVELOPMENTAL TASKS RECORDED ON DA FORM 67-9-1a AND QUARTERLY FOLLOW-UP COUNSELINGS CONDUCTED?													

PART V - PERFORMANCE AND POTENTIAL EVALUATION (Rater)

a. EVALUATE THE RATED OFFICER'S PERFORMANCE DURING THE RATING PERIOD AND HIS/HER POTENTIAL FOR PROMOTION

OUTSTANDING PERFORMANCE, MUST PROMOTE SATISFACTORY PERFORMANCE, PROMOTE UNSATISFACTORY PERFORMANCE, DO NOT PROMOTE OTHER (Explain)

b. COMMENT ON SPECIFIC ASPECTS OF THE PERFORMANCE AND POTENTIAL FOR PROMOTION. REFER TO PART III, DA FORM 67-9 AND PART IVa, b, AND c DA FORM 67-9-1.

CPT Doell is in the top 10% of all company grade officers assigned to this command, regardless of service. He is a bright, action-oriented officer who demonstrates excellence in every way. Kevin was chosen to lead the largest and most challenging analytical team in the Intelligence Directorate at U.S. Central Command's Main Headquarters during Operation IRAQI FREEDOM. As a leader and analyst, he supervised a team of over 20 all-source intelligence analysts, while conducting split-based operations with USCENTCOM's Forward Deployed Headquarters. His ability to quickly absorb and assimilate the complexities of Iraq's ground forces led to his selection as primary as briefer to the Director of Intelligence on a daily basis. He flawlessly provided over 125 daily intelligence updates to the Director of Intelligence. His daily presentation was the first intelligence product reviewed by the Commander, U.S. Central Command during planning and execution of Operation IRAQI FREEDOM. Throughout the conflict, CPT Doell provided meticulous and comprehensive analytical support on the intentions of the 23 Iraqi Divisions and 16 Special Republican Guard Battalions, which led to the destruction of Iraq's armed forces. Once the Iraqi Army was defeated, CPT Doell transitioned his team to provide assessments on the emerging threats to stability and security operations in Iraq. Kevin is everything you desire in a solid Army officer: intellectual, strong communication and problem-solving skills, mission focus, and unlimited potential. This officer must command. Promote now to MAJ and select immediately for resident Command and General Staff College (CGSC).

c. IDENTIFY ANY UNIQUE PROFESSIONAL SKILLS OR AREAS OF EXPERTISE OF VALUE TO THE ARMY THAT THIS OFFICER POSSESSES. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

CPT Doell possesses superb written and communication skills. Would serve the Army best in OPCF/35.

PART VI - INTERMEDIATE RATER

ARMY
Certified True Copy
Quinn Martin SAC
RSNCO JC-RR

PART VII - SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE

BEST QUALIFIED FULLY QUALIFIED DO NOT PROMOTE OTHER (Explain below)

I currently senior 1 officer(s) in this grade
 A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review YES NO (Explain in c)

b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)

- ABOVE CENTER OF MASS (Less than 50% in top box; Center of Mass if 50% or more in top box)
- CENTER OF MASS
- BELOW CENTER OF MASS RETAIN
- BELOW CENTER OF MASS DO NOT RETAIN

c. COMMENT ON PERFORMANCE/POTENTIAL

A superb performance during a fast-paced and challenging time. CPT Doell stepped up into the vacuum left by the forward deployment of experienced Iraqi ground force analysts and exceeded all expectations. He quickly became proficient on Iraq's ground forces, and confidently represented USCENTCOM Main in daily intelligence exchanges with USCENTCOM Forward Deployed Headquarters and the national intelligence community. CPT Doell's dedication and perseverance were crucial in providing timely and accurate intelligence "reach-back" capability to USCENTCOM Forward and played a critical role in USCENTCOM's success during Operation IRAQI FREEDOM. A true standout, CPT Doell's future service must include demanding positions to take advantage of his superb analytical and leadership skills; unlimited potential. Promote to MAJ followed by resident CGSC selection. CPT Doell has demobilized and is unavailable for signature.

d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

Tactical Bn S3; Tactical Bn XO; Deputy G2. Would serve the Army best in OPCF/35.