

ince this portion of the OER Support Form is constantly changing, suggest that a blank OER Support Form with duty description be used to record the counseling dates. Keep only the rater's latest objectives that were submitted to the senior rater. Using the Wal-Mart example:

- 1. Greet every customer with not only a greeting and an offer for a cart but also with a smile and a highly clean and pressed uniform.**
- 2. Have sale fliers available to all customers.**
- 3. Ensure that the entrance remains clear of debris so that personnel can easily enter store.**
- 4. Remove carts from the parking lot so that they are in the store available for issue to the customer.**
- 5. Approach customers to ensure that they have sales receipts for items.**

he duties in this portion of the OER Support Form should be discussed as more specific and measurable objectives. In the Wal-Mart performance objectives, for example, how can the performance objective of greeting every customer be shown? Periodic spot-checks by the rater and senior rater would meet this requirement. If the objective is not measurable, attainment will be difficult. For example, instead of writing an OER Support Form with the aim of improving an Army Physical Fitness Test (APFT) score, rewrite the aim so that it defines an objective such as "Achieve a 270 on my next APFT, a 20-point improvement."

fficers are reluctant to define such specific goals on OER Support Forms. Always keep in mind that if the goal is not achieved because of unforeseen circumstances, the rated officer can rewrite that portion of the OER Support Form as the rating period goes by to show what he did achieve. Also, ensure that goals are attainable. An OER Support Form should be an adjustable document up until the time an OER is due and the Significant Contributions portion is completed.

his section of the Support Form should give the rater and senior rater an idea of what the rated officer wants written on his OER. I suggest the rated officer write the specific sentences that he would like on his OER. A rated officer who cannot define his achievements will have a difficult time convincing others. Using the Wal-Mart example, the following are poorly written contributions that give the rater and senior rater no help:

- 1. Greeted every customer that came into the store and offered them a cart.**
- 2. Gave out sale fliers when they were available.**